

TRANSIT ASSET MANAGEMENT PLAN FOR KENOSHA AREA TRANSIT



SOUTHEASTERN WISCONSIN REGIONAL PLANNING COMMISSION

Kenosha County

John Holloway
Amy Maurer
Robert Pitts

Racine County

Trevor Jung
Tom Kramer
Donald Trottier

Milwaukee County

Priscilla Coggs-Jones
Isaac Rowlett
Adam Tindall-Schlicht

Walworth County

Mary Grossman
Brian Holt, *Treasurer*
Adam Jaramillo

Ozaukee County

Rob Holyoke
Joe Messinger
Natalia Minkel-Dumit,
Vice-Chair

Washington County

Vacant
Vacant
Vacant

Waukesha County

Michael Crowley, *Chair*
Paul Decker
Dewayne Johnson, *Secretary*

SOUTHEASTERN WISCONSIN REGIONAL PLANNING COMMISSION STAFF

Stephanie Hacker, AICP, LEED AP Executive Director
Benjamin McKay, AICP Deputy Director
Christopher Hiebert, PE MPO Director
Eric Lynde Special Projects Director
Laura Herrick, PE, CFM Chief Environmental Engineer
Ryan Hoel, PE Chief Transportation Engineer
Rob Merry, PLS Chief Surveyor
Nakeisha Payne Chief Community Engagement Specialist
Thomas Slawski, PhD Chief Biologist

MEMORANDUM REPORT
NUMBER 285

**TRANSIT ASSET MANAGEMENT PLAN
FOR KENOSHA AREA TRANSIT**

Prepared by the
Southeastern Wisconsin Regional Planning Commission
W239 N1812 Rockwood Drive
P.O. Box 1607
Waukesha, Wisconsin 53187-1607
www.sewrpc.org

The preparation of this publication was financed in part through planning funds provided by the Wisconsin Department of Transportation and the U. S. Department of Transportation, Federal Highway and Federal Transit Administrations. The contents of this report do not necessarily reflect the official views or policy of the Wisconsin Department of Transportation and the U.S. Department of Transportation.



U.S. Department of Transportation
Federal Highway Administration



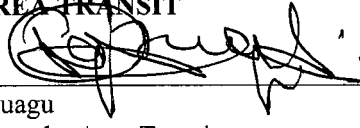
October 2026

APPROVAL OF TRANSIT ASSET MANAGEMENT PLAN: 2026-2029

As the Accountable Executive for Kenosha Area Transit, I approve the Transit Asset Management Plan and confirm its compliance with 49 CFR part 625. I further agree to comply with the recordkeeping and annual reporting requirements for transit asset management set forth in Sections 625.53 and 625.55. Kenosha Area Transit shall continue to self-certify compliance with all aspects of the TAM rule in the Certifications and Assurances phase of a grant application and will verify compliance with the TAM rule during Triennial or State Management Reviews.

KENOSHA AREA TRANSIT

By


Nelson Ogbuagu

Director, Kenosha Area Transit

Date

9-28-26

CHAPTER 1	
INTRODUCTION	1
1.1 FEDERAL AND STATE TRANSIT ASSET MANAGEMENT PLANNING REQUIREMENTS.....	2
1.2 ROLE OF THE SOUTHEASTERN WISCONSIN REGIONAL PLANNING COMMISSION.....	2
1.3 TRANSIT ASSET MANAGEMENT PERFORMANCE MEASURES	3
CHAPTER 2	
TRANSIT ASSET INVENTORY.....	5
CHAPTER 3	
CONDITION ASSESSMENT	9
CHAPTER 4	
KENOSHA AREA TRANSIT’S MAINTENANCE DECISION SUPPORT TOOL	13
4.1 TRANSIT VEHICLE AND EQUIPMENT STANDARD OPERATING PROCEDURES	13
4.2 STREETCAR MAINTENANCE STANDARD OPERATING PROCEDURES	13
4.3 FACILITY MAINTENANCE STANDARD OPERATING PROCEDURES.....	14
CHAPTER 5	
PRIORITIZED LIST OF INVESTMENTS	15
CHAPTER 6	
TRANSIT ASSET MANAGEMENT AND STATE OF GOOD REPAIR POLICY	17
CHAPTER 7	
IMPLEMENTATION AND STRATEGY.....	19
CHAPTER 8	
LIST OF KEY ANNUAL ACTIVITIES	21
CHAPTER 9	
IDENTIFICATION OF RESOURCES	23
LIST OF TABLES	
Chapter 1	
Table 1.1 Summary of Asset Inventory for Kenosha Area Transit.....	2
Table 1.2 Transit Asset Management Targets for Southeastern Wisconsin.....	3
Chapter 2	
Table 2.1 Kenosha Area Transit Revenue Vehicle Inventory.....	6
Table 2.2 Kenosha Area Transit Equipment Inventory.....	7
Table 2.3 Kenosha Area Transit Facilities Inventory.....	8
Chapter 3	
Table 3.1 Minimum and Maximum Useful Life Benchmarks.....	10
Table 3.2 Kenosha Area Transit Revenue Vehicles Condition Summary.....	10
Table 3.3 Kenosha Area Transit Revenue Vehicles Condition Assessment	11
Table 3.4 Kenosha Area Transit Equipment Condition Assessment.....	12
Table 3.5 Kenosha Area Transit Facilities Condition Assessment	12
Chapter 4	
Table 4.1 Kenosha Area Transit Service Schedule and Checklist.....	14

At the request of and in close coordination with Kenosha Area Transit (KAT), the Southeastern Wisconsin Regional Planning Commission (Commission or SEWRPC) has prepared this Tier I Transit Asset Management (TAM) Plan.

The KAT system is operated by the City of Kenosha Department of Transportation within the City of Kenosha and portions of the Town of Somers and Village of Pleasant Prairie, under the name of Kenosha Area Transit. As documented in this TAM Plan, KAT is committed to maintaining its vehicles, equipment, and facilities in the best condition possible in order to provide efficient, reliable, and uninterrupted public transit service and to achieve maximum useful life from all transit assets.

