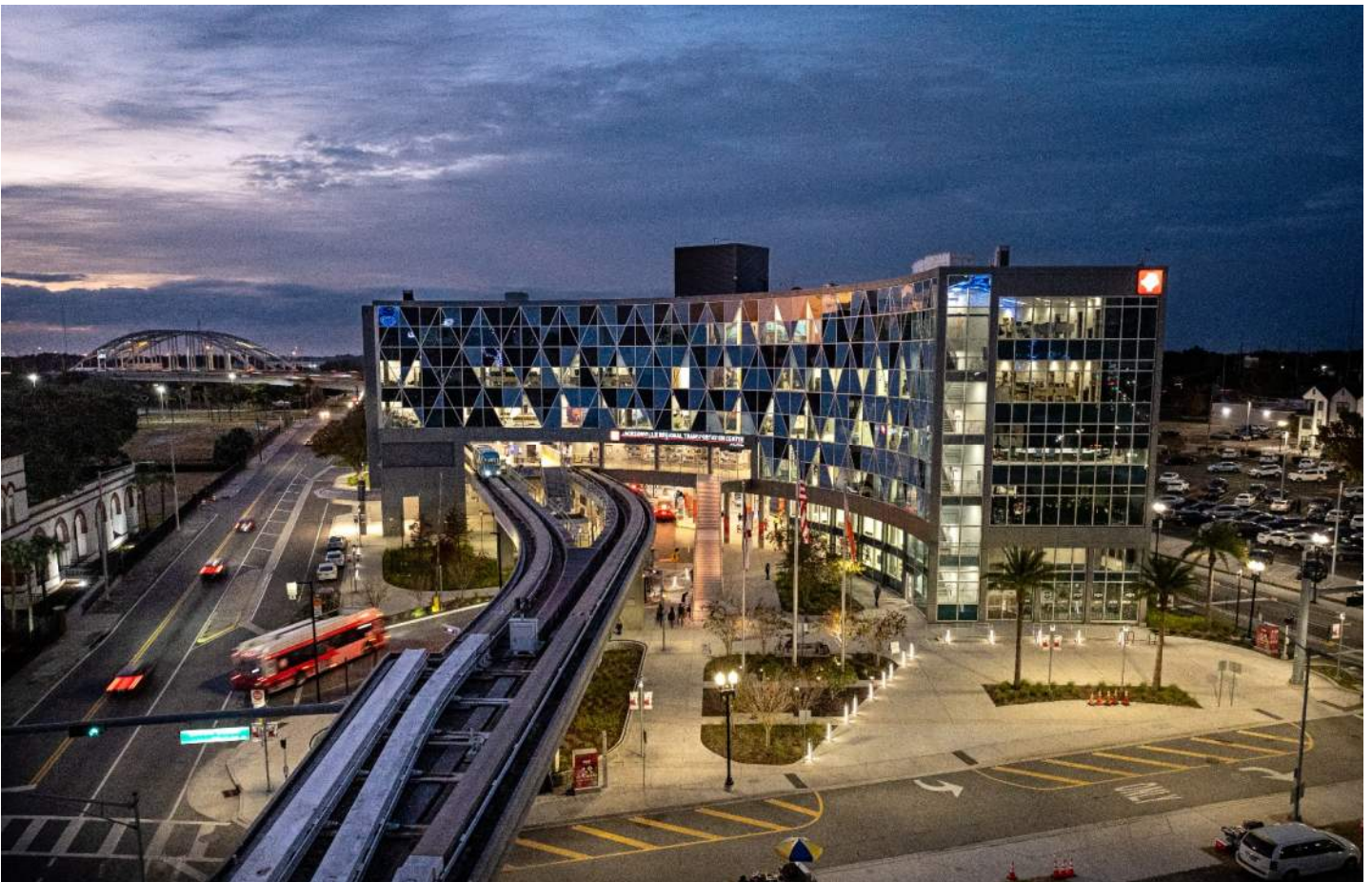




JACKSONVILLE
TRANSPORTATION
AUTHORITY

TRANSIT ASSET MANAGEMENT (TAM) PLAN

Jacksonville Transportation Authority



SEPTEMBER 2026
FINAL



JACKSONVILLE
TRANSPORTATION
AUTHORITY

2026 TRANSIT ASSET MANAGEMENT PLAN

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**JACKSONVILLE
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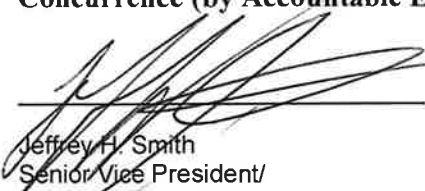
Cleveland Ferguson III

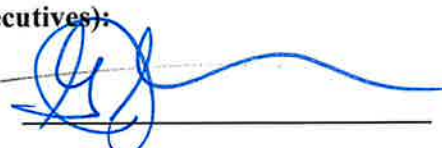
Approvals

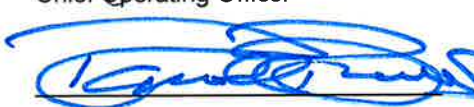
Transit asset management plans are required for all Federal Transit Administration (FTA) grantees per MAP-21 legislation (P.L.112-141), FAST Act (P.L.114-94), IIJA (P.L.117-58), and the FTA Transit Asset Management Final Rule (49 CFR Part 625). Moreover, developing a transit asset management plan makes good business sense as the previous four years under the 2022 TAM Plan have proven for the Jacksonville Transportation Authority (JTA). The benefits from enhanced asset management practices included improved system safety and reliability, reduced costs, better customer service, optimized resource allocation, and the ability to target investments to where they are needed most to maintain state of good repair.

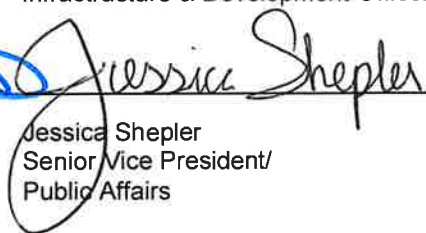
With aging infrastructure, limited funding and a growing demand for service, the JTA must identify ways to better manage and extend the life of its existing assets while optimizing its investment in new capital projects. The TAM Plan is critical to achieving the Authority's strategic plans and is woven into each goal and initiative. Not only to meet all Federal requirements, but to reach beyond the requirements to identify, target, and guide investments that prioritize and maintain a state of good repair for our multimodal facilities and other assets in order to provide safe, reliable, innovative, sustainable, and dignified mobility solutions and facilities for all our customers.

Concurrence (by Accountable Executives):


Jeffrey H. Smith
Senior Vice President/
Chief Operating Officer


Greer Johnson Gillis
Senior Vice President/Chief
Infrastructure & Development Officer


Randall Barnes
Senior Vice President/
Chief Financial Officer


Jessica Shepler
Senior Vice President/
Public Affairs

Approval:

I, Cleveland Ferguson III, Jacksonville Transportation Authority Interim Chief Executive Officer, do fully authorize and endorse JTA's Transit Asset Management Plan, Dated September 30, 2026.



