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TRANSIT ASSET MANAGEMENT PLAN

Prepared by:
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May 21, 2018

Mission Statement

The Clallam County Public Transportation Benefit Area, DBA Clallam Transit System (CTS), through the operation of fixed-route service, paratransit service, and vanpool programs, seeks to provide high quality affordable public transportation services that are safe, reliable, sustainable, accessible, and efficient.

About CTS

The Clallam County Public Transportation Benefit Area (PTBA) was formed on July 24, 1979. CTS began operations in October of 1980. The agency started service with a fleet of twelve 22-passenger vehicles operating on ten routes. One year later, in 1981, paratransit operations began through contracted arrangements with local private transportation companies. Since then, CTS has experienced incremental changes in fleet size, operational characteristics, and service area. In 1984, the west end of the county was annexed into the PTBA. In April 2011, CTS assumed the day-to-day operations of providing the county's public specialized paratransit service to persons who have difficulty using the regular fixed route public transit service due to impairment or age.

CTS is organized into three departmental areas: Operations, Maintenance, and Administration. Oversight of all agency operations is the responsibility of the General Manager. Legal counsel is at the disposal of the General Manager as needed. Agency policy oversight is the responsibility of an appointed panel of elected officials. The three municipalities within the service area (Forks, Port Angeles, and Sequim) and Clallam County each appoint two elected representatives to the CTS Board.

Voters in Clallam County approved the collection of a sales tax not to exceed 0.3 percent of one cent to fund service in the PTBA. Through 1999, this local sales tax revenue was matched by revenues generated from the state motor vehicle excise tax (MVET). On April 25, 2000, Clallam County voters approved the collection of an additional 0.3 percent of one cent to replace revenue lost by the elimination of the MVET, thus providing a stable revenue stream to pay for public transportation services. As of 2017, Clallam Transit continues to collect 0.6 percent of one cent sales tax to fund its services.

Clallam Transit System's Title VI Notice to the Public

Non-discrimination Policy: It is the policy of Clallam Transit System to assure that no person shall, on the grounds of race, color, or national origin, as provided by Title VI of the Civil Rights Act of 1964, be excluded from participation in, be denied the benefits of, or otherwise be discriminated against under any of its federally funded programs and activities. Any person who believes his or her Title VI protection has been violated may file a complaint with Clallam Transit System's Operations and Planning Manager. For Title VI complaints and additional Information, please call 360-417-1370.

Acknowledgements

Clallam Transit System Administrative Staff

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Steve Hopkins, Operations and Planning Manager

Mike Oliver, Maintenance Manager (Fleet and Facilities)

Gina Monger, Administration Services Manager

Dunyele Mason, Finance Manager

Clallam Transit System Board

Mark Ozias, Board Chair, Clallam County Commissioner

Juanita Weissenfels, Vice Chair, Forks City Councilmember

Bill Peach, Board Member, Clallam County Commissioner

Tim Fletcher, Board Member, Forks Mayor

Candace Pratt, Board Member, Sequim Deputy Mayor

Dennis Smith, Board Member, Sequim Mayor

Kate Dexter, Board Member, Port Angeles Deputy Mayor

Lindsey Schromen-Wawrin, Board Member, Port Angeles City Councilmember

Ed Stanard, Non-Voting Board Member, Amalgamated Transit Union Local 587

Randy Johnson, Board Member Alternate, Clallam County Commissioner

Jon Preston, Board Member Alternate, Forks City Councilmember

Mike French, Board Member Alternate, Port Angeles City Councilmember

Brandon Janisse, Board Member Alternate, Sequim City Councilmember

Revision History

Agency Name: Clallam County Public Transportation Benefit Area, DBA Clallam Transit System (CTS)

Accountable Executive: Kevin E. Gallacci, General Manager

Initial CTS Board Adoption Date: May 21, 2018

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EXECUTIVE SUMMARY

A Transit Asset Management Plan (TAMP) is a business model that uses the condition of assets to guide the optimal prioritization of funding at transit agencies in order to keep transit systems in a state of good repair (SGR). By implementing a TAMP, the benefits include:

- Improved transparency and accountability for safety, maintenance, asset use, and funding investments;
- Optimized capital investment and maintenance decisions;
- Data-driven maintenance decisions; and
- System safety and performance outcomes.

The consequences of an asset not being in a SGR include:

- Safety risks (accidents per 100,000 revenue miles);
- Decreased system reliability (on-time performance);
- Higher maintenance costs; and/or
- Lower system performance (missed runs due to breakdown).

TAMP Policy

CTS has developed this TAMP to aide in: (1) assessment of the current condition of capital assets; (2) determine what condition and performance of its assets should be (if they are not currently in a state of good repair); (3) identify the unacceptable risks, including safety risks, in continuing to use an asset that is not in a state of good repair; and (4) deciding how to best balance and prioritize reasonably anticipated funds (revenues from all sources) towards improving asset condition and achieving a sufficient level of performance within those means.