KAT operates 42 buses on eight fixed routes and supplemental school routes serving the City of Kenosha and portions of the Village & Town of Somers and the Village of Pleasant Prairie. In addition, their fleet includes three trolleybuses utilized for revenue service. KAT also operates an electric streetcar line, consisting of seven Presidents' Conference Committee (PCC)-type electric heritage streetcars, originally built in 1972. In the 1990's, prior to being acquired by KAT in 2000, the streetcars were rebuilt, including a complete electrical, mechanical, and structural overhaul. The rebuilding of the streetcars is estimated to have extended their lives by 20 years. KAT's electric streetcar route traverses a 1.9-mile loop from the Metra Commuter Rail Station into Harbor Park. For purposes of this TAM Plan, KAT is a Tier I transit operator due to their operation of the Kenosha Streetcar system. All KAT transit assets are summarized in Table 1.1.

This TAM Plan covers a four year planning period from 2026 through 2029. As required in the TAM regulations set forth in 49 CFR part 625, this TAM Plan includes the following components:

- An inventory of assets, including the number and type of capital assets such as rolling stock, facilities, and equipment
- A condition assessment of inventoried assets for which KAT has direct ownership and capital responsibility
- A description of the processes and decision-support tools that KAT uses to estimate the capital investments needed over time, and develop their investment prioritization
- A prioritized list of projects or programs to manage and improve the state of repair of capital assets
- Transit asset management and state of good repair policy
- Implementation strategy that documents the operational actions that KAT will conduct in order to achieve their TAM goals and policies
- List of key annual activities that are needed to implement the TAM Plan
- Identification of resources, including staff time, technology requirements, and funding that KAT needs to carry out the TAM Plan
- Evaluation plan, including an outline of how KAT will monitor, update, and evaluate the TAM Plan and related business practices to ensure continuous improvement

Table 1.1
Summary of Asset Inventory for Kenosha Area Transit

Asset Category	Total Number	Average Age (Years)	Average Mileage	Average Value (\$)
Revenue Vehicles				
Bus	44	12.8	342,601	663,864
Trolleybus	3	23.7	138,875	107,167
Streetcars	7	22.9	70,060	73,000
Equipment				
Non-Revenue/Service Automobile	13	17.7	66,934	33,858
Streetcar Tracks	1.9 miles	18.0	N/A	N/A
Facilities				
Administration Buildings/Transit Centers	2	22.7	N/A	N/A
Parking Lots	9	25.0	N/A	N/A
Metra Station				
Elevator	1	20.0	N/A	N/A
Stairwells	1	20.0	N/A	N/A
Surface parking lot	1	20.0	N/A	N/A

Note: Vehicle mileage as of December 2025.

Source: Kenosha Area Transit and SEWRPC

1.1 FEDERAL AND STATE TRANSIT ASSET MANAGEMENT PLANNING REQUIREMENTS

The Moving Ahead for Progress in the 21st Century Act (MAP-21) established new TAM data reporting requirements. These rules require that each transit provider that receives funds under 49 U.S.C. Chapter 53 as a recipient or subrecipient and either owns, operates, or manages capital assets used for public transportation is required to develop a TAM plan that provides a condition report of their infrastructure to anticipate and monitor the performance of assets in order to provide a basis for investment prioritization. The purpose of the rule is to aid transit providers in making more informed investment decisions that will ultimately improve the overall condition of each transit system's condition of capital assets.

1.2 ROLE OF THE SOUTHEASTERN WISCONSIN REGIONAL PLANNING COMMISSION

The Commission is the federally designated Metropolitan Planning Organization (MPO) for Southeastern Wisconsin. Through this role, the Commission ensures that all transportation planning and programming requirements are met through a comprehensive, cooperative, and continuing planning process. SEWRPC Planning Report No. 55, *VISION 2050: A Regional Land Use and Transportation Plan*, July 2017 and updated in 2020 and 2024, recommends a long-range vision for land use and transportation in the Region. It makes recommendations to local and State government to shape and guide land use development and transportation improvements, including public transit, to the year 2050. Specifically, VISION 2050 proposes a substantial improvement and expansion of transit service in Southeastern Wisconsin over the next 30 years.

In addition to the long-range plan, the Commission prepares the four-year transportation improvement program (TIP) for the seven-county Southeastern Wisconsin Region, and short-range (five-year) transit development plans for each of the Region's public transit systems. The TDPs refine and detail the recommendations for transit services set forth in the regional transportation plan. The plans are prepared at the request of the transit service providers in the region. The Commission is developing a bus route study for the City of Kenosha, which will be completed in 2026. Commission staff are assisting the City of Racine and partners in the Milwaukee Area-Racine-Kenosha (MARK) Rail Study, which would reintroduce passenger rail service in the Union Pacific corridor between Kenosha and Milwaukee. As the Commission prepares future plans, the information included in the Group TAM Plan will be incorporated as appropriate to ensure the region's transit assets maintain a state of good repair.

This TAM Plan identifies transit asset priorities based on policies and critical needs, condition assessments, and estimated funding sources available to implement the proposed projects within the City of Kenosha's Capital Improvement Program, adopted budget, and the current TIP.

Table 1.2
Transit Asset Management Targets for Southeastern Wisconsin

Asset			Performance Measure	Target
Category	Class	Examples		
Rolling Stock	Buses, Other Passenger Vehicles, and Railcars	Bus, Cutaway, Van, Minivan, and Streetcars	Percent of revenue vehicles that have either met or exceeded their useful life benchmark	< 30%
Equipment	Non-revenue service vehicles and equipment over \$50,000	Route Supervisor Vehicles, Maintenance Trucks, Pool Vehicles, DPF Cleaning System, Bus Wash Systems, Fare Collection systems, Vehicle Lifts, etc.	Percent of vehicles and equipment that have either met or exceeded their useful life benchmark	< 30%
Facilities	Support	Maintenance and Administrative Facilities	Percent of facilities within an asset class, rated below 3 on condition reporting system	< 15%
	Passenger	Rail Terminals, Bus Transfer Stations	Percent of facilities within an asset class, rated below 3 on condition reporting system	0%
	Parking	Park-Ride Lots with Direct Capital Responsibility	Percent of facilities within an asset class, rated below 3 on condition reporting system	0%
Infrastructure	Fixed Guideway	Track Segments, Exclusive Bus Rights-of-Way, Catenary Segments, and Bridges	Percent of segments that have performance restrictions	0%

Source: SEWRPC

1.3 TRANSIT ASSET MANAGEMENT PERFORMANCE MEASURES

The Commission established the TAM Targets for Southeastern Wisconsin on June 30, 2017, in consultation with all of the Tier I and Tier II operators within the Region.¹ The regional TAM targets, as shown in Table 1.2, rely heavily on the TAM targets established by the Milwaukee County Transit System (MCTS), which, as the largest transit operator in the Region, represents over 90 percent of the replacement value of the publicly owned transit fleets within the Milwaukee urbanized area. As confirmed by MCTS in May 2022, no changes were anticipated to their transit asset management targets. Therefore, no changes were made to the regional TAM targets as part of this updated TAM Plan. The final TAM Targets for Southeastern Wisconsin were transmitted to the Wisconsin Department of Transportation (WisDOT) on July 10, 2017.

