

Capital Transit Transit Asset Management Plan



DRAFT

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TAM Plan

TAM Plan Name: Capital Transit TAM Plan 2026

TAM Plan Type: Tier II

Agency Name: City of Helena

Account Executive Name: Trinity Palmerton

Prepared By: Robert Peccia and Associates

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Transit Asset Management Plan

1.0 INTRODUCTION

BRIEF OVERVIEW

Capital Transit is a division of the Transportation Systems Department within the City of Helena, in Helena, Montana. The population of the service area is approximately 37,000. The system provides public transportation service within Helena city limits and a small portion of East Helena, operating on a demand-response model with curb-to-curb service to all users. Capital Transit is open Monday through Friday, with operational hours from 6:30 a.m. to 6:00 p.m. and lobby and scheduling hours from 8:00 a.m. to 5:00 p.m. East Helena service runs on a fixed schedule between the Capital Transit Station and East Helena only, with two morning runs departing the station at 8:00 and 9:00 a.m. and two afternoon runs departing at 2:00 and 3:00 p.m. with two walk-on bus stops in East Helena. In total, Capital Transit operates a fleet of 14 vehicles. Fares are structured based on time of booking and rider eligibility, with a pre-scheduled general fare of \$3.00 and a same-day premium general fare of \$5.00. Discounted fares of \$1.00 pre-scheduled and \$2.00 same-day are available for seniors, individuals with disabilities, students, and other eligible riders. Capital Transit is staffed by 13.5 full-time equivalents (FTE). The agency operates from a single combined facility, the Capital Transit Station at 1415 N Montana Avenue in Helena, which houses administrative and operational support staff and provides space for fleet maintenance. Capital Transit handles the majority of maintenance work in house.

METHODS FOR TARGET SETTING

Capital Transit's useful life benchmarks (ULB) are based on vehicle age, using Federal Transit Authority (FTA) age-based standards, adjusted by a manual override as necessary to reflect local conditions. From there, the number of assets exceeding their ULB is calculated by asset class for each year of the plan. Replacements are assumed according to the Proposed Improvements table at the end of this document, so a vehicle only drops out of the aging count in the year it has an assigned replacement. Where no replacement is assigned, the vehicle continues to age in the projection and will show up as exceeding its ULB every year after that threshold is crossed.

As part of this replacement schedule, the city plans to phase out its larger cutaway buses, originally procured when Capital Transit operated fixed route service, and replace them with smaller Americans with Disabilities Act (ADA) accessible vehicles better suited to demand response operations. The smaller vehicles carry fewer passengers per ride, consistent with demand response trip patterns, and offer improved fuel efficiency compared to the larger cutaways.



For facilities, the Capital Transit Station was evaluated at a condition rating of 5 (out of 5) in 2022 and is assumed to remain above the target ULB rating of 3 on the Transit Economic Requirements Model (TERM) scale throughout the performance period, holding the target at 0 percent for 2027 through 2031. The facility is expected to continue receiving regular maintenance as needed, with no major upgrades or capital maintenance projects scheduled during this performance period.

Table 1: Performance Targets & Measures

Agency Name	Asset Category	Asset Class	2027 Target	2028 Target	2029 Target	2030 Target	2031 Target
City of Helena	Facilities	Administrative/Maintenance	0%	0%	0%	0%	0%
City of Helena	Revenue Vehicles	CU – Cutaway Bus	29%	29%	43%	57%	57%
City of Helena	Revenue Vehicles	VN – Van	0%	0%	40%	20%	40%
City of Helena	Revenue Vehicles	MV – Mini-van	0%	100%	0%	0%	0%

TAM AND STATE OF GOOD REPAIR (SGR) POLICY

This document covers the current state of Capital Transit assets and is expected to be updated throughout each fiscal year with applicable asset information, and with concurrent updates to policies and procedures to more fully utilize the Transit Asset Management (TAM) Plan as a tool supporting state of good repair. In regard to values, Revenue Vehicle and Equipment replacement values are estimated using most recent purchase values. Regarding facility values, it is assumed the city would continue to utilize the land should a total loss of a facility occur; with this in mind, the value indicated for each facility reflects estimates for replacement of the facility using recent construction project square footage costs of similar facilities. The Capital Transit Station is not assumed to require replacement during this performance period, so no facility replacement cost has been assigned at this time.