Agency Overview

Clallam Transit System (CTS) provides fixed-route service, paratransit service, and vanpool programs to over 820,000 passengers annually within the benefit area. CTS manages an extensive core inventory of vehicles and capital assets, including the following:

- 31 fixed-route buses;
- 21 paratransit vehicles;
- 30 vanpool Vans;
- A central base of operations consisting of an administration, operations, vehicle storage, and refueling maintenance facility;
- A transit center centrally located in the downtown core of Port Angeles, Washington;
- A transit center centrally located in the downtown core of Sequim, Washington; and
- A transit center centrally located in Forks, Washington.

Operating Environment

Local conditions have a direct impact on the level or frequency of preventative/preservative maintenance required for vehicles. Local conditions such as service design, topography, weather, and standard procedures must be considered when developing programs to maintain vehicles.

Service Design

- Rural service. Fixed-route, ADA paratransit service and demand response in some areas.

- Due to our topography and service area of 1,753 square miles, our average speed is medium to high with some vehicles traveling up to 75,000 miles per year.

Topography

- Clallam County occupies a long and narrow area in the most northwestern corner of Washington State. Encompassing part of the Olympic Peninsula, the county includes 1,738 square miles of mostly forested and mountainous land. We are bordered by the Straits of Juan de Fuca, a body of salt water directly to the north, and the Pacific Ocean immediately to the west. The Olympic mountain range borders the majority of the south boundary. Our operations take us from in-town stop-and-go service to longer distance routes that travel up to 73 miles one way with infrequent stops.
- The terrain is fairly flat east and mid county. As we travel toward the west end of our service area, the roads have more curves, with some grades and narrowed right-of-way. The west end roads often have more pot holes or deterioration from moisture and are more difficult for highway departments to maintain and can occasionally be challenging for transit operations.

Weather

- Most of the year we experience rainy conditions. During the winter months, ice or snow on roadways and sand and/or de-icer can be expected along with precipitation. Adjustments must be made during routine maintenance to prevent premature corrosion to our assets.

SECTION 1: INTRODUCTION & APPLICABILITY

CTS is committed to operating a public transportation system that offers reliable, accessible, and convenient service with safe vehicles and facilities. Transit Asset Management (TAM) is an administrative management process that combines the components of investment (available funding), rehabilitation and replacement actions, and performance measures with the outcome of maintaining publically owned assets in a state of good repair (SGR).

CTS is currently operating as a defined *Tier II* transit provider in compliance with (49 CFR § 625.45 (b)(1). Tier II transit providers are those transit agencies that do not operate rail fixed-guideway public transportation systems and have either 100 or fewer vehicles in fixed-route revenue service during peak regular service, or have 100 or fewer vehicles in general demand response service during peak regular service hours.

This TAMP provides an outlay of how CTS will assess, monitor, and report the physical condition of assets utilized in the operation of the public transportation system. CTS's approach to accomplish SGR includes the strategic and systematic process of operating, maintaining, and improving physical assets, with a focus on both engineering and economic analysis based upon quality of information, to identify a structured sequence of maintenance, preservation, repair, rehabilitation, and replacement actions that will achieve and sustain a desired state of good repair over the lifecycle of the assets at a minimum practicable cost. This document shall cover a "horizon period" of time beginning with the adoption of the plan by a CTS Board action in May of 2018 and ending four years later in Federal Fiscal Year (FFY) 2021. This TAMP shall be amended during the four-year horizon period when a significant change to staff, assets, and/or operations has occurred.

The Accountable Executive

Each transit provider receiving Federal Transit Administration (FTA) and/or Washington State Department of Transportation (WSDOT) funding shall designate an "Accountable Executive" to implement the TAMP. The Accountable Executive shall be the CTS General Manager. The Accountable Executive must balance transit asset management, safety, day-to-day operations, and expansion needs in approving and carrying out the TAMP.

The Accountable Executive shall be responsible to ensure the development and implementation of the TAMP, in accordance with § 625.25 (*Transit Asset Management Plan requirements)*. Additionally, the Accountable Executive shall be responsible to ensure the reporting requirements, in accordance with both § 625.53 (*Recordkeeping for Transit Asset Management*) and § 625.55 (*Annual Reporting for Transit Asset Management*) are completed. Furthermore, the Accountable Executive shall approve the annual asset performance targets; TAMP document, and SGR Policy and goals. These required approvals shall be certified annually by the Accountable Executive, approved by the Board and provided to WSDOT with all Federal and state certifications and assurances.

TAMP Elements

As a Tier II public transportation provider, CTS has developed and implemented a TAMP containing the following elements:

(1) Asset Inventory Portfolio: An inventory of the number and type of capital assets to include: Rolling Stock, Facilities, and Equipment. (Attachments 1-4)

(2) Asset Condition Assessment: A condition assessment of those inventoried assets for which CTS has direct ownership and capital responsibility. (Attachment 5)

(3) Decision Support Tools & Management Approach: A description of the analytical processes and decision-support tools that CTS uses to estimate capital investment needs over time, and develop its investment prioritization. (Attachment 8)

(4) Investment Prioritization: CTS's project-based prioritization of investments, developed in accordance with § 625.33.

