

PMOC REPORT

OP 37 – Bus Fleet Management Plan

(Review of March 2012 Rev. 03 Red-lined Draft)

**Honolulu Rail Transit Project
Honolulu Authority for Rapid Transportation (HART)
City and County of Honolulu
Honolulu, HI**

July 2012 (FINAL)

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OPs Referenced: OP 37

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TABLE OF CONTENTS

TABLE OF CONTENTS	i
LIST OF APPENDICES	i
1.0 EXECUTIVE SUMMARY	1
2.0 INTRODUCTION.....	3
2.1 PMOC Review Process.....	3
2.2 FTA References	3
3.0 OVERVIEW OF BFMP DOCUMENT	5
4.0 PMOC FINDINGS, OBSERVATIONS AND COMMENTS	6
5.0 CONCLUSION	9
APPENDICES.....	10

LIST OF APPENDICES

- Appendix A: Acronym List
- Appendix B: OP 37, Appendix B FMP Checklist – Grantee Compliance
- Appendix C: OP 37, Appendix C FMP Table of Contents – Grantee Compliance

1.0 EXECUTIVE SUMMARY

The Honolulu Authority for Rapid Transportation (HART or “grantee”) is preparing an application for a Full Funding Grant Agreement (FFGA) for implementation of a major capital initiative for constructing and activating the Honolulu Rail Transit Project (“Project”) for rail service in Honolulu.

At the request of Federal Transit Administration (FTA), the Jacobs Engineering Group, Inc. (Jacobs) Project Management Oversight Contractor (PMOC) performed a follow-up review of the Bus Fleet Management Plan (BFMP) Revision 3, dated March 2012 “red-lined” draft submitted by the grantee), as part of the ongoing effort of the PMOC team’s oversight responsibility for the Project as related to the FTA’s grant process. The PMOC had performed an earlier evaluation of the BFMP draft Revision 2, dated December, 2010. This review focused on the bus fleet impacts and alterations planned by the grantee as part of this New Rail Starts Project.

The PMOC followed the FTA Oversight Procedure (OP) 37 to perform a review of the grantee’s BFMP. Our review process consisted of identifying references for assessment of the plan contents and performing as needed analysis to validate calculations and claims as to the effectiveness of its system made by grantee in the BFMP. Review of this document has been concentrated on the impacts and resultant grantee plans for bus service as a result of the Project. This report consists of PMOC’s follow-up review findings of the BFMP March 2012 “red-lined” draft. The major changes to the BFMP document are to address HART as the manager of the Honolulu Transit System.

Per OP 37 reporting requirements in Section 7.0, our review findings, comments, conclusion and recommendations are presented in the report and two attachments titled:

- Appendix B: OP 37, Appendix B FMP Checklist –Grantee Compliance
- Appendix C: OP 37, Appendix C FMP Table of Contents – Grantee Compliance

Upon review, the PMOC’s conclusion is that grantee has satisfactorily responded to PMOC’s comments on the previous versions of the BFMP, and that this BFMP update generally meets the requirements of FTA OP 37, Sections 1.0 Purpose and 3.0 Objectives:

- Grantee has met the intent of the requirement for a BFMP, as well as demonstrating grantee’s ability to properly plan for and carry out the overall management of its Bus fleet.
- BFMP addresses operating policies (level of service requirements); peak vehicle requirements (PVR); inspection and maintenance program; system and service expansions; vehicle procurements and related schedules; and operating spare ratio (OSR) justification.

The BFMP presents empirical data for operations of the current system through 2010, and has provided projections through 2022. It satisfactorily addresses vehicles and service types in operation and anticipated to be in operation, as well as factors that are relevant to grantee’s determinations of current and future equipment needs. However, information in Table 4-3 Bus

Acquisition and Replacement Costs & Revenues in this BFMP is based on grantee's previous Financial Plan and must be revised based on the updated Financial Plan to show annual budgetary information for the projected cost of Bus Acquisition and Replacement from 2011-2020. The plan addresses the composition of the fleet, operating conditions, and facilities.

Grantee's current fixed route fleet is comprised of 108 articulated 60-foot vehicles (including 38 hybrids); 373 40-foot vehicles (including 40 hybrids); 10 35-foot vehicles and 25 30-foot vehicles for a total fleet size of 516 diesel buses with Peak Vehicle Requirement (PVR) of 433 buses, which yields an Operating Spare Ratio (OSR) of 19.2 %. Grantee's plans for future bus replacements follow FTA's guidance of 20% OSR requirement. The PMOC generally concurs with grantee's rationale for the PVR and OSR.