CONTINUOUS IMPROVEMENT

The TAM is updated as needed to reflect new or replaced vehicles, equipment, or facilities. Maintenance programs are also updated with manufacturer recommended maintenance intervals. Recurring updates to usable life and asset condition assist in prioritization for replacement or refurbishment.

TAM VISION

Capital Transit intends to use the TAM plan to strengthen its existing asset management policies and procedures to ensure vehicles, facilities, and equipment are maintained in a state of good repair. The plan will guide the prioritization of vehicle and facility replacements, supporting safe and reliable transit service. Proactive asset management will also help reduce unplanned repairs and out-of-service occurrences as the agency works within current funding constraints.

**Table 2: TAM Goals**

Goal	Brief Description
Reduce unplanned maintenance costs	Track recurring issues by asset type to identify patterns and catch problems early. Replace or refurbish aging assets on a planned schedule to help shift the balance further toward proactive maintenance and away from reactive repairs and strengthen preventive maintenance practices to keep routine costs down.
Minimize service delays and interruptions	Reduce road calls by keeping vehicles and equipment in good working condition and replacing them before they become unreliable. Track common mechanical issues across the fleet to identify and address patterns early.
Support continued ridership growth	A more reliable system supports rider confidence and helps retain and grow ridership over time.

2.0 CAPITAL ASSET INVENTORY

Table 3: Asset Inventory Summary

Asset Category	Total Number	Avg Age	Avg Mileage	Avg Replacement Cost/Value	Total Replacement Cost/Value
Revenue Vehicles	14	4.9	87,887	\$153,571	\$2,150,000
CU – Cutaway Bus	7	6.9	127,024	\$157,142	\$1,100,000
MV – Mini-van	2	5.0	35,301	\$150,000	\$300,000
VN – Van	5	2.2	54,130	\$150,000	\$750,000
Facilities	1	14.0	N/A	\$0	\$0
Maintenance	1	14.0	N/A	\$0	\$0

3.0 CONDITION ASSESSMENT

Table 4: Asset Condition Summary

Asset Category	Total Number	Avg Age	Avg Mileage	Avg Replacement Cost/Value	Total Replacement Cost/ Value	% At or Exceeds ULB	% of Track Miles in Slow Zone	Number of Facilities less than 3 on TERM scale
Revenue Vehicles	14	4.9	87,887	\$153,571	\$2,150,000	0%	N/A	N/A
CU – Cutaway Bus	7	6.9	127,024	\$157,142	\$1,100,000	0%	N/A	N/A
MV – Mini-van	2	5.0	35,301	\$150,000	\$300,000	0%	N/A	N/A
VN – Van	5	2.2	54,130	\$150,000	\$750,000	0%	N/A	N/A
Facilities	1	14.0	N/A	\$0	\$0	N/A	N/A	0
Maintenance	1	14.0	N/A	\$0	\$0	N/A	N/A	0



4.0 DECISION SUPPORT

The following tools are used in making investment decisions.

Table 5: Decision Support Tools

Process/Tool	Brief Description
Financial Statements & Vehicle Maintenance Records	Vehicle Maintenance Records track regular maintenance activities, such as oil changes, and are also used to estimate remaining useful life. This information is coupled with financial statements to determine available funding and inform replacement schedules.
Transit Development Plan	The Transit Development Plan provides information regarding future transit needs and anticipated changes to help inform fleet and facility replacement or expansion requirements.
Comprehensive Capital Improvement Program (CCIP)	A citywide program for the timely funding of capital projects, including facilities and other related assets, for construction (new) or replacement and rehabilitation based on applicable age and operating or physical condition, intended to minimize ongoing maintenance costs on equipment and infrastructure.

UNPLANNED MAINTENANCE APPROACH

When allocating its yearly budget, Capital Transit reviews the previous three year's expenditures for expenses including parts, labor, repairs, and other maintenance and adjusts accordingly based upon trends. If unplanned repairs exceed the anticipated budgeted amount, operating reserve is utilized to address the excess expense.

5.0 INVESTMENT PRIORITIZATION

Investments are prioritized based primarily on available funding. Assets that create a safety risk are a top priority. Capital Transit and the City of Helena budget annually to cover the cost of replacement of assets in an emergency situation. Assets that become cost prohibitive to repair will be prioritized ahead of more reliable assets. Assets that are beyond the useful life but are still functioning safely are not as high priority.