Definitions

Accountable Executive: A single, identifiable person who has ultimate responsibility for carrying out the safety management system 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 Category: A grouping of asset classes, including a grouping of equipment, a grouping of rolling stock, a grouping of infrastructure, and a grouping of facilities.

Asset Class: A subgroup of capital assets within an asset category. For example: buses, trolleys, cutaway vans, and vans are all asset classes within the rolling stock asset category.

Asset Inventory: A register of capital assets, and information about those assets.

Capital Asset: A unit of rolling stock, a facility, a unit of equipment, or an element of infrastructure used for providing public transportation.

Decision Support Tool: An analytic process or methodology: (1) To help prioritize projects to improve and maintain the state of good repair of capital assets within a public transportation system, based on available condition data and objective criteria; or (2) To assess financial needs for asset investments over time.

Equipment: An article of nonexpendable, tangible property having a useful life of at least one year.

Exclusive-Use Maintenance Facility: A maintenance facility that is not commercial and is either operated by a transit provider or used for servicing their vehicles.

Facility: A building or structure that is used in providing public transportation.

FFY: Federal Fiscal Year (last day of September – first day of October)

Full Level of Performance: The objective standard established by FTA/WSDOT for determining whether a capital asset is in a state of good repair.

Horizon Period: The fixed period of time within which a transit provider will evaluate the performance of its TAM plan. FTA standard horizon period is four years.

Implementation Strategy: A transit provider's approach to carrying out TAM practices, including establishing a schedule, accountabilities, tasks, dependencies, and roles and responsibilities.

Infrastructure: The underlying framework or structures that support a public transportation system.

Investment Prioritization: A transit provider's ranking of capital projects or programs to achieve or maintain a state of good repair. An investment prioritization is based on financial resources from all sources that a transit provider reasonably anticipates will be available over the TAM plan horizon period.

Key Asset Management Activities: A list of activities that a transit provider determines are critical to achieving its TAMP goals.

Life-Cycle Cost: The cost of managing an asset over its entire life.

Participant: A Tier II provider that participates in a group TAMP.

Performance Measure: An expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets (*e.g.,* a measure for on-time performance is the percent of trains that arrive on time, and a corresponding quantifiable indicator of performance or condition is an arithmetic difference between scheduled and actual arrival time for each train).

Performance Target: A quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the Federal Transit Administration (FTA).

Public Transportation System: The entirety of a transit provider's operations, including the services provided through contractors.

Public Transportation Agency Safety Plan: A transit provider's documented comprehensive agency safety plan that is required by 49 U.S.C. 5329.

Recipient: Means an entity that receives Federal financial assistance under 49 U.S.C. Chapter 53, either directly from FTA or as a subrecipient.

Rolling Stock: A revenue vehicle used in providing public transportation, including vehicles used for carrying passengers on fare-free services.

Service Vehicle: A unit of equipment that is used primarily either to support maintenance and repair work for a public transportation system or for delivery of materials, equipment, or tools.

State of Good Repair (SGR): Condition in which a capital asset is able to operate at a full level of performance.

Subrecipient: An entity that receives Federal transit grant funds indirectly through a State or a direct recipient.

TERM Scale: The five (5) category rating system used in the Federal Transit Administration's Transit Economic Requirements Model (TERM) to describe the condition of an asset: 5.0—Excellent, 4.0—Good; 3.0—Adequate, 2.0—Marginal, and 1.0—Poor.

Tier I Provider: A recipient that owns, operates, or manages either: (A) 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 (B) rail transit.

Tier II Provider: A recipient that owns, operates, or manages: (A) 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, (B) a subrecipient under the 5311 Rural Area Formula Program, or (C) any American Indian tribe.

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

Transit Asset Management Plan (TAMP): A plan that includes an inventory of capital assets, a condition assessment of inventoried assets, a decision support tool, and a prioritization of investments.

Transit Asset Management (TAM) Policy: A transit provider's documented commitment to achieving and maintaining a state of good repair for all of its capital assets. The TAM policy defines the transit provider's TAM objectives and defines and assigns roles and responsibilities for meeting those objectives.

Transit Asset Management (TAM) Strategy: The approach a transit provider takes to carry out its policy for TAM, including its objectives and performance targets.

Transit Asset Management (TAM) System: A strategic and systematic process of operating, maintaining, and improving public transportation capital assets effectively throughout the life cycle of those assets.

Transit Provider (Provider): A recipient or subrecipient of Federal financial assistance under 49 U.S.C. Chapter 53 that owns, operates, or manages capital assets used in providing public transportation.

Useful life: Either the expected life cycle of a capital asset or the acceptable period of use in service determined by FTA.