In conclusion, this red-lined draft BFMP (Rev. 03 dated March 2012) complies with the FTA guidance. The PMOC would recommend that the BFMP be accepted as a deliverable for the FFGA application. It should be noted that Table 4-3 Bus Acquisition and Replacement Costs & Revenues must be revised when the BFMP is baselined. This table should be based on the updated Financial Plan to show annual budgetary information for the projected cost of Bus Acquisition and Replacement from 2011-2020.

2.0 INTRODUCTION

The Honolulu Authority for Rapid Transportation (HART or “grantee”) is preparing an application for a Full Funding Grant Agreement (FFGA) for implementation of a major capital initiative for constructing and activating the Honolulu Rail Transit Project (“Project”) for rail service in Honolulu.

At the request of Federal Transit Administration (FTA), the Jacobs Engineering Group, Inc. (Jacobs) Project Management Oversight Contractor (PMOC) performed a follow-up review of the Bus Fleet Management Plan (BFMP) Revision 3, dated March 2012 “red-lined” draft submitted by the grantee, as part of the ongoing effort of the PMOC team’s oversight responsibility for the Project as related to the FTA’s grant process. The PMOC had performed an earlier evaluation of the BFMP draft Revision 2, dated December, 2010. This review focused on the bus fleet impacts and alterations planned by the grantee as part of this New Rail Starts Project.

2.1 PMOC Review Process

The PMOC followed the FTA Oversight Procedure (OP) 37 to perform review of grantee’s BFMP. Our review process consisted of identifying references for assessment of the plan contents and performing as needed analysis to validate calculations and claims as to the effectiveness of its system made by grantee in the BFMP. Review of this document has been concentrated on the impacts and resultant grantee plans for bus service as a result of the Project. This report consists of PMOC’s follow-up review findings of the BFMP March 2012 “red-lined” draft. The major changes to the BFMP document are to address HART as the manager of the Honolulu Transit System.

Per OP37 reporting requirements in Section 7.0, our review findings, comments, conclusion and recommendations are presented in the report and two attachments:

- Appendix B: OP 37, Appendix B FMP Checklist – Grantee Compliance
- Appendix C: OP 37, Appendix C FMP Table of Contents – Grantee Compliance

2.2 FTA References

In addition to OP 37, which specifically provides guidance on appropriate review of Fleet Management Plans, FTA regulation and guidelines for the data to be included in the Bus Fleet Management Plan (BFMP) are shown in the following documents:

- (1) FTA Circular C5200.1: Full Funding Grant Agreement Guidance
- (2) FTA Circular C9030.1: Urbanized Area Formula Program: Grant Application Instructions
- (3) FTA Memorandum by Hiram Walker; Guidance: Bus Fleet Management Plans

FTA’s objective in issuing such guidance is to encourage the grantee to properly plan for and carry out the overall management of its vehicle fleet. It states that the BFMP should address the key factors necessary to make effective decisions on equipment needs and future vehicle demand including to maintain a spare ratio of Buses based on industry “best practices” to avoid inefficient Bus investments. Furthermore, FTA’s objective in issuing such guidance was to

ensure that bus service would not be degraded during design and construction of a grantee's rail project.

It stated that the BFMP should address how the grantee will:

- Maintain a bus fleet and facilities for the level of service and area currently served;
- Establish quality of service measures and adequate monitoring of the bus service; and
- Provide capital and operating funds that will be required for bus service in the area.

To effectively assess and monitor a grantee's bus fleet management and performance, FTA requires the grantee to give a clear explanation of its bus system status in the past, at present, and as projected in the near future in major areas such as -- ridership, service standards, peak level of service requirements and operating spares, operations & maintenance performance vis-à-vis standards, operations & maintenance staffing, future service / facilities expansions, and funding sources for fleet procurements / rehabilitation projects. These need to be demonstrated with appropriate historical data (as reported to the National Transit Database) for the periods of 3-5 years prior to rail construction, and projections for the duration of the rail construction and a minimum of 1-3 years after rail service begins.