9-15-26
Date

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Executive Summary

The Jacksonville Transportation Authority's (JTA) service delivery depends on periodic large capital expenditures on long-life, capital-intensive assets such as buildings, rolling stock, equipment, and infrastructure. Managing these assets – performing maintenance, repairs, rehabilitations, and replacements – is a cornerstone of the JTA's business. The safe, reliable, cost-effective management of these assets is fundamental for the daily operations of delivering safe reliable transportation services to the traveling public.

The effective management of these assets directly impact the risk, quality, performance, and ability of the JTA to deliver these services in alignment with federal regulation and the goals of the JTA's Strategic Plan. The JTA Transit Asset Management (TAM) Plan, authorized and adopted by the Chief Executive Officer (the Accountable Executive) and the Executive Leadership Team, is an actionable TAM Plan as defined by 49 CFR Part §625 written in alignment to the JTA's Strategic Plan for meeting the JTA's vision and goals over the next five years and provides a means through which further tactical and operational plans and programs can be established to help manage the JTA's capital assets.

Federal Requirements

The Moving Ahead for Progress in the 21st Century Act (MAP-21) was signed into law in 2012 and mandated the Federal Transit Administration (FTA) to develop a rule requiring transit agencies to create, maintain, and execute TAM Plans. In 2016, the Fixing America's Surface Transportation Act (FAST Act) became law and reaffirmed and advanced many of the MAP-21 requirements. On July 26, 2016, the FTA published its TAM Final Rule (49 CFR Part §625) requiring recipients of Federal formula program grants to develop a TAM Plan detailing their ongoing asset management planning process and provide accountability through reporting to the National Transit Database (NTD).

The NTD provides the FTA with the ability to assess if agencies are meeting their TAM targets and has indicated that these will be used to also determine future funding eligibility for agencies. FTA has specifically designated Section 5337 formula program grants for State of Good Repair (SGR) – asset maintenance and replacement – (in addition to the allowable use of other Federal formula program grants such as 5307 and 5339, discretionary grants, and agency funding) to aid agencies to fund, resource, and execute, their TAM Plans to show progress against their implementation plans during Triennial Reviews and share best practices at conferences and roundtables. More recent legislation such as the Bipartisan Infrastructure Law (BIL) has continued to provide additional funding and resource programs to help asset owners advance their practices and invest in their systems.

The JTA's 2026 Transit Asset Management Plan Contents

The JTA's 2026 TAM Plan:

- Addresses FTA's requirements as listed in 49 CFR Parts §625, §625.25.
- Documents the JTA's efforts to initiate, implement, and advance asset management practices for improved lifecycle management, better maintenance practices, extended useful life, reduction of total lifecycle cost, reduced risk, as well as increased asset efficiency and performance.
- Provides alignment with and support to ensure the successful achievement of all goals and initiatives outlined in the JTA's Strategic Plan.

The results in this TAM Plan are summarized around five elements:

1. The JTA's TAM Policy — What principles guide the JTA's asset management approach, and what are the JTA's TAM goals?
2. Asset Inventory and SGR Baseline — What are the JTA's assets, and what is their current status with regard to SGR?
3. Future SGR Capital Needs — What is the JTA's capital need over the next 30 years to bring and keep all assets into SGR?
4. Future SGR Outcomes and Investment Needs — What funding levels are required to keep the JTA's SGR backlog at a certain level? What SGR backlog levels result from different funding levels?
5. TAM Plan Implementation Roadmap — What actions in what timeframe will the JTA take to implement best asset management business practices and improve SGR?

The JTA's TAM Policy

The JTA adopted a TAM policy that provides direct alignment between its mission, Strategic Plan, and the TAM Plan. The policy states the JTA's commitment to effective best-in-class asset management and the continual improvement of its asset management processes. The policy provides the implementing authority to establish enterprise procedures governing asset registry, inventory, and SGR reporting and management that will drive the capital planning process.

Asset Inventory and State of Good Repair Baseline

The JTA's current capital asset inventory is grouped into four categories and is shown below in Table ES-1. The asset inventory totals from the prior 2022 TAM Plan are included for comparison. The total value of the capital assets included in the 2026 TAM Plan is \$773.3 million (in 2026 dollars). Asset inventories change over time as assets are added and others are retired; moreover, asset inventories and their data are corrected and added to as part of TAM data improvement efforts.

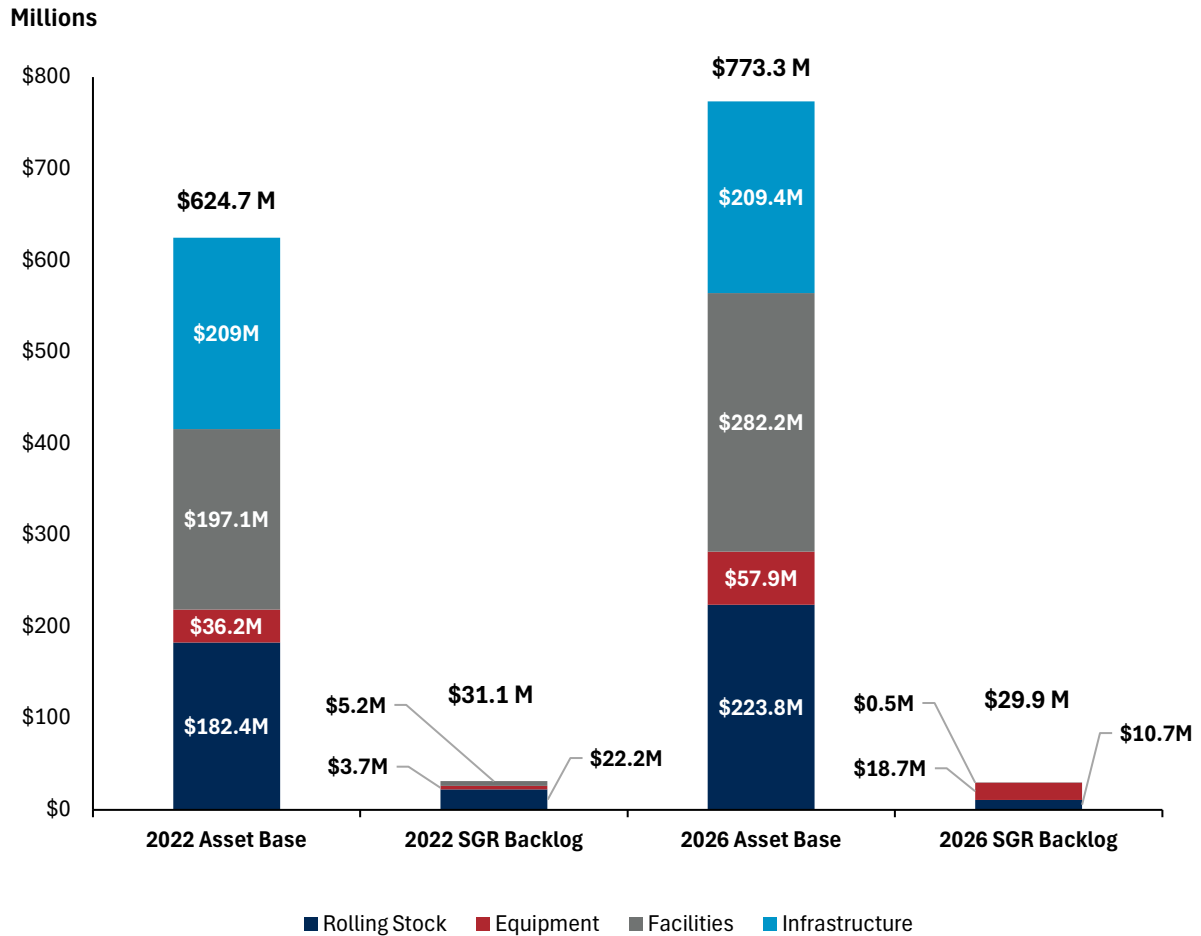
Table ES-1. Capital Asset Inventory and Value