The Commission has fulfilled the requirements of the Moving Ahead for Progress in the 21st Century (MAP-21) and 49 CFR part 625 in relation to TAM target setting. In June 2018, the Commission amended VISION 2050—the year 2050 regional land use and transportation plan—documenting the regionwide TAM targets.

In December 2024, the Commission adopted the Transportation Improvement Program (TIP) for Southeastern Wisconsin 2025-2028, which included a description of how the programmed projects promote the achievement of the TAM targets in Element 4. The \$237 million programmed for implementing capital-related transit preservation projects² (such as vehicle capitalized maintenance and replacement projects and facility repair and upgrade projects) within the four-year period of the TIP are expected to contribute to the achievement of these targets. The capital-related transit preservation projects programmed in the TIP were provided by transit operators based on their processes for monitoring the condition of their vehicles and facilities and prioritizing their maintenance and replacement (given the level of available funding).

¹ A Tier I Transit Provider operates rail or has greater than or equal to 101 vehicles across all fixed route modes, or greater than or equal to 101 vehicles in one non-fixed route mode. A Tier II Transit Provider is a subrecipient of 5311 funds, or an American Indian Tribe, or operates less than or equal to 100 vehicles across all fixed route modes, or less than or equal to 100 vehicles in one non-fixed route mode.

² The 2025-2028 TIP includes \$786 million programmed for transit operation and capital projects, with \$549 million, or 70 percent, for operating-related projects and \$237 million, or 30 percent, is for capital-related projects.

Kenosha Area Transit's (KAT) asset inventories for vehicles, equipment, and facilities are provided in Table 2.1, Table 2.2, and Table 2.3, respectively. The inventories include the four required categories of capital assets including facilities, equipment, rolling stock, and infrastructure.

The asset inventory provided in Table 2.1 includes the asset category, class, name (vehicle number), make, model, number of vehicles, the ID/Serial number, owner, acquisition year/last rebuild, mileage, and replacement value as of December 2025. The acquisition year for vehicles reflects the year the vehicle was purchased by KAT. For purposes of the asset inventory, the "replacement cost" shown in Table 2.1 reflects the current prices found in procurement documents developed by the Wisconsin Department of Transportation Heavy Duty Bus Price Sheet, with increases based on anticipated delivery costs and added features.

Table 2.2 includes the equipment that meets the reporting threshold of \$50,000 in acquisition value for one line item or a group of assets, as required in 49 CFR part 625. As required, all service vehicles were included in the equipment inventory, regardless of their cost.

Lastly, Table 2.3 lists the transit facilities owned by KAT, or those facilities for which KAT has direct capital responsibility or was jointly procured.

Table 2.1
Kenosha Area Transit Revenue Vehicle Inventory

Asset Number	Make	Count	ID/Serial No.	Acquisition Year/Last Rebuild	Vehicle Mileage	Replacement Cost (\$)ª
35-Foot Buses						
3500	GILLIG	1	15GGB291441072859	2004	510424	660,000
3506	GILLIG	1	15GGB291751074901	2005	421,998	660,000
3508	GILLIG	1	15GGB291051074903	2005	477650	660,000
3524	GILLIG	1	15GGB2716A1178535	2010	358,252	660,000
3525	GILLIG	1	15GGB2718A1178536	2010	431,935	660,000
3526	GILLIG	1	15GGB271XA1178537	2010	423,603	660,000
3527	GILLIG	1	15GGB2713A1178538	2010	407,054	660,000
3528	GILLIG	1	15GGB2713A1178539	2010	426,640	660,000
3529	GILLIG	1	15GGB2717N3197475	2022	198,856	660,000
3530	GILLIG	1	15GGB2719N3197476	2022	154,007	660,000
40-Foot Buses						
4023	GILLIG	1	15GGD271991177000	2009	335,397	665,000
4024	GILLIG	1	15GGD271091177001	2009	344,278	665,000
4025	GILLIG	1	15GGD271291177002	2009	389,712	665,000
4026	GILLIG	1	15GGD271491177003	2009	383,539	665,000
4041	GILLIG	1	15GGD2714C1179308	2012	278,578	665,000
4042	GILLIG	1	15GGD2716C1179309	2012	357,840	665,000
4043	GILLIG	1	15GGD2712C1179310	2012	332,492	665,000
4044	GILLIG	1	15GGD2715D1181862	2013	334,230	665,000
4045	GILLIG	1	15GGD2717D1181863	2013	336,078	665,000
4046	GILLIG	1	15GGD2719D1181864	2013	373,450	665,000
4047	GILLIG	1	15GGD2710D1181865	2013	365,558	665,000
4048	GILLIG	1	15GGD2712D1181866	2013	391,799	665,000
4049	GILLIG	1	15GGD2714D1181867	2013	356,279	665,000
4050	GILLIG	1	15GGD2716D1181868	2013	363,482	665,000
4051	GILLIG	1	15GGD2710K3193113	2019	225,639	665,000
4052	GILLIG	1	15GGD2712K3193114	2019	227,757	665,000
4053	GILLIG	1	15GGD2714K3193115	2016	277,812	665,000
4054	GILLIG	1	15GGD2716K3193116	2019	246,560	665,000
4055	GILLIG	1	15GGD2718K3193117	2019	261,031	665,000
4056	GILLIG	1	15GGD271XK3193119	2019	236,698	665,000
4057	GILLIG	1	15GGD2712L3195723	2020	186,865	665,000
4058	GILLIG	1	15GGD2714L3195724	2020	210,787	665,000
4059	GILLIG	1	15GGD2716L3195725	2020	221,195	665,000
4060	GILLIG	1	15GGD2718L3195726	2020	190,801	665,000
4061	NewFlyer	1	5FYD5FV01AB037434	2010	532,975	665,000
4062	NewFlyer	1	5FYD5FV03AB037483	2010	586,106	665,000
4063	NewFlyer	1	5FYD5FV07AB037499	2010	591,197	665,000
4064	NewFlyer	1	5FYD5FV04AB037508	2010	552,323	665,000
4065	NewFlyer	1	5FYD5FV09AB037486	2010	558,008	665,000
4066	NewFlyer	1	5FYD5FV01AB037496	2010	577,317	665,000
4067	NewFlyer	1	5FYD5FV04AB037444	2010	459,400	665,000
4068	NewFlyer	1	5FYD5FV06BB038676	2011	574,660	665,000
4069	NewFlyer	1	5FYD5FV02BB038688	2011	582,182	665,000
4072	GILLIG	1	15GGD2712S320280	2025	10,072	665,000
Trolley Buses						
2439	Dupont	1	2D9S21307W1070528	1998	49,866	238,500
3369	Dupont	1	2D9P22326X1070535	1999	178270	4,000
3415	Freightliner	1	4UZAB9DTXACAT2704	2010	188,490	79,000

Table continued on next page.