Useful Life Benchmark (ULB): The expected life cycle or the acceptable period of use in service for a capital asset, as determined by a transit provider, or the default benchmark provided by FTA.

State of Good Repair (SGR) Standards Policy

The CTS SGR policy is as follows:

A capital asset is in a state of good repair (SGR) when each of the following objective standards is met:

(1) If the asset is in a condition sufficient for the asset to operate at a full level of performance. An individual capital asset may operate at a full level of performance regardless of whether or not other capital assets within a public transportation system are in a SGR;

(2) The asset is able to perform its manufactured design function;

(3) The use of the asset in its current condition does not pose an identified unacceptable safety risk and/or deny accessibility; and

(4) The assets life-cycle investment needs have been met or recovered, including all scheduled maintenance, rehabilitation and replacements (ULB).

The TAMP allows CTS to predict the impact of its polices and investment justification decisions on the condition of its assets throughout the asset's life cycle and enhances the ability to maintain a SGR by proactively investing in an asset before the asset's condition deteriorates to an unacceptable level.

CTS shall establish annual TAMP goals, which are separate from annual SGR performance goals, based upon tangible criteria related to asset performance. TAM goals include monitoring the following criteria:

- Safety risks (Measure of accidents per 100,000 revenue miles by mode, no more than 1);
- System reliability (On-time performance by mode, 95% goal);
- Maintenance resources (Number of vehicles out of service for 30 or more days, by mode); and
- System performance (Missed runs due to major breakdown as a percentage of total runs by mode, no more than 10 in a 30 day period).

CTS believes that TAMP implementation and monitoring provides a framework for maintaining SGR by considering the condition of its assets in relation to the local operating environment. CTS has developed its SGR policies to account for the prevention, preservation, maintenance, inspection, rehabilitation, disposal, and replacement of capital assets. The goal of these policies is to allow CTS to determine and predict the cost to improve asset condition(s) at various stages of the asset life cycle, while balancing prioritization of capital, operating and expansion needs. The two foundational criteria of SGR performance measures are *Useful Life Benchmark* (ULB) and *Condition*.

Useful Life Benchmark

The Useful Life Benchmark (ULB) is defined as the expected lifecycle of a capital asset for a particular transit provider's operating environment, or the acceptable period of use in service for a particular transit provider's operating environment. ULB criteria are user defined, taking into account a provider's unique operating environment (service frequency, weather, and geography). CTS management has established SGR goal at 90 percent and a ULB for the fleet as described in the following table:

Vehicle Category	FTA Minimal Useful Life	CTS ULB
Support Vehicles – Standard	No Criteria	8 years / 150,000 miles
Support Vehicles – Specialty	No Criteria	18 years / 150,000 miles
Van – Vanpool	4 years / 100,000 miles	6 years / 150,000 miles
Van – Special Service	4 years / 100,000 miles	8 years / 150,000 miles
Cutaway Under 30 feet	5 years / 150,000 miles	8 years / 225,000 miles
Body on Chassis over 30 feet	9 years / 250,000 miles	9 years / 250,000 miles
Heavy-duty 30, 35 & 40 feet	12 years / 500,000 miles	12 years / 500,000 miles

Condition Assessment

The physical condition of an asset is rated as an SGR performance measure because it is a direct reflection of the asset's ability to perform its intended function. As part of the TAMP SGR Standards, CTS requires each asset and facility meeting FTA/WSDOT TAMP criteria to have a physical condition assessment conducted on an annual basis (at minimum), where applicable. The condition assessment uses a rating scale to rate the current physical appearance, maintenance requirements, safety, and accessibility of an asset "as it currently sits". See Section 3 for more information on condition assessments.

SGR Performance Measures & Targets

SGR performance measures combine the measures of ULB and physical condition to create performance measures from which asset performance targets can be derived on an annual basis. These performance measures are directly related to asset lifecycle (ULB & condition) and maintenance needs. By the time an asset meets or exceeds its assigned ULB, it should have reached its prescribed mileage, maintenance, and condition requirements. Further information related to annual SGR targets can be found in Section 6. FTA/WSDOT defined SGR performance measures include:

- Rolling Stock: (Age and Condition) the SGR performance measure for rolling stock is the percentage of revenue vehicles (fixed route, paratransit and vanpool) within a particular asset class that have either met or exceeded their ULB. The condition performance measure is the percentage of vehicles that score below 3.0 using the WSDOT Asset Condition Rating.
- Equipment (non-revenue service vehicles): (Age) The SGR performance measure applies to non-revenue service vehicles. The SGR performance measure for non-revenue, support-service and maintenance vehicle equipment is the percentage of those vehicles that have either met or exceeded their ULB.

- Facilities: (Condition) the SGR performance measure for facilities is the percentage of facilities within an asset class that score below 3.0 using the WSDOT Asset Condition Rating.

SECTION 2: ASSET INVENTORY PORTFOLIO

The following capital asset items that CTS owns, operates, and has a direct capital responsibility included in the TAMP asset inventory are comprised of: Rolling Stock, Equipment, and Facilities. CTS is not a grantee that operates passenger rail service. Therefore, CTS does not have any associated rail infrastructure in its asset portfolio.