Table 6: Proposed Improvements

Project Name	Project Year	Asset Category	Asset Class	Cost (2026\$)	Priority
Replace Freightliner/Arboc (Unit 603)	2027	Revenue Vehicles	CU – Cutaway Bus	\$175,000	High
Replace Ford Elkhart Coach ECII (Unit 637)	2027	Revenue Vehicles	CU – Cutaway Bus	\$150,000	High
Replace Freightliner/Arboc Spirit of Liberty (Unit 635)	2028	Revenue Vehicles	CU – Cutaway Bus	\$175,000	High
Replace (2) Dodge Caravans (Units 611 and 612)	2029	Revenue Vehicles	MV - Mini-van	\$300,000	Medium
Replace Ford Ambulette Van (Unit 613)	2030	Revenue Vehicles	VN - Van	\$150,000	Medium
Replace Ford Transit Van (Unit 604)	2031	Revenue Vehicles	VN - Van	\$150,000	Medium
Replace Ford Ambulette Van (Unit 614)	2031	Revenue Vehicles	VN - Van	\$150,000	Medium



TAM Plan Appendix

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APPENDIX A: ASSET REGISTER

Table A-1: Revenue Vehicles

Agency Type	Agency Name	Asset Category	Asset Class	Asset Name	Asset Owner	Manufacture Year	NTD ID	RVI ID	Manufacturer	Model	Total Number of vehicles	Count / Fleet	Fleet ID	Total Active Fleet mileage	No of Active Fleet vehicles	Non-Dedicated Fleet	Capital Responsibility?	Transit Agency Capital Responsibility (%)	Unit Replacement Cost/Value	Rebuild Year	Type of Last Renewal	Grant number/ FAIN	Percent FTA Funded (%)	Group Plan Sponsor Name	Manually Added/ Updated/ Cloned Record?	Updated Date
Tier II	Helena, City of	Revenue Vehicles	CU - Cutaway Bus	635	Owned outright by public agency (OOPA)	2017	80137	391701	Arboc Mobility LLC	Liberty	1	Fleet	1126	78,874	1	No	Yes	1	\$175,000	NP	NP	NP	85%	Montana Department of Transportation	Yes	4/20/2026 16:26
Tier II	Helena, City of	Revenue Vehicles	CU - Cutaway Bus	603	Owned outright by public agency (OOPA)	2017	80137	403915	Arboc Mobility LLC	Liberty	1	Fleet	1086	86,726	1	No	Yes	1	\$175,000	NP	NP	NP	85%	Montana Department of Transportation	Yes	4/20/2026 16:25
Tier II	Helena, City of	Revenue Vehicles	MV - Mini-van	611	Owned outright by public agency (OOPA)	2019	80137	391703	Dodge Division — Chrysler Corporation	Grand Caravan	1	Fleet	1246	37,397	1	No	Yes	1	\$150,000	NP	NP	NP	100%	Montana Department of Transportation	Yes	4/20/2026 16:24
Tier II	Helena, City of	Revenue Vehicles	MV - Mini-van	612	Owned outright by public agency (OOPA)	2019	80137	391704	Dodge Division — Chrysler Corporation	Grand Caravan	1	Fleet	1247	33,205	1	No	Yes	1	\$150,000	NP	NP	NP	100%	Montana Department of Transportation	Yes	4/20/2026 16:24