Asset Category	Asset Count 2022	Asset Count 2026	Total Value (2026)
Rolling Stock	343	357	\$223,790,901
Equipment	8,457	8,532	\$57,914,882
Facilities	2,478	3,051	\$282,229,845
Infrastructure	2,749	2,642	\$209,394,755
TOTAL	14,027	14,582	\$773,330,384

NOTE: Infrastructure only includes Skyway guideway assets. Ferry docks are categorized under Facilities.

Of this asset base, 96 percent (by asset value) are in SGR and 4 percent of this asset base is in SGR backlog. These assets can still perform safely, due to increased maintenance efforts. However, they also may experience higher failure rates and diminishing performance. It is suboptimal for a transit agency to operate assets in SGR backlog. The 4 percent of the current asset base in SGR backlog represent the 2026 SGR backlog valued at \$29.9 million, as shown below in Figure ES-1.

Figure ES-1. Valuation of Baseline Asset Inventory and SGR Backlog - 2022 and 2026



Note: Infrastructure SGR Backlog values in 2022 and 2026 are both \$0. \$ are in data year dollars.

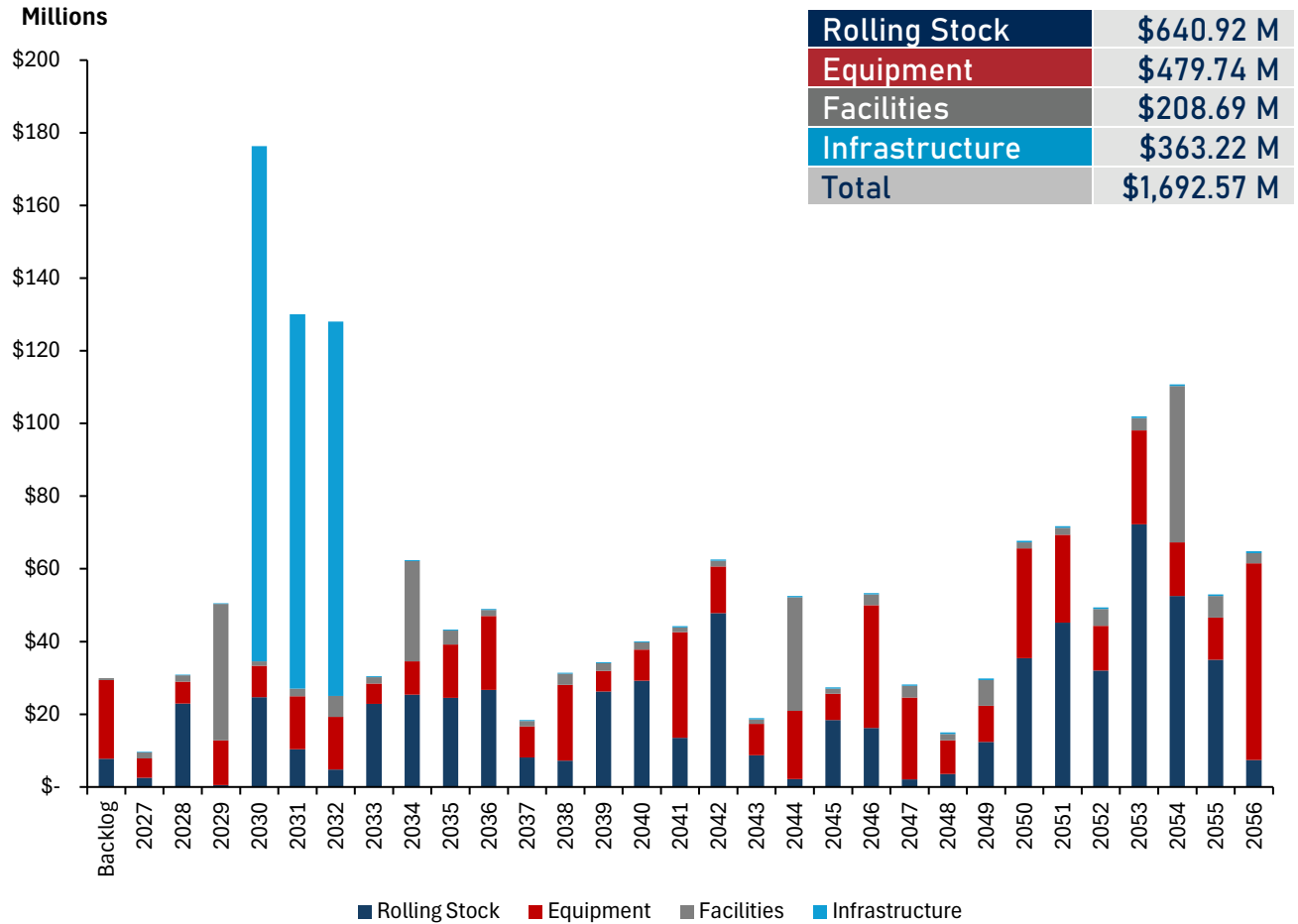
Future State of Good Repair Capital Needs

Over a period of 30 years, many of the JTA's assets will reach the end of their useful lives and need to be replaced (some will even be replaced multiple times). The TAM Plan estimates the dollar value the JTA will need to invest into these replacements and refers to this as future SGR capital need.