CTS utilizes internal spreadsheet reports, Fleet-Net Software System and physical accounting practices to maintain inventory, schedule maintenance, and track the condition of assets. Assets are inventoried and tracked by entering data into the Fleet-Net Software System on a daily basis. Additionally, asset inventories for various oversights, reporting, and accountability are updated periodically or when a change to fleet data is needed. The CTS Maintenance Department utilizes the Fleet-Net Software System to track and schedule fleet and facility maintenance.

Rolling Stock

Rolling stock is all CTS owned and operated revenue service vehicles used in the providing public transportation. CTS does not utilize or operate any third-party rolling stock assets. The following required data fields are maintained for each rolling stock asset (public transit vehicle):

Asset Description	Classification
Vehicle Type	Last Maintenance Performed
Vehicle Title Ownership	Expected Useful Life
Mileage	Expected Useful Miles
VIN Number	Useful Life Benchmark (ULB)
Manufacturer	Anticipated Replacement or Rehab Year
Year Built/In Service Date/Age	License Plate
Reported Condition Assessment	Gross Vehicle Weight
Purchase Cost	Vehicle Features
Purchase Date	Capacity: Seating/Standing/Wheelchair
Purchase Status (New/Used)	Length of Vehicle
Purchase Source (Dealer/Vendor)	Current Status of Vehicle
Fuel Type	Make/Model
Disposition Date, Cost & Buyer	Grant Source Used for Purchase
Grant Number	SGR Status

CTS operates fixed-route bus; paratransit service, and vanpool programs. The fixed-route bus service fleet inventory consists of 24 heavy coaches and 8 cutaway vehicles (Attachment 1).

CTS paratransit service fleet inventory consists of 21 cutaway vehicles (Attachment 2).

CTS Vanpool program fleet inventory consists of 31, 15-passenger vans (Attachment 3).

Equipment

Equipment evaluated per FTA/WSDOT requirements in this TAMP includes service vehicles, regardless of value, and any CTS owned equipment with a cost of over $50,000 in acquisition value. Equipment includes non-revenue service vehicles that are primarily used to support maintenance and repair work for a public transportation system, supervisory work, or for the delivery of materials, equipment, or tools. All non-revenue service vehicle equipment assets are owned and operated by CTS under explicit CTS policy guidance.

Equipment: Non-Revenue Service Vehicles

CTS operates 14 non-revenue service vehicles in its daily operations (Attachment 4). These vehicles are a mixture of operations, administration, and maintenance service vehicles.

All non-revenue vehicles owned by CTS are maintained and tracked in the same manner as revenue vehicles using the Fleet-Net Software System program. The following required data fields are maintained for each non-revenue service vehicle equipment asset:

- External Vehicle ID
- Asset Description
- Vehicle Type
- Vehicle Title Ownership
- Mileage
- VIN Number
- Manufacturer
- Year Built/In Service Date/Age
- Reported Condition Assessment
- Purchase Cost
- Purchase Date
- Purchase Status (New/Used)
- Purchase Source (Dealer/Vendor)
- Fuel Type
- Make/Model
- Grant Source Used for Purchase (State/Federal %)
- Book Value
- SGR Status
- Classification
- Last Maintenance Performed
- Expected Useful Life
- Expected Useful Miles
- Useful Life Benchmark (UBL)
- Anticipated Replacement or Rehab Year
- License Plate
- Gross Vehicle Weight
- Vehicle Features
- Capacity: Seating
- Length of Vehicle
- Current Status of Vehicle
- Storage Location
- Disposition Date, Cost & Buyer
- Grant Number

Equipment: At or Over $50,000 in Acquisition Value

Equipment is any CTS owned asset item (single line item or group) with a cost at or over $50,000 in acquisition value. Equipment includes items that are utilized in providing public transportation service. CTS does not utilize or operate any third-party equipment assets. All equipment assets are owned and operated by CTS.

In the provision of operating a public transportation system, CTS utilizes key equipment elements that have an acquisition value of $50,000 or more (Attachment 5). These equipment elements are all part of the Facility asset class, which includes the Operations/Administration and Maintenance buildings, the Gateway Transit Center, the Sequim Transit Center, and the Forks Transit Center, and may include sub-components added to various facilities (e.g. vehicle lifts, systems, etc.).

In addition to the TAMP, the following required data fields are maintained for each non-vehicle equipment asset with an acquisition value of $50,000 or more:

- Type
- Asset Tag (if applicable)
- Description
- Status
- Age
- Condition
- Rehabilitation Year
- Replacement Year
- Vendor
- Quantity
- Units
- Book Value (if applicable)
- Location
- Acquisition Date
- Purchase Source
- Cost
- Item Serial Number (if applicable)
- Model
- Grant Source Used for Purchase (State/Federal %)
- Grant Number
- Disposition Date, Cost & Buyer
- SGR Status

Facilities

CTS owns and has direct capital responsibility for the following facilities:

A base facility consisting of an operations and administration building; vehicle maintenance shop building; vehicle parking areas, storage, two fueling stations, and vehicle washing and cleaning areas;

The Gateway Transit Center in Port Angeles, Washington;

The Sequim Transit Center in Sequim, Washington; and

The Forks Transit Center in Forks, Washington.