Tier II	Helena, City of	Revenue Vehicles	VN -Van	605	Owned outright by public agency (OOPA)	2022	80137	397071	Ford Motor Corporation	Transit Van	1	Fleet	1284	60,844	1	No	Yes	1	\$150,000	NP	NP	NP	87%	Montana Department of Transportation	Yes	4/17/2026 11:13
Tier II	Helena, City of	Revenue Vehicles	VN -Van	604	Owned outright by public agency (OOPA)	2022	80137	397070	Ford Motor Corporation	Transit Van	1	Fleet	1283	53,578	1	No	Yes	1	\$150,000	NP	NP	NP	87%	Montana Department of Transportation	Yes	4/17/2026 11:11
Tier II	Helena, City of	Revenue Vehicles	VN -Van	614	Owned outright by public agency (OOPA)	2020	80137	391706	Ford Motor Corporation	Transit Van	1	Fleet	1266	66,023	1	No	Yes	1	\$150,000	NP	NP	NP	87%	Montana Department of Transportation	Yes	4/17/2026 11:10
Tier II	Helena, City of	Revenue Vehicles	VN -Van	613	Owned outright by public agency (OOPA)	2020	80137	391705	Ford Motor Corporation	Transit Van	1	Fleet	1265	82,319	1	No	Yes	1	\$150,000	NP	NP	NP	87%	Montana Department of Transportation	Yes	4/17/2026 11:08
Tier II	Helena, City of	Revenue Vehicles	CU - Cutaway Bus	638	Owned outright by public agency (OOPA)	2019	80137	383242	Ford Motor Corporation	ECII	1	Fleet	638	118,252	1	No	Yes	1	\$150,000	NP	NP	NP	85%	Montana Department of Transportation	Yes	4/17/2026 11:01
Tier II	Helena, City of	Revenue Vehicles	CU - Cutaway Bus	637	Owned outright by public agency (OOPA)	2018	80137	383241	Ford Motor Corporation	ECII	1	Fleet	637	127,345	1	No	Yes	1	\$150,000	NP	NP	NP	80%	Montana Department of Transportation	Yes	4/17/2026 10:59
Tier II	Helena, City of	Revenue Vehicles	CU - Cutaway Bus	636	Owned outright by public agency (OOPA)	2018	80137	398217	Ford Motor Corporation	ECII	1	Fleet	1131	133,627	1	No	Yes	1	\$150,000	NP	NP	NP	85%	Montana Department of Transportation	Yes	4/17/2026 10:57
Tier II	Helena, City of	Revenue Vehicles	CU - Cutaway Bus	633	Owned outright by public agency (OOPA)	2015	80137	352923	Ford Motor Corporation	ECII	1	Fleet	633	192,122	1	No	Yes	1	\$150,000	NP	NP	NP	87%	Montana Department of Transportation	Yes	4/17/2026 10:56
Tier II	Helena, City of	Revenue Vehicles	CU - Cutaway Bus	634	Owned outright by public agency (OOPA)	2016	80137	406983	Glaval Bus	Entourage	1	Fleet	634	152,224	1	No	Yes	1	\$150,000	NP	NP	NP	85%	Montana Department of Transportation	Yes	4/17/2026 10:51
Tier II	Helena, City of	Revenue Vehicles	VN -Van	633A	Owned outright by public agency (OOPA)	2025	NP	NP	Ford	Transit	1	Fleet	1428	7,888	1	No	Yes	1	\$150,000	NP	NP	NP	87%	NP	Yes	NP