Table 2.1 (Continued)

Asset Number	Make	Count	ID/Serial No.	Acquisition Year/Last Rebuild	Vehicle Mileage	Replacement Cost (\$)ª
Streetcars/Canadian Cars						
4606	PCC streetcar	1	A-15PCC4606	2000	71,644	73,000
4609	PCC streetcar	1	A-15PCC4609	2000	77,592	73,000
4610	PCC streetcar	1	A-15PCC4610	2000	95,111	73,000
4615	PCC streetcar	1	A-15PCC4615	2000	57,314	73,000
4616	PCC streetcar	1	A-15PCC4616	2000	75,731	73,000
4617	PCC streetcar	1	A-15PCC4617	2011	63,444	73,000
2185	PCC streetcar	1	A-46PCC2185	2011	49,584	73,000

Note: Vehicle mileage as of December 2025.

ª Replacement costs represent base costs plus anticipated delivery cost and additions from the WisDOT Heavy Duty Bus Price Sheet, October 2025 to September 2026.

Source: Kenosha Area Transit, FTA, and SEWRPC

Table 2.2
Kenosha Area Transit Equipment Inventory

Asset Classª	Asset Number	Make	Model	Count	ID/Serial No.	Acquisition Year	Vehicle Mileage	Replacement Cost (\$)ª
(T)	3423	Ford	N/A	1	N/A	2004	N/A	1,000
(T)	2297	GMC	Van	1	1GJGG35K0TF503706	1996	108,573	22,200
(T)	2402	GMC	Truck	1	1GTGK29RXWE528775	1998	134,714	27,500
(T)	2841	GMC C-AWAY	N/A	1	1GDJG31U661134142	2006	53,709	36,400
(T)	3065	Toolcat	N/A	1	N/A	2009	N/A	58,800
(T)	3071	Ford	F350 Plow	1	1FDWF3HR7AEB37854	2010	18,793	56,200
(T)	3110	Toolcat	N/A	1	N/A	2010	N/A	60,600
(T)	3111	Ford	F350	1	1FDRF3HT5BEB59958	2011	21,179	56,700
(T)	3302	Ford	Escape	1	1FMCU9GX5FUC06131	2015	61,889	22,600
(A)	3195	Ford	Taurus	1	1FAHP2L85DG130452	2013	120,486	3,700
(T)	3301	Ford	Escape	1	1FMCU9GX5FUC06130	2015	81,852	22,600
(T)	4072	Ford	F350	1	1FTRF3BN5MED52144	2021	1,215	38,000
(ST)	Streetcar track	N/A	N/A	1	N/A	2000	N/A	N/A

Note: Vehicle mileage as of December 2025.

ª Asset Class is defined as:

(A) – Automobiles

(ST) – Streetcar Tracks

(T) – Trucks and Other Rubber Tire Vehicles

ª Replacement costs as reported to the National Transit Database.

Source: Kenosha Area Transit and SEWRPC

Table 2.3
Kenosha Area Transit Facilities Inventory

Asset Class	Asset Name	Count	Acquisition Year
Administration	Kenosha Area Transit Administration and Bus Garage	1	2001
Administration	Joseph McCarthy Transit Center	1	2000
Metra Station	Metra Station Elevator	1	2006
Metra Station	Metra Station Staircase	1	2006
Parking Lots	Lot #23 - 54th Street & 13th Avenue, Metra Station	1	2006
Parking Lots	Nine surface lots	9	2001

Source: Kenosha Area Transit and SEWRPC

Recipients of Federal assistance, such as Kenosha Area Transit (KAT), are familiar with the useful life benchmarks for years and mileage that must be met in order to qualify for new vehicles as identified in FTA's Grant Administration Circular 5010.1E. In comparison, the useful life benchmark (ULB) for TAM planning evaluates an agency's assets based on the maximum number of years that a vehicle can operate at a full level of performance. Table 3.1 shows the difference between the minimum and maximum useful life benchmarks.

For the purposes of this TAM Plan, KAT utilized the maximum ULBs provided by the FTA in the Default Useful Life Benchmark (ULB) Cheat Sheet (October 2021). The ULBs allow KAT to track the performance of revenue vehicles (rolling stock) and service vehicles (equipment) and set their performance TAM measure targets. The ULBs provide an estimate of how many years each vehicle type can be in service and still be in a state of good repair. In addition, the ULB considers how long it is cost effective to operate an asset before ongoing maintenance costs outweigh replacement costs. When assessing conditions and useful life, KAT considers the historical maintenance records, manufacturer guidelines, and local operating environment. Specifically, transit vehicles in Southeastern Wisconsin operate in a climate that requires the use of road salt in the winter, resulting in greater impacts to the fleet such as corrosion. In addition, poor road conditions increase wear on vehicles, resulting in a reduction of vehicles operating in a state of good repair.

The condition summary of Kenosha Area Transit's revenue vehicles is provided in Table 3.2. Overall, approximately 50 percent of the revenue vehicles are past their useful life benchmarks, with 55 percent of buses and 100 percent of trolleybuses past their useful life. The seven heritage streetcars are within their useful life benchmarks. KAT has established streetcar maintenance procedures to ensure safety and reliability of the transit system. The streetcar tracks are in good condition and have not required speed restrictions to be placed on any segment of the 1.9-mile loop. The high percentage of revenue vehicles past the useful life benchmark is partially the result of KAT's purchase of previously owned buses to operate the supplemental school bus routes. The robust maintenance schedule, as further described in Chapter 4, Kenosha Area Transit's Maintenance Decision Support Tool, helps ensure the assets remain in a state of good repair with a standardized preventative maintenance schedule and software to track vehicle condition. Tables 3.3 through 3.5 include the condition assessments for all of Kenosha Area Transit's revenue vehicles, equipment and facilities and utilized the FTA Transit Economic Requirements Model (TERM) scale as provided in the *TAM Facility Performance Measure Reporting Guidebook: Condition Assessment Calculation*.