From the current SGR backlog through 2056, the JTA's SGR need will be about \$1.72 billion (see Figure ES-2). The replacement need fluctuates from year to year and can be as low as \$10.38 million or as high as \$176.95 million. Key years that observe major needs (over \$100 million in value) in funding are:

- 2030-2032 — Due to an increase in infrastructure need, approximately \$353.60 million for the Skyway guideway infrastructure conversion and vehicle replacements.
- 2053 — Due to an increase in rolling stock need totaling approximately \$72.91 million, including approximately \$21.82 million for 40-foot compressed natural gas (CNG) bus replacements and \$47.78 million for St. Johns River Ferry boat rehabs/replacements.
- 2054 — Due to an increase in facilities and rolling stock need totaling approximately \$103.15 million, including approximately \$37.28 million for heating, ventilation, and air conditioning (HVAC) replacements and approximately \$38.96 million for 40-foot CNG bus replacements.

Figure ES-2. SGR Backlog (2026) and Annual Capital SGR Needs 2027–2056: All Assets



Combining the 2026 SGR need of \$29.93 million with the 30-year SGR needs of \$1.69 billion (\$56.42 annually) results in a total SGR need of \$1.72 billion or about \$57.42 million annually. This 30-year capital needs forecast has been developed with a goal of \$0 backlog by 2056. The Local Option Gas Tax (LOGT) and grant funding for future Skyway guideway conversion and vehicle replacements, and additional ferry boat and dock investments have been included in the \$0 backlog by 2056 scenario; however, it does not consider the additional assets that may result as part of undetermined future service changes or expansions.

Future SGR Outcomes and Investment Needs

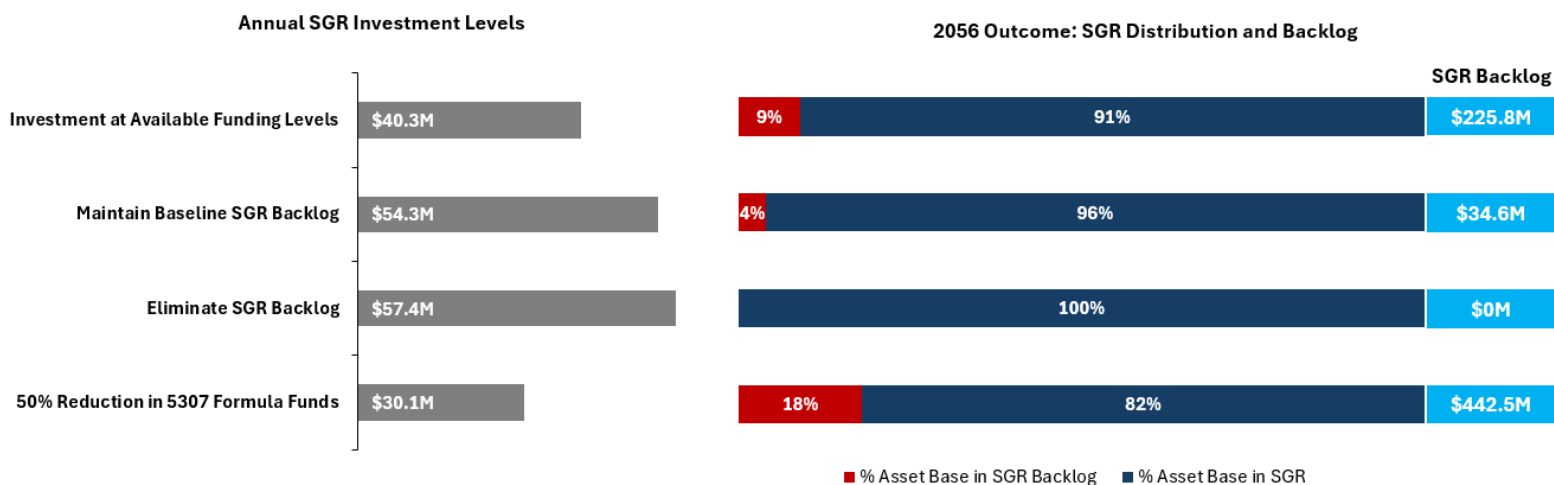
During the development process for the 2026 TAM Plan multiple scenarios were developed that examine either what are the SGR backlog outcomes under certain funding levels or what are the funding levels required to achieve and/or maintain certain SGR backlog outcomes. These four scenarios are summarized below and in Figure ES-3:

- Scenario 1: SGR at Available Funding Levels
 - Output: SGR backlog based on current and projected funding levels. The prioritization approach described in Chapter 5 is applied to reveal implications on backlog.
 - Result: Continuing at current funding levels at an average of \$40.3 million per year (\$1,207.8 million overall) will increase the SGR backlog to \$225.8 million by 2056 (from a baseline of

\$29.9 million), which would represent about 9 percent of the asset base (from today's level of 4 percent).

- Scenario 2: Funding to Maintain Baseline SGR Backlog
 - Output: Funding levels by year and overall to achieve the performance of maintaining the current value of SGR backlog by the end of the analysis period.
 - Result: Maintaining current SGR backlog at 4 percent of the asset base would require funding of \$1.63 billion over 30 years, and an average of \$54.3 million per year.
- Scenario 3: Funding to Eliminate SGR Backlog (current and future)
 - Output: Funding levels by year and overall to eliminate existing and address all future SGR backlog needs.
 - Result: Eliminating the entire baseline SGR backlog and addressing all future capital needs would require funding of \$1.72 billion over 30 years, and an average of \$57.4 million per year.
- Scenario 4: SGR at 50 Percent Reduction in 5307 Funds
 - Output: SGR backlog based on a hypothetical 50 percent reduction in 5307 funds for capital projects. The prioritization approach described in Chapter 5 is applied to reveal implications on backlog.
 - Result: Experiencing a 50 percent reduction in 5307 funds, a primary source of capital funding, would result in a reduction of an average of \$30.1 million per year (\$903.2 million overall) will increase the SGR backlog to \$442.5 million by 2056, which would represent about 18 percent of the asset base.