In addition to the TAMP, data for facility assets is maintained and updated within the WSDOT Asset Reporting System as well as within an internal spreadsheet by the CTS Management Team, both on an annual basis. The following required data fields are maintained for each facility asset:

- Asset Ownership
- Asset Description/Name
- Physical Location/Address
- Asset Tag #
- External ID
- Classification
- Asset Type
- Status
- Age/Year Built
- Reported Condition
- Last Maintenance
- Book Value
- Rehabilitation Year
- Replacement Year
- Vendor/Builder
- FTA Facility Classification
- Interior (Square feet)
- Lot Size
- Grant Source Used for Purchase (State/Federal %)
- SGR Status
- Build Cost
- Purchase Date
- In-Service Date
- Purchase Status (New/Used)
- Expected Useful Life
- Land Owner
- Building Owner
- Facility Size
- Section of Larger Facility
- Percent Operational
- Number of Structures
- Number of Floors
- Number of Elevators or Escalator
- Number of Parking Spaces (Public, Private, ADA)
- Line Number
- LEED Certification Status
- Features & Amenities (ADA)
- Disposition Date, Cost & Buyer
- Grant Number

SECTION 3: ASSET CONDITION ASSESSMENT

CTS evaluates the condition of its assets on an annual basis by utilizing the WSDOT Condition Assessment Tools (Attachment 9). This rating scale assigned a numerical value or rank based on the physical condition(s) presented by each individual asset throughout its life cycle. The rating scale is based on numbers one (1) to five (5), with 5 being new and 1 being poor. Assets with a rating of 2.5 or higher are considered to be in a state of good repair (SGR) per FTA/WSDOT guidance. Regardless of the SGR score and/or ULB assigned to any asset, the asset may be kept in service provided the actual condition is rated at an acceptable level, the asset is in a safe and acceptable operating condition, and all service/maintenance records clearly indicate acceptable risk, if any. All completed asset inspection forms are documented and retained for the life of the asset. Records retention is a priority for CTS.

Rolling Stock

The TAMP Rolling Stock condition assessment consists of assigning a condition rating to all rolling stock assets for which CTS owns and has a direct capital responsibility. A condition assessment ranking is not conducted in the

TAMP for rolling stock assets not owned by CTS; if the rolling stock asset is owned by a third party and/or where CTS does not have a direct capital responsibility. However, for the purposes of NTD reporting (Inventory & Condition Submittal), all CTS owned and third-party owned rolling stock assets (regardless of direct capital responsibility) are assigned an asset condition rating. At the time of this writing, CTS owns and operates all fixed-route, paratransit, and vanpool rolling stock (revenue vehicles).

Equipment: Non-Revenue Service Vehicles

The TAMP Equipment condition assessment consists of assigning a Transit Economic Requirements Model (TERM) physical condition rating to all equipment that is either a non-revenue service vehicle or a non-vehicle equipment asset with an acquisition value of $50,000 or more (individual line item or group). Furthermore, the equipment condition assessment contains only assets for which CTS owns and has a direct capital responsibility.

A condition assessment ranking is not conducted in the TAMP for equipment assets for which CTS does not own, is owned by a 3rd party, the equipment has an acquisition cost below $50,000 (individual line item or group), or where CTS does not have a direct capital responsibility.

However, for the purposes of the National Transit Database (NTD) reporting (Inventory & Condition Submittal), all CTS owned equipment (with direct capital responsibility) that is a non-revenue service vehicle is only reported. At the time of this writing, CTS owns and operates all equipment that is either a non-revenue service vehicle or a non-vehicle equipment asset with an acquisition cost at or above $50.000.

Equipment: Over $50,000 in Acquisition Value (Non-Vehicle)

Facilities

The TAMP Facilities condition assessment consists of assigning a physical condition rating, based on the WSDOT Assessment Tool, to all facility assets for which CTS owns and has a direct capital responsibility. A condition assessment ranking is not conducted in the TAMP for facility assets for which CTS does not own the asset, the facility asset is owned by a third party, and/or where CTS does not have a direct capital responsibility for the facility asset.

However, for the purposes of NTD reporting (Inventory & Condition Submittal), CTS owned and third-party owned facility assets (regardless of direct capital responsibility) are included in the Facility Asset Inventory (Attachment 5). Only CTS owned facility assets with a direct capital responsibility are assigned a facility asset condition rating. At the time of this writing, CTS owns, operates, and has a direct capital responsibility for its administration/operations and maintenance buildings (co-located in a single compound), the Gateway Transit Center in Port Angeles, the Transit Center in Sequim, and the Transit Center in Forks, Washington.