The Kenosha Area Transit System has more revenue vehicles exceeding the useful life benchmark. Specifically, the number of revenue vehicles beyond their useful life benchmark increased from 16 to 24, or from 30 percent to 50 percent. The number KAT's non-revenue service vehicles beyond their useful life benchmark decreased from nine in 2022 to eight in 2026. The condition of KAT's transit facilities decreased, with the Transit Center and Administration and Bus Garage now rated at a 3 on the TERM scale. KAT will continue to track progress toward meeting the established TAM targets in order to maintain a state of good repair.

KAT continues to maximize the use of all available transit capital funds to maintain a state of good repair. Until recently, Federal funding has been below the historical average and State transit funding has not kept pace with inflation. In addition, the State limits the ability of local governments to replace these limited Federal and State funds with local property taxes through tax levy caps and prohibits the implementation of new revenue sources. Combined, these factors create additional challenges for the Region's transit operators, including Kenosha Area Transit, as they attempt to achieve and maintain a state of good repair. More permanent Federal support provided in the Infrastructure Investment and Jobs Act allowed transit operators to continue to improve transit services and meet or exceed TAM performance targets.

Table 3.1
Minimum and Maximum Useful Life Benchmarks

Vehicle Type	Length	Age (Years)	
		FTA Circular 5010.1E ULB (Minimum) ^a	TAM Plan ULB (Maximum) ^b
Buses			
Large, heavy-duty transit buses including over-the-road buses (approx. 35' or larger including articulated buses)	35 feet or larger and articulated buses	12	14
Small size, heavy-duty transit buses	30 feet	10	14
Medium-size, medium duty transit buses	25 feet to 35 feet	7	10
Medium-size, light-duty transit buses	25 feet to 35 feet	5	14
Trolleys			
A fixed guideway steel-wheeled "trolley" (streetcar or other light rail vehicle)	N/A	25	31
A fixed guideway electric trolley-bus with rubber tires obtaining power from overhead catenary	N/A	15	13
Simulated trolleys, with rubber tires and internal combustion engine (often termed "trolley-replica buses")	N/A	15	13
Light Duty Vehicles			
Other light-duty vehicles used as equipment and to transport passengers (revenue service), such as cutaways, regular and specialized vans, sedans, and light-duty buses including all bus models exempt from testing in the current 40 CFR part 665	16 feet to 28 feet	4	8

^a Minimum useful life as identified in FTA Circular 5010.1E, March 21, 2017, updated July 16, 2018. Minimum useful life is determined by years of service or accumulation of miles, whichever comes first, by asset type.

^b Maximum useful life benchmarks set by FTA in the Default Useful Life Benchmark Cheat Sheet and the National Transit Database Policy Manual, Revenue Vehicle Default Useful Life Benchmarks. The maximum ULBs are provided for years of service only.

Source: Federal Transit Administration and SEWRPC

Table 3.2
Kenosha Area Transit Revenue Vehicles Condition Summary

Revenue Vehicles	Count	Average Age (Years)	Average Mileage	Average Value (\$)	Past Useful Life Benchmark	
					Number	Percent
Bus	44	12.8	342,601	660,000	24	55
Trolleybus	3	23.7	138,875	107,167	3	100
Streetcar Heritage Trolley Cars	7	22.9	70,060	73,000	--	--
All Revenue Vehicles	54	19.8	183,845	280,056	27	50

Source: Kenosha Area Transit and SEWRPC

Table 3.3
Kenosha Area Transit Revenue Vehicles Condition Assessment

Asset Number	Count	ID/Serial No.	Age (Years)	Vehicle Mileage	Replacement Cost (\$) ^a	Useful Life Benchmark (Years)	Past Useful Life Benchmark
35-Foot Buses							
3500	1	15GGB291441072859	22	510,424	660,000	14	Yes
3506	1	15GGB291751074901	21	421,998	660,000	14	Yes
3508	1	15GGB291051074903	21	477,650	660,000	14	Yes
3524	1	15GGB2716A1178535	16	358,252	660,000	14	Yes
3525	1	15GGB2718A1178536	16	431,935	660,000	14	Yes
3526	1	15GGB2713A1178537	16	423,603	660,000	14	Yes
3527	1	15GGB2713A1178538	16	407,054	660,000	14	Yes
3528	1	15GGB2713A1178539	16	426,640	660,000	14	Yes
3529	1	15GGB2717N3197475	4	198,856	660,000	14	No
3530	1	15GGB2719N3197476	4	154,007	660,000	14	No
40-Foot Buses							
4023	1	15GGD271991177000	17	335,397	665,000	14	Yes
4024	1	15GGD271091177001	17	344,278	665,000	14	Yes
4025	1	15GGD271291177002	17	389,712	665,000	14	Yes
4026	1	15GGD271491177003	17	383,539	665,000	14	Yes
4041	1	15GGD2714C1179308	14	278,578	665,000	14	Yes
4042	1	15GGD2716C1179309	14	357,840	665,000	14	Yes
4043	1	15GGD2712C1179310	14	332,492	665,000	14	Yes
4044	1	15GGD2715D1181862	13	334,230	665,000	14	No
4045	1	15GGD2717D1181863	13	336,078	665,000	14	No
4046	1	15GGD2719D1181864	13	373,450	665,000	14	No
4047	1	15GGD2710D1181865	13	365,558	665,000	14	No
4048	1	15GGD2712D1181866	13	391,799	665,000	14	No
4049	1	15GGD2714D1181867	13	356,279	665,000	14	No
4050	1	15GGD2716D1181868	13	363,482	665,000	14	No
4051	1	15GGD2710K3193113	7	225,639	665,000	14	No
4052	1	15GGD2712K3193114	7	227,757	665,000	14	No
4053	1	15GGD2714K3193115	10	277,812	665,000	14	No
4054	1	15GGD2716K3193116	7	246,560	665,000	14	No
4055	1	15GGD2718K3193117	7	261,031	665,000	14	No
4056	1	15GGD271XK3193119	7	236,698	665,000	14	No
4057	1	15GGD2712L3195723	6	186,865	665,000	14	No
4058	1	15GGD2714L3195724	6	210,787	665,000	14	No
4059	1	15GGD2716L3195725	6	221,195	665,000	14	No
4060	1	15GGD2718L3195726	6	190,801	665,000	14	No
4061	1	5FYD5FV01AB037434	16	532,975	665,000	14	Yes
4062	1	5FYD5FV03AB037483	16	586,106	665,000	14	Yes
4063	1	5FYD5FV07AB037499	16	591,197	665,000	14	Yes
4064	1	5FYD5FV04AB037508	16	552,323	665,000	14	Yes
4065	1	5FYD5FV09AB037486	16	558,008	665,000	14	Yes
4066	1	5FYD5FV01AB037496	16	577,317	665,000	14	Yes
4067	1	5FYD5FV04AB037444	16	459,400	665,000	14	Yes
4068	1	5FYD5FV06BB038676	15	574,660	665,000	14	Yes
4069	1	5FYD5FV02BB038688	15	582,182	665,000	14	Yes
4072	1	15GGD2712S320280	1	10,072	665,000	14	No
Trolley Buses							
2439	1	2D9S21307W1070528	28	49,866	238,500	13	Yes
3369	1	2D9P22326X1070535	27	178,270	4,000	13	Yes
3415	1	4UZAB9DTXACAT2704	16	188,490	79,000	13	Yes