Figure ES-3. Annual SGR Investment Levels and Outcomes

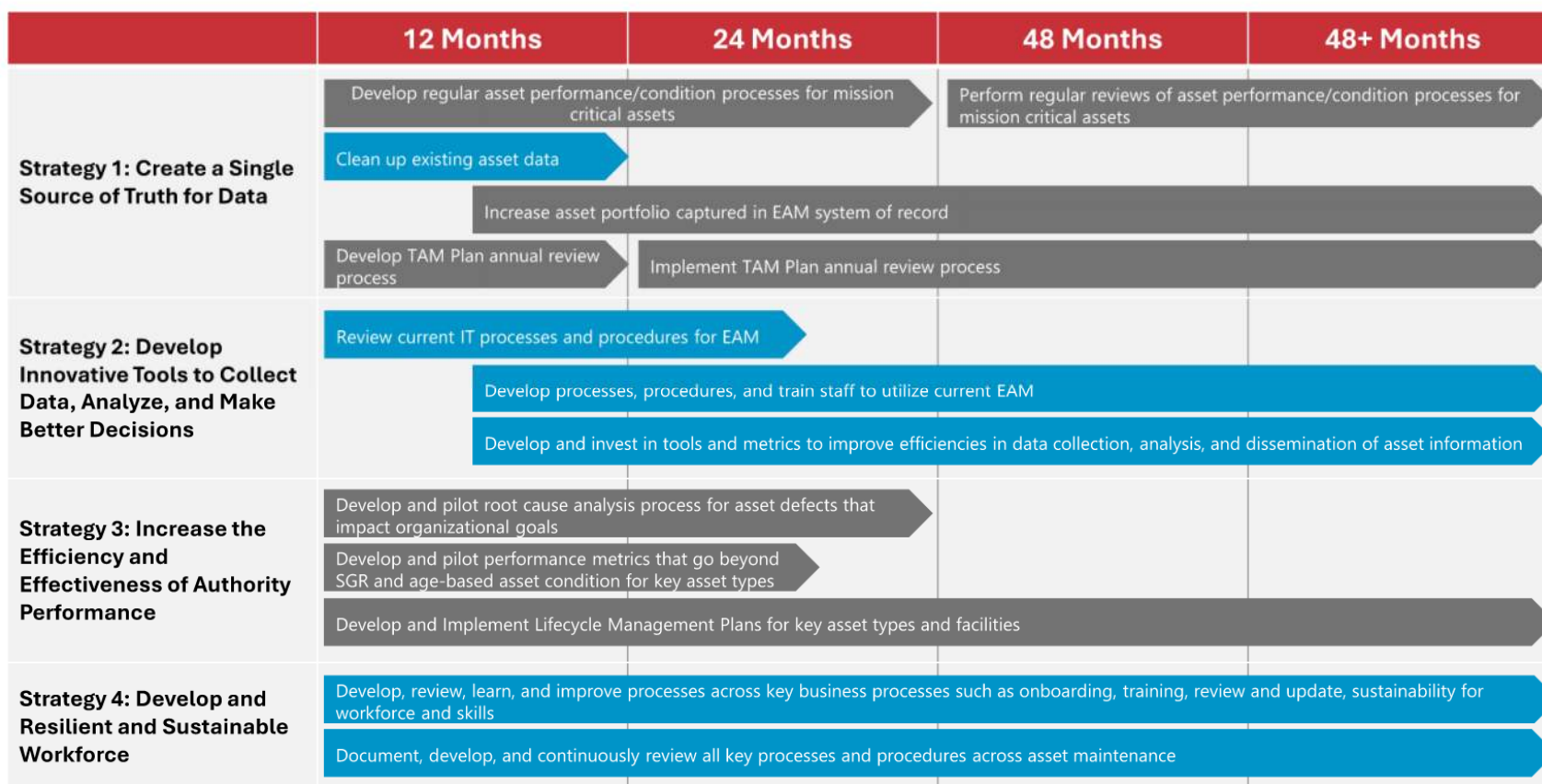


TAM Plan Implementation Roadmap

The JTA's 2026 TAM Plan includes strategies and implementing actions for maintaining and building on the process developed to prepare this plan. The figure on the next page details the strategies and packages of implementing actions over a 48+ month period. The program team has developed actions across various departments enhancing already existing business practices but also addressing annual reporting needs to FTA. A high-level roadmap illustrates the phased approach supported by detailed actions.

The key implementation strategies (Figure ES-4) address the need to develop and sustain a single asset registry for all assets, institutionalize the TAM Plan processes, ensure new assets acquired by the JTA through service expansion or new build, and continue with the development toward an enterprise approach in TAM. The JTA can implement this plan as a repeatable four-year process for advancing TAM activities. The action plan should remain a living management tool that captures actions, status, responsibilities, and progress. This provides the organizational and data-driven foundation from which lifecycle management practices will be improved. The objective is to reduce lifecycle cost and improve reliability to ultimately reduce the SGR backlog and increase safety. These key implementation strategies are required to successfully achieve any of the previously identified investment scenarios.

Figure ES-4. Key Cyclical Implementation Strategies



1. Introduction

This document describes the JTA's Transit Asset Management (TAM) Plan. The TAM Plan results from the asset management planning process that the JTA established to address Federal requirements and provide the basis for improving asset management practices throughout the Authority.

To prepare the 2026 TAM Plan, and for ongoing asset management, the JTA has:

- Maintained alignment with its Strategic Plan.
- Continued to adhere to policies and exercise organizational responsibilities for implementing, managing, and improving the newly developed asset management process.
- Followed and refined processes for maintaining asset data.
- Reported on progress toward established asset management objectives.
- Incorporated lessons learned from prior TAM Plans.
- Identified key linkages between TAM and the key planning efforts such as Public Transportation Agency Safety Plan (PTASP), Transit Development Plan (TDP), Fleet Management Plan, IT Roadmap, and others.

Following the completion of the 2026 TAM Plan, the following initiatives will be undertaken, all of which are outlined within the implementation plan chapter in this document:

- Refine procedures for maintaining an accurate asset registry and monitoring and reporting the State of Good Repair (SGR) baseline and backlog, and identify the development required to create database connections and automatic report functionality to support such.
- Evaluate and prioritize opportunities to expand the use of geographic information system (GIS) data and tools to support asset management processes or for reporting.
- Expand analytical capabilities to estimate future SGR needs to support capital programs.



1.1. Federal Transit Asset Management Requirements

The JTA's TAM planning is driven by federal requirements established under 49 U.S.C. §5326 and implemented through 49 CFR Part §625, which mandate that all recipients and subrecipients of FTA funding develop and maintain a TAM Plan. These requirements are intended to support a national approach for managing transit capital assets and to ensure that public transportation systems achieve and sustain a State of Good Repair, defined as the condition in which assets are able to perform their intended functions safely and reliably.

The federal TAM framework requires the JTA to collect and maintain a comprehensive inventory of capital assets, conduct condition assessments, and use performance-based measures to evaluate asset condition across key categories. These categories include rolling stock, equipment, facilities, and infrastructure. Data-driven practices form the basis for setting performance targets, prioritizing capital investments, and estimating long-term funding needs through the use of decision-support tools at the JTA. The Authority uses FTA's TERM Lite model as a basis for the analysis scenarios in the 2026 TAM Plan; however, there are several asset- and group-specific data systems that are used to help guide day-to-day and near-term decisions. Moreover, the JTA has established policies, implementation strategies, and resource plans, while designating an accountable Asset Management executive to ensure effective oversight and execution of TAM activities.