Condition assessment inspections will take place in July/August of each calendar year using detailed Maintenance Inspection Checklists. The inspection of major facility components and subcomponents will be conducted by the Maintenance Manager, with results and data reported to the Accountable Executive. Facility equipment assets that have an acquisition value of $50,000 or greater will also be included in the facility condition assessment inspection.

The process developed to assess the condition of the facilities where CTS has direct capital responsibility and ownership is as follows:

(1) Define the facility components and sub-components;

(2) Establish the condition assessment based on the WSDOT Asset Condition Criteria;

(3) Conduct the assessment on an annual basis;

(4) Calculate the overall condition by using the WSDOT Asset Rating Scale; and

(5) Document and report the assessed condition.

In addition, CTS facility inspector(s) will gather and review the following elements before conducting a condition assessment inspection:

- Established CTS maintenance and inspection checklists;
- Inspection schedule/alignment with reporting schedule;
- Data needs;
- Warranty status and age of components; and
- Previous inspection records and historical data (review).

SECTION 4: DECISION SUPPORT TOOLS & MANAGEMENT APPROACH

Sections 4 and 5 of this document are interrelated and detail the process and tools used to manage the lifecycle planning of capital public transportation assets. CTS staff within the maintenance, finance/grants, compliance, operations and safety, and executive departments utilize a variety of management practices, policies, and technology to manage, maintain, and plan throughout the life cycle of an asset. It is important to note that attachments 1-4 are designed for vehicle assessment and attachment 5 deals with Facility, real property and equipment. The latter document (Attachment 5) contains all planned capital facility investment needs for the horizon period and beyond including those under the $50,000 reporting requirements.

Decision Support Tools

The following analytical process is in place to support investment decision-making, including project selection and prioritization. The decision support tools that CTS utilizes for asset lifecycle management and investment planning include: electronic software, written policy, and well established inspection and periodic maintenance. Written policy and software programs complement each other as they contribute to asset management throughout the lifecycle, from planning and procurement to disposal (Attachment 8).

Management Approach to Asset Management

The primary management approach utilized to maintain state of good repair (SGR) is risk mitigation. This management philosophy applies risk mitigation strategies (policies and procedures) throughout the asset's life cycle, both from a maintenance perspective (breakdowns) and a safety and accessibility perspective (accidents/ADA requirements).

Throughout each asset's life cycle, CTS shall monitor all assets for unsafe and inaccessible conditions. However, identifying an opportunity to improve the safety of an asset does not necessarily indicate an unsafe condition. When CTS encounters and identifies as unacceptable safety risk associated with an asset as a result of the agency SGR and TAMP execution and monitoring methods, the asset shall be ranked with higher investment prioritization. Safety must be the agency's highest priority.

Performing an analysis of the asset life cycle at the individual asset level is just one management approach CTS uses to maintain SGR. This analysis follows the asset from the time it is purchased, placed in operation, maintained, and ultimately disposed of. The analysis is a snap shot of each asset's current status. The asset lifecycle stages consist of the following strategies:

- Acquisition Strategy (Design/Procurement)
- Maintenance Strategy (Operate/Maintain/Monitor)
- Overhaul and Rehabilitation Strategy (Rebuild)

- Replacement Strategy (Disposal)
- Risk Management Strategy (Mitigation)

SECTION 5: PRIORITIZED LIST OF INVESTMENTS

Investment Prioritization Process

CTS shall perform an investment prioritization analysis on an annual basis in order to (Attachment 5):

(1) Determine what capital investments are needed, how much (and when), in order to maintain SGR; and

(2) Rate and rank SGR programs and projects in order of implementation priority.

The investment prioritization analysis aids CTS in making more informed investment decisions to improve SGR of capital assets, and to define when an asset should be overhauled or replaced. The investment prioritization list is a list containing the work plan(s) and schedule(s) of proposed projects and programs that will provide assistance in SGR goal achievement efforts and a ranking of projects and programs based on implementation priority over the TAMP horizon period of four years. While CTS is committed to achieving the SGR goals, it should be understood that reaching these goals would depend on securing 100% of the funding needed through a combination of local, state, and federal assistance to perform refurbishment or replacement of any capital asset.

CTS will rank selected projects and programs to improve or manage the SGR of capital assets for which CTS has a direct capital responsibility. The ranking criteria of projects and programs shall be consistent throughout the TAMP. Priority consideration will be given to local projects and programs that: (1) both improve SGR and correct an identified unacceptable safety risk; and (2) take into consideration ADA requirements (49 CFR Part 37) for maintenance of accessible features and alteration of transit facilities. Furthermore, when developing an investment prioritization list, CTS shall take into consideration its estimation of funding levels from all sources that it reasonably expects will be available in each fiscal year during the TAMP horizon period. Funding, be it assistance from outside sources, CTS reserves, other local funds, or a combination of sources, will be a critical part of the decision making process.