NP = Not Provided

Table A-2: Facilities

Agency Type	Agency Name	Asset Category	Asset Class	Asset Name	Asset Owner	NTD ID	Year Built	Street Address	Square Footage	ID/ Serial No	Count	Capital Responsibility?	Transit Agency Capital Responsibility (%)	Unit Replacement Cost/Value	Number of parking spaces	Grant number/FAIN	Percent FTA Funded (%)	Group Plan Sponsor Name	Manually Added/ Updated/ Cloned Record?	Updated Date
Tier II	Helena, City of	Facilities	Maintenance	Capital T	NP	80137	2010	1415 N. Montana Ave., Helena, MT, 59601	10,859	10333	NP	Yes	100%	NP	NP	NP	NP	Montana Department of Transportation	No	NP

NP = Not Provided



APPENDIX B: ASSET CONDITION DATA

Table B-1: Revenue Vehicle Assets

Agency Type	Agency Name	Asset Category	Asset Class	Asset Name	NTD ID	RVI ID	Count/Total Number of vehicles	No of Active Fleet vehicles	Average Vehicle Mileage	Total Active Fleet mileage	Unit Replacement Cost/Value	Age (Yrs)	Useful Life Benchmark (Yrs)	Past Useful Life Benchmark	Notes	Default Useful Life Benchmark	Grant number/FAIN	Percent FTA Funded (%)	Group Plan Sponsor Name	Manually Added/Updated/ Cloned Record?	Updated Date
Tier II	Helena, City of	Revenue Vehicles	CU -Cutaway Bus	635	80137	391701	1	1	NP	78,874	\$175,000	7	12	No	NP	No	NP	85%	Montana Department of Transportation	Yes	4/20/2026 4:26:34 PM
Tier II	Helena, City of	Revenue Vehicles	CU -Cutaway Bus	603	80137	403915	1	1	NP	86,726	\$175,000	7	12	No	NP	No	NP	85%	Montana Department of Transportation	Yes	4/20/2026 4:25:30 PM
Tier II	Helena, City of	Revenue Vehicles	MV -Mini-van	611	80137	391703	1	1	NP	37,397	\$150,000	5	8	No	NP	Yes	NP	100%	Montana Department of Transportation	Yes	4/20/2026 4:24:43 PM
Tier II	Helena, City of	Revenue Vehicles	MV -Mini-van	612	80137	391704	1	1	NP	33,205	\$150,000	5	8	No	NP	Yes	NP	100%	Montana Department of Transportation	Yes	4/20/2026 4:24:00 PM
Tier II	Helena, City of	Revenue Vehicles	VN -Van	605	80137	397071	1	1	NP	60,844	\$150,000	2	8	No	NP	Yes	NP	87%	Montana Department of Transportation	Yes	4/17/2026 11:13:13 AM
Tier II	Helena, City of	Revenue Vehicles	VN -Van	604	80137	397070	1	1	NP	53,578	\$150,000	2	8	No	NP	Yes	NP	87%	Montana Department of Transportation	Yes	4/17/2026 11:11:43 AM
Tier II	Helena, City of	Revenue Vehicles	VN -Van	614	80137	391706	1	1	NP	66,023	\$150,000	4	8	No	NP	Yes	NP	87%	Montana Department of Transportation	Yes	4/17/2026 11:10:02 AM
Tier II	Helena, City of	Revenue Vehicles	VN -Van	613	80137	391705	1	1	NP	82,319	\$150,000	4	8	No	NP	Yes	NP	87%	Montana Department of Transportation	Yes	4/17/2026 11:08:30 AM
Tier II	Helena, City of	Revenue Vehicles	CU -Cutaway Bus	638	80137	383242	1	1	NP	118,252	\$150,000	5	10	No	NP	Yes	NP	85%	Montana Department of Transportation	Yes	4/17/2026 11:01:22 AM
Tier II	Helena, City of	Revenue Vehicles	CU -Cutaway Bus	637	80137	383241	1	1	NP	127,345	\$150,000	6	10	No	NP	Yes	NP	80%	Montana Department of Transportation	Yes	4/17/2026 10:59:19 AM
Tier II	Helena, City of	Revenue Vehicles	CU -Cutaway Bus	636	80137	398217	1	1	NP	133,627	\$150,000	6	10	No	NP	Yes	NP	85%	Montana Department of Transportation	Yes	4/17/2026 10:57:49 AM
Tier II	Helena, City of	Revenue Vehicles	CU -Cutaway Bus	633	80137	352923	1	1	NP	192,122	\$150,000	9	10	No	NP	Yes	NP	87%	Montana Department of Transportation	Yes	4/17/2026 10:56:22 AM
Tier II	Helena, City of	Revenue Vehicles	CU -Cutaway Bus	634	80137	406983	1	1	NP	152,224	\$150,000	8	10	No	NP	Yes	NP	85%	Montana Department of Transportation	Yes	4/17/2026 10:51:14 AM
Tier II	Helena, City of	Revenue Vehicles	VN -Van	633A	NP	NP	1	1	NP	7,888	\$150,000	-1	8	No	NP	Yes	NP	87%		Yes	NP

NP = Not Provided

Table B-2: Facilities Assets

Agency Type	Agency Name	Asset Category	Asset Class	Asset Name	NTD ID	ID/Serial No	Count	Unit Replacement Cost/Value	Age (Yrs)	TERM Scale Condition	Condition Assessment Date	Number of parking spaces	Grant number/FAIN	Percent FTA Funded (%)	Group Plan Sponsor Name	Manually Added/Updated/Cloned Record?	Updated Date
Tier II	Helena, City of	Facilities	Maintenance	Capital T	80137	10333	NP	NP	14	4	6/29/2021	NP	NP	NP	Montana Department of Transportation	No	NP

NP = Not Provided