The JTA's TAM Plan is updated every four years, which covers a period of thirty years, and it is supported by annual reporting to the NTD. The Authority employs a continuous improvement cycle of planning, investment, monitoring, and evaluation. The federal requirements, in tune with the JTA's adopted processes and policies, ensure a strategic, lifecycle-based, and performance-driven approach to asset management, directly linking asset condition to prioritized investment decisions, safety, reliability, and stewardship of federal funding.

Reporting Requirements

The JTA is required to report the following information annually to the NTD:

- TAM Targets must be set annually for the performance of the JTA's assets and submitted to the NTD as part of the annual data submission. Each asset category has its own performance measure by which to set targets. Those targets relevant to the JTA's asset classes are:
 - Rolling stock: percentage of revenue vehicles exceeding their Useful Life Benchmark (ULB).
 - Equipment: percentage of nonrevenue service vehicles exceeding ULB.
 - Facilities: percentage of facilities rated under 3.0 on the Transit Economic Requirements Model (TERM) scale.
 - Infrastructure: percentage of track segments with performance restrictions.
- Condition assessments for facilities and performance results for guideway.
- A narrative report on changes in transit system conditions and the progress toward achieving previous performance targets.



Addressing the Reporting Requirements

The FTA TAM Final Rule lays out specific requirements that the JTA is responding to within this plan. The 2026 TAM Plan's elements are described and cross-referenced in Table 1 to the report chapters where the elements are covered.

Table 1. FTA TAM Plan Contents Requirements

FTA TAM Plan Requirement	Description	TAM Plan Chapter
Asset Inventory	Register of capital assets and information about those assets	3
Condition Assessment	Asset condition ratings for vehicles and facilities for the purpose of monitoring and predicting asset performance	4
Decision Support Tool	Methodology for prioritizing projects based on condition and objective criteria	5
Prioritized Investments	Prioritized list of projects to manage or achieve the SGR of capital assets	5
TAM and SGR Policy	Executive-level direction for TAM; the actions that support implementation of the TAM policy	2
Implementation Strategy	Operational actions to achieve TAM goals and policies	6
Key Annual Activities	Actions required to implement the TAM Plan over the next several years	6
Identification of Resources	Summary of resources required to develop and carry out the TAM Plan	6
Evaluation Plan	Outline of how the TAM Plan and related business practices will be monitored, updated, and evaluated to ensure continuous improvement	6

The JTA uses the FTA TAM Final Rule Compliance Checklist to demonstrate that the 2026 TAM Plan addresses all FTA requirements¹.

NTD Reporting Requirements Schedule

Table 2 provides a view of the next TAM Plan horizon, for agencies like the JTA whose fiscal year (FY) begins on October 1st, as well as current FTA mandated deliverables to the NTD and MPOs respectively.

Table 2. NTD Reporting Requirements for next TAM Plan Horizon (2026-2030)

Reporting Requirements	Due
Complete compliant TAM Plan	Oct 2026
Share TAM Plan with Planning Partners	
Report FY26 AIM data to NTD	Jan 2027
Submit targets for FY27 to NTD	
Submit narrative report to NTD	
Report FY27 AIM data to NTD	Jan 2028
Submit targets for FY28 to NTD	
Submit narrative report to NTD	
Report FY28 AIM data to NTD	Jan 2029
Submit targets for FY29 to NTD	
Submit narrative report to NTD	
Report FY29 AIM data to NTD	Jan 2030
Submit targets for FY30 to NTD	
Submit narrative report to NTD	

¹ FTA TAM Final Rule Compliance Checklist: https://www.transit.dot.gov/TAM/gettingstarted/RuleCompliance_workflow

1.2. JTA's Transit Asset Management Plan Objectives and Process

The JTA's initial TAM Plan provided the foundational building blocks for improving asset management capabilities and implementing data-driven procedures for ongoing asset management. The 2022 TAM Plan described how improved asset management would support the JTA's Strategic Plan to deliver value for the customers and communities within the JTA's service area. The 2026 TAM Plan builds on this foundation, leverages best practices, and makes use of the data and tools the JTA uses to manage its assets to develop a plan for furthering the Authority's goals and objectives.

The Authority will continue to use the condition of its assets to guide the optimal prioritization of funding so that those assets are maintained and operated in SGR subject to its fiscal constraints. The 2026 TAM Plan continues to be in alignment with strategies and tactics as identified in the JTA's Strategic Plan.

As with prior TAM Plans, the 2026 TAM Plan will be maintained and implemented through the processes developed to prepare this document that will be reviewed and updated annually; therefore, this TAM Plan will be updated to ensure alignment with updates to the JTA's Strategic Plan as they are approved.

The 2026 TAM Plan assists the JTA to:

- Align the TAM Program with the strategic direction of the Authority.
- Improve tracking, measurability, and management of its assets.
- Improve transparency and accountability.
- Optimize capital investment decision-making.
- Consider current and future strategic projects and their effect upon the asset inventory and condition.
- Implement more data-driven capital planning and maintenance decisions.
- Increase asset reliability and performance through improved performance measures.
- Improve reliability and reduce safety risk.

As the JTA's asset management process matures, the TAM Plan will provide the entire organization with the information to communicate the importance of good asset management to its employees, customers, and other stakeholders. The information will be used to communicate the business benefits and money saved over the asset lifecycle through improving the SGR.



2. Asset Management Policy and Strategy

The 2026 TAM Plan includes the updated and re-approved transit asset management (TAM) policy goals and policy statement adopted by the JTA. The JTA TAM Policy (Policy Number 4582) was approved by the JTA Executive Leadership Team and the CEO, with an effective date of April 22, 2022, authority wide.

The purpose of the TAM policy is to communicate to the JTA's leadership and employees, business partners, and customers the Authority's commitment to effective best-in-class asset management and the continual improvement of asset management processes, including the foundation on which the JTA's mission and goals are accomplished.

The TAM policy builds on the Authority's Vision and Mission as revised and established in its Strategic Plan. The JTA is currently performing an update to its Strategic Plan, which will not be completed by the time of the 2026 TAM Plan publication, but once it is approved published, an update to this TAM Plan will be performed.

Vision

A thriving and connected Northeast Florida powered by seamless mobility solutions.

Mission

To enhance Northeast Florida's economy and quality of life by providing safe, reliable, innovative, and dignified mobility solutions and facilities.