3.0 OVERVIEW OF BFMP DOCUMENT

This BFMP update is composed of the following major sections:

- Acronyms and Abbreviations
- 1.0 Introduction – provides a brief summary of grantee’s new fixed guideway rail systems and bus system, and how the BFMP document is organized.
- 2.0 Transit System – provides an overview of fixed route bus service, annual revenue vehicle miles & hours, fare structure and planned service changes.
- 3.0 Passenger Demand – describes recent history of fixed route ridership and ridership changes.
- 4.0 Bus Fleet – describes current fixed route fleet, peak vehicle demand, and bus fleet replacement and expansion.
- 5.0 Performance Standards and Policies for Bus Operations – discusses standards for on-time performance, vehicle assignment and headway, passenger amenities, and transit/access coverage.
- 6.0 Bus Fleet Maintenance Plan – provides an overview of scheduled maintenance cycles and demand, maintenance facilities and labor, unscheduled maintenance, and factors affecting maintenance demand.
- Appendix A – Title VI Performance Standards and Policies.
- Appendix B – Preventive Maintenance Program.
- List of Tables – provides reference locations for twelve bus information related tables.
- List of Figures – provides reference locations for ten figures including performance data and statistics.

4.0 PMOC FINDINGS, OBSERVATIONS AND COMMENTS

This is the third review by the PMOC of grantee's BFMP. This review focused on the following objectives, to assess / determine whether:

- (1) The BFMP is generally complete in the description of the fleet management planning, and that it complies with the FTA guidelines.
- (2) Grantee has generally complied with FTA OP 37 Appendix B and C requirements.
- (3) The BFMP is satisfactory to be accepted as a required deliverable for the proposed Project.

This BFMP document is organized in a format that addresses FTA's guidelines and topics. The cover page has the necessary approval signature/date blocks and the verbiage for controlled and uncontrolled versions of the document. Table of Contents (TOC) has good breakdown with section and sub-section numbers, List of Tables, List of Figures, and Appendix.

The content provides the necessary information related to grantee's Bus system, operations, load factors, and trip times; Bus fleet and maintenance facilities; and maintenance requirements for Buses. Historical data is provided for the past 4-5 years and per FTA guidance, projections extend to 10-year time frame (to year 2022).

Section 2 Transit System

This section describes the fixed route bus system known as "*TheBus*" and paratransit system known as "*TheHandi-Van*". The information for *TheHandi-Van* is cursory, but is acceptable, since it is demand-responsive and would not be affected by the construction of the Project. *TheBus* system has 97 fixed routes including express service. The ridership has generally remained flat since 2005 with a total growth of about 3% from 2005 through 2008 (or about 0.73% annually); from 2009 to 2010 the ridership (unlinked passenger trips) fell by 5.9% as bus fleet miles fell as well.

As the proposed rail line is implemented, the grantee plans to restructure various fixed route bus lines with well-defined criteria for changes. Per FTA's guidance, the BFMP has clearly outlined how the bus system will not be degraded as a result of the construction of the rail line. It is noteworthy that grantee's projection is for a steady increase in the Peak Vehicle Requirements (PVR) upon implementation of the rail line, as shown in Figure 2-5.

Section 3 Passenger Demand

Ridership growth projections are described "*prepared using procedures documented in the Honolulu High-Capacity Transit Corridor Project Travel Forecasting Methodology Report – June 30, 2006. The forecasts prepared are documented in the Honolulu High-Capacity Transit Corridor Project Alternatives Analysis Travel Demand Forecasting Results Report – October 2008. As shown in Figure 3-3, bus ridership from FY 2008 through FY 2020 is expected to grow about 2.9 percent per year.*" This serves as the basis for projecting the PVR increase shown in Figure 2-5 and is acceptable for the purpose of this BFMP review.

Section 4 Bus Fleet

The current fixed route fleet consists of a total of 516 diesel buses. Table 4-1 provides an inventory of the active bus fleet, which consists of 108 articulated 60-foot vehicles (including 38 hybrids); 374 40-foot vehicles (including 40 hybrids); 10 35-foot vehicles and 25 30-foot vehicles. All buses are equipped with bicycle racks and are accessible through either lifts or ramps.

The current PVR for fixed route service is 433 vehicles operating in maximum service, which are deployed from two operating bases in Kalihi and Pearl City. Table 4-1 shows seating and standing capacity for each type of bus and Figure 4-1 shows peak load points for all routes vis-à-vis peak capacity. This revision includes Appendix A – Title VI Performance Standards and Policies that describes Load Factor policy as adopted by grantee’s management/Board of Directors. Also, 18 routes are shown to be operating over peak capacity and several other routes operate under peak capacity. This revision includes grantee’s plan to enhance bus operations by correcting the over-capacity/under-capacity situation to balance the demand using existing fleet.