Table continued on next page.

Table 3.3 (Continued)

Asset Number	Count	ID/Serial No.	Age (Years)	Vehicle Mileage	Replacement Cost (\$) ^a	Useful Life Benchmark (Years)	Past Useful Life Benchmark
Streetcars/Canadian Cars							
4606	1	A-15PCC4606	26	71,644	73,000	31	No
4609	1	A-15PCC4609	26	77,592	73,000	31	No
4610	1	A-15PCC4610	26	95,111	73,000	31	No
4615	1	A-15PCC4615	26	57,314	73,000	31	No
4616	1	A-15PCC4616	26	75,731	73,000	31	No
4617	1	A-15PCC4617	15	63,444	73,000	31	No
2185	1	A-46PCC2185	15	49,584	73,000	31	No

Note: Vehicle mileage as of December 2025.

^a Replacement costs represent base costs plus anticipated delivery cost and additions from the WisDOT Heavy Duty Bus Price Sheet, October 2021 to September 2026.

Source: Kenosha Area Transit, FTA, and SEWRPC

Table 3.4
Kenosha Area Transit Equipment Condition Assessment

Asset Class ^a	Asset Number/Name	Count	ID/Serial No.	Age (Years)	Vehicle Mileage	Replacement Cost(\$) ^b	Useful Life Benchmark (Years)	Past Useful Life Benchmark
(T)	3423	1	N/A	22	N/A	1,000	14	Yes
(T)	2297	1	1GJGG35K0TF503706	30	108,573	22,200	14	Yes
(T)	2402	1	1GTGK29RXWE528775	28	134,714	27,500	7	Yes
(T)	2841	1	1GDJG31U661134142	20	53,709	36,400	7	Yes
(T)	3065	1	N/A	17	N/A	58,800	7	Yes
(T)	3071	1	1FDWF3HR7AEB37854	16	18,793	56,200	7	Yes
(T)	3110	1	N/A	16	N/A	60,600	7	Yes
(T)	3111	1	1FDRF3HT5BEB59958	15	21,179	56,700	7	Yes
(T)	3302	1	1FMCU9GX5FUC06131	11	61,889	22,600	14	No
(A)	3195	1	1FAHP2L85DG130452	13	120,486	3,700	8	No
(T)	3301	1	1FMCU9GX5FUC06130	11	81,852	22,600	14	No
(T)	4072	1	1FTRF3BN5MED52144	5	1,215	38,000	14	No
(ST)	Streetcar track	1	N/A	26	N/A	N/A	0	No

^a Asset Class is defined as:

(A) – Automobiles

(ST) – Streetcar Tracks

(T) – Trucks and Other Rubber Tire Vehicles

^b Replacement costs as reported to the National Transit Database.

Source: Kenosha Area Transit, FTA, and SEWRPC

Table 3.5
Kenosha Area Transit Facilities Condition Assessment

Asset Class	Asset Name	Count	Age (Years)	TERM Scale Condition
Administration	Joseph McCarthy Transit Center	1	25	3
Administration	Kenosha Area Transit Administration and Bus Garage	1	26	3
Metra Station	Metra Station Elevator	1	20	4
Metra Station	Metra Station Staircase	1	20	4
Parking Lots	Lot #23 - 54th Street & 13th Avenue, Metra Station	1	20	4
Parking Lots	Nine surface lots	9	25	4

Source: Kenosha Area Transit, FTA, and SEWRPC

Kenosha Area Transit (KAT) has established *Standard Operating Procedures for Maintenance* that identifies the guidelines and procedures for equipment maintenance, operation, and management for all Kenosha Area Transit facilities. It also includes staff responsibilities and training expectations for employees. The following discussion summarizes the standard operating procedures for transit vehicles and equipment, streetcar assets, and transit facilities.

As part of their maintenance protocol, KAT uses the Transfleet software to monitor their vehicle maintenance and inventory. Specifically, the program tracks the vehicle maintenance history and information for each vehicle in the fleet, ensuring that the scheduled preventative maintenance occurs in a timely manner, and that any unscheduled repairs are documented and appropriately assigned.

4.1 TRANSIT VEHICLE AND EQUIPMENT STANDARD OPERATING PROCEDURES

KAT has a program of scheduled preventative maintenance and inspections for various elements of the transit assets. These programs are based on time, distance, or reliability trends to ensure that maintenance is performed on a regular basis. The cycle of preventative maintenance is consistent with equipment manuals, specifications and actual experience in Kenosha. Preventative maintenance and inspections are performed to keep all transit assets in a state of good repair and to identify any potential failures.

The preventative maintenance schedule is shown in Table 4.1. The schedule and checklist for each service is based on the manufacturer's recommendations and was further developed by Kenosha Area Transit. The vehicle mileage is recorded by the driver each shift, and by the service attendants when they add fuel to a vehicle. The mileage entries are uploaded to the maintenance software daily Monday through Friday. The service due list is generated by the maintenance software and it is posted weekly. Services are performed within 600 miles before or after when the service is due.

Drivers are required to report any damage or wear to dispatch, who passes the information to the maintenance staff. The Lead Mechanic or supervisor will make note of the faults in the daily log, place the bus out of service if needed, and assign the repair to a mechanic for further evaluation and repair. Unscheduled repairs are assigned according to mechanic availability, parts available, time needed to complete the repair, and the priority of the workload for each day.