The ranking of investment prioritization programs and projects will be included in myriad documents, including the State Transportation Improvement Program (STIP), the Transit Development Plan (TDP), and the long range planning efforts by Peninsula Regional Transportation Planning Organization (PRTPO). The CTS Management team shall prioritize investment programs and projects as a direct result of the annual TAMP and SGR performance indicator results. Each investment prioritization program or project ranked shall contain a year and/or date in which CTS intends to carry out the program or project. This output process provides a list of ranked projects and programs at the asset class level that identify assets from the asset inventory.

SECTION 6: ANNUAL PERFORMANCE TARGETS & MEASURES

This section lists the process, data sources, and methodology used in the development of the FTA/WSDOT requirement of CTS to set annual SGR performance goals. As defined in Section 1, a state of good repair (SGR) is a threshold that identifies the desired performance condition. On January 3, 2017, the Accountable Executive established the agency Rolling Stock Useful Life Benchmark and SGR Goal of 90 percent (Attachment 7). The annual TAM Goals for FFY 2018-2019 addressing safety risk, system reliability, resources and performance are shown in Attachment 6. The Annual Equipment SGR Goal of "4" (Facilities and related equipment) will be set and adopted upon acceptance of this document by the Board on May 21, 2018.

Specifically, an asset is in an SGR when: The condition of a capital asset is able to operate at a full level of performance. This means the asset:

(1) Is able to perform its designed function;

(2) Does not pose a known and/or unacceptable safety risk (Condition); and

(3) Its lifecycle investments have been met or recovered (ULB).

WSDOT has enlisted the use of the following asset performance measure criteria for use in the development of the CTS SGR performance targets for both Rolling Stock and Facilities.

CTS shall establish one or more performance target(s) for each applicable asset class performance measure on an annual basis for the next fiscal year. The timeline for establishing SGR performance targets and measures are as follows:

CTS shall set performance targets for the next fiscal year for each asset class included in this TAMP. This performance goal shall be established on or by no later than the date of the September meeting of the CTS Board.

SGR performance targets are based on realistic expectations derived from both the most recent available data (ULB/condition), FTA performance measure criteria, and the financial resources from all sources CTS reasonably expects will be available during the TAMP horizon period for capital planning purposes. SGR performance goals for the current fiscal year shall be monitored on a quarterly basis. The Accountable Executive is required to approve each annual performance target submission to WSDOT.

SECTION 7: RECORDKEEPING & NTD REPORTING

CTS shall maintain all supporting TAMP records and documents. CTS shall make TAMP records available to Federal (FTA), State (WSDOT) and MPO entities that provide(s) funding to CTS to aid in the planning process.

CTS shall report, on an annual basis, to the FTA's National Transit Database (NTD):

- Inventory of assets;
- SGR performance targets for the next fiscal year;
- Condition inspection assessments and performance measures of capital assets; and
- An annual narrative that provides a description of any change in the condition of the CTS transit system or operations from the previous year, and describe the progress made during the reporting year to meet the performance goals set in the previous reporting year.

Per NTD requirements and because the CTS fiscal year ends on December 31 annually, TAMP data reporting to NTD shall be completed by the CTS Finance Department by the last business day of October of each calendar year. If an NTD filing extension is required for any reason, an extension letter must be filed with NTD by October 31.

SECTION 8: UPDATES & CONTINUOUS IMPROVEMENT

The TAMP can be considered a "living document" that shall be reviewed on at least a quarterly basis, updated, and incorporated into the CTS capital/budget planning, and reporting processes. Beginning in 2018, TAMP data shall serve as a baseline measure of asset performance management. As more data is collected, additional monitoring categories and goals may be included to support condition and reliability based decision making.

This document shall cover a horizon period of time beginning with the completion of the initial TAMP with full implementation in FFY 2018, and ending four years later on FFY 2021. This TAMP shall be amended during the four-year horizon period when there is a significant change to staff, assets, maintenance plans, and/or operations occurring at CTS. The Maintenance Manager shall report to the CTS Board any significant change to the TAMP and the Accountable Executive shall determine any action required of the Board of Directors regarding amendment and/or change to the document.

SECTION 9: CONCLUSION

The CTS Board, management team, and staff of the Clallam County Public Transportation Benefit Area firmly believe that by implementing this "*Transit Asset Management Plan",* it will allow the transportation system to properly assess all assets with comprehensive methodology, proper planning for replacement and procurement, extensive safety evaluations, and preventative maintenance performance. It will allow CTS to exhaust every asset's useful life and in some cases make the asset available past SGR and/or ULB. Safe, efficient, reliable, and accessible public transportation options to our users continue to be the cornerstone of successful public transportation provided by CTS. In addition, CTS believes that by implementing this plan, the following positive "*State of Good Repair"* indicators will be a direct result:

- Limit safety risks;
- Justify investments;
- Increase system reliability and accessibility;
- Lower maintenance costs; and/or
- Increase system performance.