The success criteria that the JTA has set for achieving its mission include the following goals:

Table 3. The Jacksonville Transportation Authority Goals

Goal	Description
Safety and Security	Ensure safety and security throughout the transportation system and in the Authority work environment
Employee Success	Strengthen workforce through professional development opportunities that enhance knowledge, skills, and leadership abilities
Customer Satisfaction	Deliver superior and reliable customer experience
Financial Responsibility	Ensure long-term financial sustainability
Organizational Efficiency and Effectiveness	Attain the highest level of agency performance
Transformative Mobility Solutions	Deliver innovative transportation choices providing accessible mobility throughout the community

The JTA's TAM policy statement is structured into the following four sections:

1. The JTA Asset Management Policy Statement
2. Incorporation of Asset Management Principles into Business Processes
3. Asset Management Governance
4. Roles and Responsibilities

2.1. The JTA Asset Management Policy Statement

Asset Management Policy

JTA is committed to establishing and maintaining an industry-leading asset management program. Our policy is to utilize asset management best practices and to be innovative in our use of technologies to manage the whole asset lifecycle and maintain a State of Good Repair. Our asset management program is the foundation for providing safe, reliable, efficient, and sustainable multimodal transportation services and facilities. Through our asset management practices, we ensure transparent, cost-effective decisions in the acquisition, construction, operation, maintenance, and refurbishment of JTA assets.

2.2. Purpose

The JTA TAM Plan, authorized and adopted by the Chief Executive Officer (the Accountable Executive) and the Executive Leadership Team, is an actionable TAM Plan as defined by 49 CFR §625 written in alignment to the JTA's Strategic Plan for meeting the JTAs vision and goals over the next five years and provides a means through which further tactical and operational plans and programs can be established to help manage the JTA's physical assets. In support of implementation of the JTA's mission statement and this asset management policy, the JTA TAM Plan includes strategies, implementation actions, and performance metrics.



Performance metrics to aid the operations of the JTA such as Mean Distance Between Failures, On-Time Performance, Preventive Maintenance/Corrective Maintenance (PM/CM) compliance and so on will be developed to monitor the JTA's success in implementing the goals in alignment with its Strategic Plan and meeting the objectives of the TAM Plan as part of the TAM improvement plan.

Currently, the JTA reports the TAM Targets to the National Transit Database on an annual basis. Additionally, these targets are adopted by the North Florida Transportation Planning Organization (TPO). The JTA is committed to implementing a strategic process for acquiring, operating, maintaining, upgrading, and replacing its transit assets to support the Authority's vision, mission, and values set forth in its Strategic Plan.

2.3. Principles

Guiding the JTA's asset management program, plans, and strategies are four core principles aligned to each of the organization's strategic goals and priorities which support the delivery of safe, reliable, cost-effective, and financially sustainable transit service.

Table 4. The JTA Goals and TAM Principles Alignment

Asset Management Principles	Corporate Goal
Comprehensive lifecycle approach to managing assets	Safety and Security Customer Satisfaction Financial Responsibility

Knowledge and information about the JTA's Assets to drive decision-making at all levels	Organizational Efficiency and Effectiveness
Developing an Asset Management Culture within the JTA	Employee Success
Compliance with applicable legislation, regulation, and statutory requirements in a way that adds value to the customer	Financial Responsibility Transformative Mobility Solutions

2.4. Incorporation of Asset Management Principles into Business Processes

1. A comprehensive lifecycle approach for managing all assets including planning, acquisition, operation, maintenance, renewal and disposal.
 - a. The JTA invests in and maintains assets considering the total costs and ownership across their useful lives.
 - b. The JTA identifies and performs all appropriate preventive maintenance to maximize the reliability of the transit system and minimize or eliminate corrective maintenance.
2. Knowledge and information about assets drive decision-making at all levels.
 - c. The JTA establishes and maintains enterprise asset information, applying technologies to improve business practices.
 - d. The JTA employs data to drive decision-making across the whole lifecycle and at multiple levels within the JTA organization.
 - e. The JTA identifies and addresses assets and asset management practices in need of improvement.
3. JTA management leads by promoting an asset management culture and developing the Authority as a highly performing asset management organization.
 - a. The JTA develops the organization to grow the knowledge and skills necessary to implement effective lifecycle management.
 - b. The JTA empowers and trains employees to strengthen asset management competencies.
4. Comply with applicable legislation, regulatory and statutory requirements in a way that adds the most value for customers.
 - a. The JTA commits to employing best management practices and holding itself accountable for its success.

2.5. Asset Management Governance

The JTA asset management process will be driven by policies, procedures, and standards. The TAM Plan process defines enterprise processes for:

- Maintaining Enterprise Asset Management (EAM) Register.
- Monitoring asset condition and SGR assessment.
- Establishing asset strategies and plans for specific asset classes (including replacement criteria, maintenance plan, lifecycle cost optimization methods, asset criticality).
- Defining SGR investment needs, evaluating and prioritizing projects.
- Utilizing asset information management technology (e.g., Maintenance Management Information Systems).
- Implementing a continuous improvement process.

The intent is for these procedures to provide an authority-wide approach ensuring consistency where required and allowing for asset managers at all levels in the organization to apply their expertise and understanding.

2.6. Roles and Responsibilities

The JTAs TAM Roles and Responsibilities are summarized in Table 5 below.

Table 5. The JTA's TAM Roles and Responsibilities

Function	Responsibilities
Chief Executive Officer (CEO)	- Defined as the "Accountable Executive" in 49 CFR §625. - Provide overall executive leadership responsibility for determining the strategic direction and overall policy for Asset Management. - Final approval of the Asset Management policies. - Final approval and sign-off of the JTA TAM Plan. - Reporting on the status and effectiveness of asset management to the JTA Board.
Executive Leadership Team (ELT)	- Report on status and effectiveness to the CEO. - Provide overall coordination of all asset management activities across the departments ensuring that people, processes, and systems are in place and work together to deliver services and meet the asset management policy objectives. - Review the update of all asset management policies, procedures, systems, and continuous improvement processes for CEO approval. - Provide directions and support for all TAM Steering Committee activities.
Chief Financial Officer (CFO)	- Executive champion of the JTA TAM Program. - Provide overall leadership responsibility for developing models for long-term capital investment plans and funding security. - Provide overall leadership responsibility for developing policies, procedures, systems, and continuous improvement processes. - Serves as the committee chair for both the TAM Steering and Working Committees, and as a member of the Executive Leadership Team. - Reporting on status and effectiveness of asset management to the ELT.
TAM Steering Committee	- Develop and update all asset management policies, procedures, systems, and continuous improvement processes for CFO and ELT approval. - Provide coordination of all asset management activities across the departments ensuring that people, processes, and systems are in place and work together to deliver services and meet the asset management policy objectives. - Oversee the development and implementation of asset and risk management plans for all asset classes. - Responsible for implementation of approved policies as well as continuous EAM improvement plan. - Report on status and effectiveness of asset management to the ELT. - Provide directions and support for all TAM Working Committee activities. - Provide guidance and feedback on the development of annual SGR capital investment prioritization and presentation of suggested projects