Table 4-4 provides a year-by-year plan for the fleet replacement and expansion. Also, as required in the FTA guidance, grantee provided Table 4-3 Bus Acquisition and Replacement Costs & Revenues. However, information in Table 4-3 Bus Acquisition and Replacement Costs & Revenues in this BFMP is based on grantee’s previous Financial Plan and must be revised based on the updated Financial Plan to show annual budgetary information for the projected cost of Bus Acquisition and Replacement from 2011-2020.

The current information provided in this revision is acceptable for the purpose of this BFMP review.

Section 5 Performance Standards and Policies for Bus Operations

This section describes various measures used to assess bus performance. These include – on-time performance, vehicle assignment, vehicle headway, transit amenities, and transit access/coverage. This revision includes a discussion on major mechanical failures and is acceptable for the purpose of this BFMP review.

Section 6 Bus Fleet Maintenance Plan

This section describes maintenance goals & objectives, various types of maintenance, and maintenance facilities & labor. Grantee has stated maintenance goals to improve and excel in their maintenance program. Grantee has provided quantitative criteria for critical areas such as minimum availability (85%), Miles-Between-Road-Calls (10,000) and minimum overtime (5%), which are satisfactory for the purpose of the BFMP review. Also, this revision includes a discussion on rebuild / rehab projects and component / subsystem campaigns.

There is a brief description of two maintenance facilities. This revision includes their maintenance capability including equipment for major subsystems or their expansion capacity for future vehicle purchases Also, Appendix B has detailed Inspection Forms.

The PMOC offers for grantee's consideration a suggestion that inclusion of a few other quantitative criteria / goals to grantee's less critical and/or unique maintenance goals along with charts/figures of historical performance of how these goals are achieved will further enhance the BFMP document. These could include maintenance employee attendance, percentage completion of scheduled repairs, accident safety rating, etc. It should be noted that in this update of the BFMP, several additional tables have been added to comply with PMOC previous suggestions.

5.0 CONCLUSION

In conclusion, this red-lined draft BFMP (Rev. 03 dated March 2012) complies with the FTA guidance. The PMOC would recommend that the BFMP be accepted as a deliverable for the FFGA application. It should be noted that Table 4-3 Bus Acquisition and Replacement Costs & Revenues must be revised when the BFMP is baselined. This table should be based on the updated Financial Plan to show annual budgetary information for the projected cost of Bus Acquisition and Replacement from 2011-2020.

APPENDICES

Appendix A: Acronym List

BFMP	▪ Bus Fleet Maintenance Plan
CITY	▪ The City and County of Honolulu
DOT	▪ United States Department of Transportation
DTS	▪ Department of Transportation Services, City and County of Honolulu
FMP	▪ Fleet Management Plan
FTA	▪ Federal Transit Administration
HART	▪ Honolulu Authority for Rapid Transportation
OP	▪ Oversight Procedure
OSR	▪ Operating Spare Ratio
PMOC	▪ Project Management Oversight Contractor
PVR	▪ Peak Vehicle Requirements
TOC	▪ Table of Contents
US / U.S.	▪ United States of America

Appendix B: OP 37, Appendix B FMP Checklist – Grantee Compliance

	Requirement	PMOC Review Comments
		Review comments will indicate the following: Acceptable, Unacceptable, Acceptable with comment. Identify portions of the document that meet the criteria
1	Grantee Document	
1A	<i>The FMP is conformed in accordance with the grantee's Document Control System.</i>	Not Applicable. A thorough review of grantee's document control system was conducted by the PMOC as part of grantee's document control system review and would be a redundant effort.
1B	<i>Each page identifies the Revision No. and the date of the document.</i>	Acceptable.
1C	<i>The date of the grantee's submittal is clearly identified.</i>	Acceptable.
1D	<i>The contents of the FMP properly reflect the Table of Contents.</i>	Acceptable.
2	PMOC review of Grantee's fleet description	
	<i>Verify description of the makeup of the present fleet, including:</i>	
2A	<i>The number and type of vehicles in service</i>	Acceptable – Described in Section 4.1.
2B	<i>Peak vehicle requirements (service period and make-up, e.g., standby vehicles)</i>	Acceptable – Described in Tables 4.1 & 4.3; basis for passenger demand is explained in Section 3.0.
2C	<i>Address the spare ratio of vehicles, and the rationale underlying that spare ratio</i>	Acceptable – Described in Table 4.3; rationale for projections uses FTA recommended 20% spare ratio.
2D	<i>Achieve optimal life expectancies</i>	Acceptable – Described in Section 2.3.
2E	<i>Details of existing and planned vehicle procurements</i>	Acceptable – Described in Table 4.3
2F	<i>Current and future equipment needs</i>	Acceptable – Described in Table 4.3
2G	<i>Grantee in its selection and specification of vehicle equipment and systems has matched appropriate technology with the planned transit applications for best performance at the lowest cost.</i>	Not Applicable. <i>The PMOC offers for FTA's consideration that a review may be conducted if there is any reason to believe that the system is degraded.</i>
3	PMOC review of Grantee's Operations and Maintenance strategy	
	<i>Verify that the Operations and Maintenance Strategy addresses:</i>	
3A	<i>Operating policies and conditions (level of service requirements, vehicle failure definitions and actions)</i>	Acceptable – Described in Section 2.0.
3B	<i>In detail the composition of facilities</i>	Acceptable – Described in Section 6.2.
3C	<i>Any rebuilds that extend the life expectancy of the equipment, any overhaul/rebuild programs; schedule to complete, effects on vehicle availability and useful life, etc., to the fleet</i>	Acceptable.
3D	<i>The grantee has adequately defined the preventive maintenance and schedule established for the existing and procured/overhauled vehicle fleet</i>	Acceptable – Described in Section 6.0 and Appendix A consisting of non-recurring inspections.
3E	<i>Enable a transit operator to properly plan for and carry out the overall management of its entire fleet of vehicle</i>	Acceptable – Described in Section 6.0.