4.2 STREETCAR MAINTENANCE STANDARD OPERATING PROCEDURES

Maintenance procedures are in place for the Kenosha Transit Electric Streetcar to reflect both unscheduled and scheduled maintenance requirements. These procedures address and support the safety and reliability of the system. The procedures are based on the maintenance process established by the original operator of the PCC cars and modified to reflect service requirements in Kenosha. These procedures are further supported by those developed by the Southeastern Pennsylvania Transportation Authority (SEPTA) and other PCC operators.

Kenosha Area Transit has established maintenance standards that incorporate preventative and corrective action measures for the system. The purpose of the streetcar maintenance procedures is to provide the maintenance and support necessary to provide a safe, reliable, and cost effective rail service to the City of Kenosha and the Harbor Park development. The maintenance procedures ensure a progressive maintenance plan for routine maintenance activities as the system evolves. The streetcar maintenance procedures are carried out by the Rail Maintenance Section. The Streetcar Maintenance standard operating procedures include the following activities:

- Inspection or Preventative Maintenance – Those activities to be performed on a schedule to ensure operations and prolonging the useful life of the equipment and facilities

Table 4.1
Kenosha Area Transit Service Schedule and Checklist

Service	Interval when Service Occurs (miles)	Preventive Maintenance Activities
Service A	6,000	Oil change with filter New coolant filter New air filter on any 2010+ bus
Service B	18,000	Oil change with filter New coolant filter New air filter Power steering reservoir flush and new filter
Service C	36,000	Oil change with filter New coolant filter New air filter Power steering reservoir flush and new filter Transmission flush with new filters Check engine coolant condition

Note: The services are performed in the order AABAAC (A=6,000 miles, A=12,000 miles, B=18,000 miles, A = 24,000 miles, A=30,000 miles, C=36,000 miles).

Source: Kenosha Area Transit

- Corrective or Unscheduled Maintenance – Demand responsive actions that impact operations or safety, including in-service failures or required repairs that were not scheduled
- Testing – Often accomplished with contracted services due to special test equipment requirements
- Programmed Maintenance – Includes overhauls and major rehabilitation
- General Maintenance – Includes servicing and cleaning

The streetcar maintenance plan provides a program of scheduled preventative maintenance and inspections for system elements, including: rolling stock, overhead contact wire, substations, and power distribution; the 1.9 mile loop consisting of ballasted track, embedded track, and special track work or switches; communications, fare collection equipment, platforms and shelters, and the shop building and office. The preventative maintenance programs are based on time, distance, or reliability trends to ensure that maintenance is performed on a regular routine basis. The cycle of preventative maintenance is consistent with the equipment manuals, specifications, and actual experience of KAT staff. Preventative maintenance and inspections are performed to keep all system elements in a state of good repair and to identify any failures.

Since the streetcar vehicles are no longer manufactured, a spare parts supply and re-supply is an important part of maintaining a state of good repair. In response to this need, KAT has established an inventory control program. This program includes the purchase and inventory of streetcars, used trucks, spare parts, and equipment. KAT has also established a computer network with other PCC operators and museums to exchange information on spare parts. When feasible, KAT will jointly purchase parts. KAT also has a library of maintenance manuals that are used to ensure that the remanufacture or rebuild of parts and components meet or exceed specifications.

4.3 FACILITY MAINTENANCE STANDARD OPERATING PROCEDURES

The buildings included in the Transit Asset inventory (Operations and Maintenance Facility and the McCarthy Transit Center) are inspected quarterly by service personnel in an effort to keep them well maintained. The inspections provide documentation of any mechanical or cosmetic fault. The inspection includes facility security equipment including video and alarm systems. The Maintenance Supervisor schedules outside contractors to conduct yearly inspections of bus lifts, HVAC systems, backup generator, alarm systems, fuel storage systems, and fire extinguishers. The buildings' mechanical items are repaired as soon as is practicable.

On an annual basis, Kenosha Area Transit (KAT) will perform an investment prioritization analysis to determine which transit assets are needed, the quantity of each asset type required, and in what order to maintain and improve the state of repair. For the most recent year, KAT has incorporated a list of project requests within the City of Kenosha's 2026-2030 Capital Improvement Plan, which was adopted November 18, 2025. The current Capital Improvement Plan requests the replacement of old busses and a rubber tire trolley that have passed their useful life benchmark. As funding becomes available, KAT maintenance staff will assess the current condition of each vehicle, and based on their judgment and in consultation with the Accountable Executive, will determine which buses will be replaced in order to improve the state of good repair of the transit assets.

The following projects are included in the adopted 2026-2030 Capital Improvement Plan:

- TR-93-010: \$8,730,000 over five years in funding to replace old buses that have passed their useful life
- TR-18-004: \$460,000 over five years to update transit parking lots by resurfacing, stripping, and improvement of the drainage system
- TR-21-001: \$50,000 for upgraded security camera upgrade
- TR-21-008: \$100,000 for the transit building HVAC system
- TR-23-002: \$550,000 for rail crossing track repairs
- TR-25-002: \$20,000 to replace the floor scrubber walk behind used in the transit facility and mechanic shop
- TR-25-003: \$25,700 to replace the 2-post above ground hoist in the mechanic shop
- TR-25-004: \$30,000 to install a new security key pad system for all transit facilities
- TR-25-005: \$68,000 to replace the bobcat toolcat used in the mechanic shop and transit facilities
- TR-25-006: \$70,000 to replace a one ton pick-up truck used by transit staff daily
- TR-25-007: \$95,000 to replace a boom lift used in the mechanic shop
- TR-25-008: \$198,330 to replace the rotary MOD35 hoist used in the mechanic shop
- TR-25-009: \$200,000 to replace the drive on lift for the wash bay used to clean buses and transit equipment
- TR-25-010: \$500,000 to purchase electronic fare system
- TR-26-001: \$1,225,000 to purchase a cutaway bus
- TR-26-002: \$300,000 to purchase a reservation management computer system
- TR-26-003: \$100,00 for design/engineering of the Transit Transfer Center
- TR-26-004: \$75,000 for rubber tire trolley replacement

Kenosha Area Transit's (KAT) State of Good Repair (SGR) Policy adheres to the following standards for measuring the condition of capital assets, pursuant to CFR 625.41.

A capital asset is in a state of good repair when each of the following objective standards are 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 asset's life-cycle investment needs have been met or recovered, including all scheduled maintenance, rehabilitation, and replacement (useful life benchmarks).