	Requirement	PMOC Review Comments
3F	<i>Fleet operations (present and future) as described in the plan are substantially consistent with that adopted in the Record of Decision (if applicable)</i>	Not Applicable.
4	PMOC review of Grantee's Management Capabilities	
	<i>Verify that the grantee's management is competent and capable of providing leadership and direction on matters of:</i>	Acceptable – Based on PMOC's observation, grantee is an experienced and mature Bus Operator and has competent and capable management to provide leadership and direction.
4A	<i>The requirements for peak and spare vehicles including schedule spares, maintenance spares, parts spares</i>	Acceptable – see comment in 4.0 above.
4B	<i>The requirements for support functions such as heavy maintenance, capital and operating parts inventory and information technology</i>	Acceptable – see comment in 4.0 above.
4C	<i>Strategies for acquisition of new vehicles or overhauling existing equipment and tradeoffs between them</i>	Acceptable – see comment in 4.0 above.
4D	<i>Strategies for maintenance and operations including reducing spare vehicles</i>	Acceptable – see comment in 4.0 above.
4E	<i>Strategies for reducing operating costs and increasing service reliability.</i>	Acceptable – Described in Section 3.2.
4F	<i>The plan discusses the grantee's reliability program, past performance and plans to improve reliability including profile monitoring and support of maintenance as well as failure rates and vehicles out-of-service as well as providing vehicle failure definitions and actions</i>	Acceptable – Performance standards and policies for bus operations are described in Section 5.0. Past performance is described in Section 2.0.
4G	<i>Grantee keeps a copy on file for review upon request updated from time to time as changes occur within the transit agency, acquisitions, replacement, rebuild/rehab, changes in headway or level of service, etc.</i>	Acceptable – see comment in 4.0 above.
4H	<i>Sufficiently complete in detail and analysis (Fleet plan or supporting documentation) to readily demonstrate (1) grantee's ability to maintain and consistently improve the current level, operating costs, reliability and quality of revenue service for the years leading up to and following construction of the project; (the plan also provides.)</i>	Acceptable – see comment in 4.0 above.
4I	<i>The grantee's information system reliably provides needed operating and financial data such as current estimates of vehicle operating costs, reliability and life expectancy, for decision-making and performance review.</i>	Acceptable – see comment in 4.0 above.
4J	<i>The plan defines system and service expansions.</i>	Acceptable – see comment in 4.0 above.
5	Project Impact Assessment	
	<i>Verify that critical system elements receive comprehensive assessment:</i>	

	Requirement	PMOC Review Comments
5A	<i>The grantee's existing transit service in terms of level of service, operating costs, reliability, quality and support functions, will not be degraded as a consequence of the design and either the manufacture of the equipment, or construction of the project</i>	Acceptable – There is clear criteria provided in Section 2.4 for service changes and Figure 2-5 projects PVR growth through 2022. The PMOC finds the information provided in the BFMP related to grantee's bus system operation satisfactory to confirm that grantee is running a sound bus operation and grantee's existing bus service will not be degraded “in terms of level of service and reliability” as a consequence of the design and construction of Project.
5B	<i>The grantee will be able to provide adequate service to meet the transit demand for the years leading up to and following either the delivery of the equipment/facility or construction of the project</i>	Acceptable – The PMOC finds the information provided in the BFMP satisfactory to confirm that grantee is running a sound bus operation and based on grantee's successful service performance history, grantee “will be able to provide adequate service to meet the transit demand for the years leading up to and following” the design and construction of the Project.
5C	<i>The grantee can properly plan for and execute the overall management of its entire fleet of vehicles and related support functions and equipment, addressing all the reasonably foreseeable factors that are relevant to the determination of current and future equipment needs in light of demand for service</i>	Acceptable – The PMOC finds the information provided in the BFMP related to grantee's bus system operation satisfactory to confirm that grantee is running a sound bus operation and based on grantee's successful service performance history, grantee “can properly plan for and execute the overall management of its entire fleet of vehicles and related support functions and equipment” for the years leading up to and following the design and construction of the Project.
5D	<i>Grantee estimates of costs, service levels, quality, or reliability are mechanically correct and complete, consistent with the grantee-defined methodologies and free of any material inaccuracies or incomplete data.</i>	Not Applicable – <i>The PMOC offers for FTA's consideration that a review may be conducted if there is any reason to believe that the system is degraded.</i>
5E	<i>Grantee forecasts and schedule are also mechanically correct and complete, consistent with the plan scope and project scope adopted in the Record of Decision (if applicable) and the proposed Revenue Operations Date as well as free of any material inaccuracies or incomplete data.</i>	Not Applicable – <i>The PMOC offers for FTA's consideration that a review may be conducted if there is any reason to believe that the system is degraded.</i>
6	PMOC's review of Grantee's Operations and Maintenance Plan Format	
	<i>Verify that the plan is consistent with FTA's guidance specifically with respect to:</i>	
6A	<i>Definition of terms</i>	Acceptable.
6B	<i>Description of existing system and expansion plans, both project and non-project related</i>	Acceptable – Described in Section 2.0.
6C	<i>The Demand for Revenue Vehicles and Operating Spare Ratio have been calculated in conformance with FTA guidance</i>	Acceptable – Described in Tables 4.1 & 4.3.
6D	<i>The grantee has selected a sufficient time frame, (a minimum of 10 to 15 years) and compiled sufficient historical and empirical data from past and current fleet operations</i>	Acceptable – The time frame through 2022 is selected for detailed projections.

Appendix C: OP 37, Appendix C FMP Table of Contents – Grantee Compliance

Sample Fleet Management Plan Table of Contents	In AA and/or Requesting Entry to PE	In PE, Advanced PE, and/or Requesting entry to FD	In FD and/or Requesting FFGA	In Bid / Award and / or Construction	Grantee Compliance
Introduction	●	○	○	○	✓
Overview of Plan	●	○	○		✓
Plan Timeframe	●	○	○		✓
Definition of Terms	●	○	○	○	✓
Existing System	●	○	○	○	✓
Description of current system	●	○	○	○	✓
Inventory List	▲	○	○	○	✓
Expansion Plan	▲	●	○	○	✓
Demand for Revenue Vehicles	▲	●	○	○	✓
Peak Passenger Demand	▲	●	○	○	✓
Passenger Load Standards	▲	●	○	○	✓
Vehicle Run Times	▲	●	○	○	✓
Peak Vehicle Calculations	▲	●	○	○	✓
Gap or Ready reserve vehicles	▲	●	○	○	✓
Spare Vehicle Calculation	▲	●	○	○	✓
Total Sum of Vehicles required out of service	▲	●	○	○	✓
Supply of Revenue Vehicles	▲	●	○	○	✓
Reconciliation of Demand vs. Supply	▲	●	○	○	✓
Existing and planned fleet procurements	▲	●	○	○	✓
Define overhaul / rebuild programs	▲	●	○	○	✓
Rebuild Schedules	▲	●	○	○	✓
Vehicle Availability	▲	●	○	○	✓
Useful Life	▲	●	○	○	✓
Maintenance and Reliability	▲	●	○	○	✓
Preventative Maintenance Program	▲	●	○	○	✓
Fleet Failure Rates	▲	●	○	○	✓
Revenue Vehicle Demand/Supply Balance	▲	●	○	○	✓
Comparison of Vehicle Demand and Supply for duration of plan	▲	●	○	○	✓

NOTE: ▲ – Preliminary information required; ● – Element to be completed; ○ – Element to be modified or augmented with additional information as necessary.