The TAM policy and the maintenance protocols described within this TAM Plan allow KAT to anticipate and plan for capital needs. This policy supports the TAM strategy and actions that support its implementation, including the maintenance procedures outlines in KAT's *Standard Operating Procedures for Maintenance* documentation described in detail in Chapter 4, Kenosha Area Transit's Maintenance Decision Support Tool.

The Kenosha Area Transit's (KAT) TAM strategy is to continue implementing the maintenance standard operating procedures for all transit assets as established in the *Standard Operating Procedures for Maintenance*. KAT has a goal to replace two buses each year for a budgeted cost of \$1,600,000 to \$2,100,000 annually and plans to replace one rubber tire trolley in 2030.

Over time, KAT may consider reducing their total fleet size in response to funding constraints and the age of the fleet. This would result in retiring the oldest vehicles that are past their useful life. The retirement strategy along with the goal of replacing two buses per year will help KAT maintain and improve their state of repair.

KAT may consider purchasing electric buses in the future. The initial capital cost of electric buses can range from \$950,000 to \$1,400,000 depending on equipment included in the bus build (e.g., fareboxes, passenger counters, message signs, and radios).³ However, capital costs are expected to drop over time as the technology evolves and orders for the buses increase creating economies of scale. In addition, experience nationally has shown that electric vehicles result in lower overall operation and maintenance costs.

³ American Public Transportation Association, 2025 Public Transportation Vehicle Database.

LIST OF KEY ANNUAL ACTIVITIES

8

Kenosha Area Transit (KAT) will continue to maintain all supporting TAM Plan records and documents, providing them to FTA, WisDOT, and SEWRPC as requested. This includes carrying out the activities and report keeping identified in the Standard Operating Procedures for Maintenance. KAT will also continue tracking and maintaining their current transit assets to maintain and improve their current state of repair.

In addition, KAT will continue to report, on an annual basis, to the FTA's National Transit Database the following information:

- Inventory of transit assets
- State of good repair performance targets for the next fiscal year
- Condition inspection assessments and performance measures of capital assets
- An annual narrative that provides a description of any change in the condition of KAT's system or operations from the previous year, and describe the progress made during the reporting year to meet the performance targets set in the previous reporting year

There are a number of key Kenosha Area Transit (KAT) staff in charge of developing and carrying out the transit asset management plan. The key transit asset management staff includes the Director of Transit and Parking who serves as the Accountable Executive and the maintenance staff that is led by one mechanic supervisor who reports directly to the Director. The bus repair section is assigned five full time mechanics classified as Mechanic II, one part-time mechanic classified as Mechanic II, three full-time Service Technicians, and one part-time bus driver conducting ground maintenance. The rail vehicle section has one streetcar mechanic and receives assistance from utility workers. Due to the tight labor market for qualified mechanics, KAT has experienced challenges in maintaining vehicles in a state of good repair when they are beyond their useful life. Kenosha Area Transit may consider options to enhance recruitment and retention of staff in order to carry out the TAM Plan.

The following staff will carry out the activities required in their commitment to maintain the vehicles, facilities, and equipment in the best condition possible.

Director:

- Directly responsible for the maintenance of all KAT property equipment
- Ensures Out of Service equipment is either back in service within 72 hours or have corrective actions (e.g., parts requested or equipment sent out to a contracted facility for repair) to ensure equipment can be returned to service at the earliest possible date
- Is prepared to brief the Mayor, City Administrator, Common Council, and Transit Commission, at all times on the status of maintenance within the property
- Ensures mechanic supervisor position is filled and the person is properly trained
- Ensures that the mechanic supervisor provides a brief of the maintenance status to the director daily
- Ensures the property maintenance policy is established, reviewed and approved by the director

Mechanic Supervisor:

- Monitors the maintenance and equipment status within the property
- Monitors the disposal of all hazardous waste and materials
- Intensely manages all out of service equipment repair
- Aggressively monitors all equipment sent to any outside contracted shop for repair
- Monitors any oil analysis performed
- Monitors the repair parts stock, locations, and the parts funds for maintenance
- Provides technical and administrative assistance on equipment maintenance
- Keeps the Director informed on all maintenance issues and out of service equipment
- Ensures that safe maintenance operations are conducted
- Develops and implements a quality control program to ensure safety and reliability of all equipment

Operations Supervisor:

- Supervises operations and work flow
- Oversees safety and security

Senior Mechanic on Duty:

- The Senior Mechanic on shift at each property location is to assume this position
- Assumes the duties of the mechanic supervisor in their absence
- Monitors quality control procedures for all maintenance repairs
- Supervises shop operations and ensure that all repairs are performed safely and correctly by all shop personnel

Mechanic:

- Completes repair and service of equipment, as assigned, within manufacturers' guidelines
- Maintains the areas of responsibilities assigned within the shop
- Ensures quality control procedures are followed
- Ensures all equipment is used safely, within the guidelines of the manufacturer and with all appropriate safety equipment (e.g., jack stands, hearing protection, eye protection)
- Assumes the role of Senior Mechanic on Duty when required

Dispatcher:

- Ensures vehicles assigned to drivers are not coded out of service
- Reports road calls to maintenance shop, to include: location, direction, reported fault, vehicle number, replacement vehicle number, and any other pertinent information
- Ensures drivers properly fill out Operators Report
- Provides completed Operators Report to the maintenance section in a timely manner
- Inspects buses for damage when they return to the building and immediately reports any new damage to maintenance

Route Supervisor:

- Ensures all drivers are properly licensed and trained on the equipment they are assigned to operate
- Establishes and implements a pre-trip inspection policy, and a policy to properly report all vehicle deficiencies
- Monitors drivers performance to ensure training is adequate and policies are followed, and safety awards are noted and presented
- Responds to accidents. Completes accident documentation and facilitate driver drug testing where applicable and in accordance with KAT insurance requirements

Driver:

- Conducts pre-trip inspection of vehicle
- Reports potential out of service deficiencies to dispatch prior to beginning route, and does not begin route with out of service vehicle
- Ensures all required equipment is present and in usable condition on the vehicle prior to trip
- Properly completes and submits the Operator Report to dispatch

Service Technician:

- Ensures all vehicles are regularly checked after use to ensure: fuel and all fluids checked, filled as needed, and the vehicle is cleaned as needed
- Ensures facilities and grounds are checked for cleanliness and serviceability
- Performs facility cleaning and repair as needed and reports any need for repair or cleaning that cannot be immediately performed to management