Function	Responsibilities
TAM Project Lead – JTA TAM Program Director	• Serve as project lead for the TAM Working Committee, liaison between the JTA and all TAM vendors, and as member of the TAM Steering Committee. • Manage interface between technical and financial departments. • Development of annual SGR capital investment prioritization and presentation of suggested projects. • Responsible for the development of the JTA TAM Plan every four years, Annual TAM Targets, Annual Narrative Report, and NTD data submissions. • Report on status and effectiveness of asset management to the TAM Steering Committee. • Provide directions and support for all the JTA Departments and Staff.
TAM Working Committee	• Represent all departments with capital assets at a management level. • Responsible for leading implementation of infrastructure asset management lifecycle plans, systems, policies, and procedures. • Development and implementation of asset and risk management plans for all asset classes. • Responsible for gathering, developing, reviewing, and updating all data required for the development of the JTA TAM Plan, Annual TAM Targets, Annual Narrative Report, and NTD data submissions. • Report on status and effectiveness of asset management to the TAM Project Lead. • Provide directions and support for all the JTA Department Leads.
Department Leads	• Responsible for implementing infrastructure asset management lifecycle plans, systems, policies, and procedures. • Responsible for overseeing asset-specific procedures, such as: • Skyway Infrastructure Assets: are monitored through preventive maintenance inspections, condition assessments, reliability tracking, failure reporting, and operational performance monitoring to ensure safe and reliable passenger service. • Ferry Assets: are monitored through daily and regular inspections, annual Coast Guard inspections, ongoing maintenance that can be performed when the boat is in the water, and a five-year cycle of boat haul-outs (with alternating 2- and 3-year sub cycles) that includes substantial corrective and preventive maintenance actions (that cannot be addressed when the boat is in the water). • Bus Asses: are monitored through daily inspections and checklists, onboard systems and analysis of operational data, and any identified issues are addressed through an established work order system to ensure safe and reliable passenger service. • Report on status and effectiveness of asset management to the TAM Working Committee. • Provide directions and support for all the JTA Staff.
JTA Staff	• Responsible for implementing infrastructure asset management lifecycle plans, systems, policies, and procedures. • Report on status and effectiveness of asset management to Department Leads

3. Asset Inventory

The JTA TAM Plan leans on established processes for maintaining and enriching data in the JTA's asset inventory. The inventory is intended to serve as the “single source of truth” for data on assets owned and managed by the JTA that is to be used for asset lifecycle decisions. While there are a collection of asset systems that contain specific asset data that may be used for short-term decision-making, each system provides a set of asset data harmonized into the JTA's Oracle EAM system on a regular basis to inform authority-wide, performance-based decision-making over longer time horizons.

This chapter includes the following information on these key aspects of the asset inventory:

- **Asset Register & Hierarchy** – A summary of the assets for which the JTA has direct capital responsibility is presented according to a hierarchy that is applicable to the JTA. The hierarchy can be transposed to provide alignment with the NTD and includes the “parent-child” relationships between assets at different levels in the hierarchy.
- **Inventory Attributes** – A summary of the attributes captured in the asset inventory. Attributes can be broadly grouped into two categories:
 - Fixed data that does not change such as manufacturer, year acquired, data installed, square feet, etc. This is registry information established when the asset is acquired and put into service.
 - Data that changes such as measures of use service hours, mileage, observed condition, etc. These data items provide input data for measuring or indicating SGR.

These data items provide the JTA with the basis for forward-looking, robust models for asset maintenance, rehabilitation, and replacement planning and programming, including those used by the TAM Plan.

- **Asset Criticality** – A summary of the rating scales by which the JTA rates the criticality of each asset. The TAM Plan facilitates an update to asset criticality ratings. These ratings help the JTA understand the impact of asset failures on business objectives and supports the risk-based prioritization of investment decisions.



3.1 JTA's Service Area and Transportation Modes

This section provides an overview of the JTA's service area and the assets used to deliver service. It is the cost-effective performance of the JTA's assets over their lifecycle in delivering these services that is the subject of the JTA's TAM Plans. In providing transportation services, the JTA uses an array of different capital assets from the major asset categories of rolling stock, equipment, facilities, and infrastructure.

The JTA is responsible for providing public transportation within Duval, Clay, and Nassau counties in Florida. The Authority also plays a connective role in Northeast Florida, increasingly providing transportation in the other surrounding counties, including Baker, Alachua, and St. Johns. The population within Duval, Clay, and Nassau counties is greater than 1.4 million people, according to medium projections in the 2025 JTA TDP Major Update.

The JTA operates a total of 43 routes (First Coast Flyer, Frequent Routes, Express Select, Local Routes, Shuttle Routes, Express Route, and Clay Community Transportation), a handful of flexible, on-demand services (Ultimate Urban Circulator (U2C)), ReadIRide, Connexion, etc.), a monorail service (Skyway), and a ferry service. These services require that the JTA manage not only rolling stock assets but facilities and equipment to store and perform maintenance on these assets and facilities to run operations out of, from both passenger and service administration perspectives. Figure 1 is the JTA's current system map that includes most of these services.



JACKSONVILLE TRANSPORTATION AUTHORITY

LEGEND

Routes & Symbols

- FIRST COASTLINE (RED)** - Highways 1A, 1B, 1C, 1D, 1E, 1F, 1G, 1H, 1I, 1J, 1K, 1L, 1M, 1N, 1O, 1P, 1Q, 1R, 1S, 1T, 1U, 1V, 1W, 1X, 1Y, 1Z
- EXPRESS ROUTES (BLUE)** - Highways 2A, 2B, 2C, 2D, 2E, 2F, 2G, 2H, 2I, 2J, 2K, 2L, 2M, 2N, 2O, 2P, 2Q, 2R, 2S, 2T, 2U, 2V, 2W, 2X, 2Y, 2Z
- SHUTTLE ROUTES (GREEN)** - Highways 3A, 3B, 3C, 3D, 3E, 3F, 3G, 3H, 3I, 3J, 3K, 3L, 3M, 3N, 3O, 3P, 3Q, 3R, 3S, 3T, 3U, 3V, 3W, 3X, 3Y, 3Z
- LOCAL ROUTES (ORANGE)** - Highways 4A, 4B, 4C, 4D, 4E, 4F, 4G, 4H, 4I, 4J, 4K, 4L, 4M, 4N, 4O, 4P, 4Q, 4R, 4S, 4T, 4U, 4V, 4W, 4X, 4Y, 4Z

Points of Interest

- College/University
- Shopping Center
- Target
- Walmart

Major Businesses

- Walmart
- Target
- Walmart

Park-n-Ride Locations

- Walmart
- Target
- Walmart

Major Transfers

WEST JACKSONVILLE

- Coast & Post
- Coast & Post
- Coast & Post

EAST JACKSONVILLE

- Coast & Post
- Coast & Post
- Coast & Post

ROUTES

First Coastline

- 1A, 1B, 1C, 1D, 1E, 1F, 1G, 1H, 1I, 1J, 1K, 1L, 1M, 1N, 1O, 1P, 1Q, 1R, 1S, 1T, 1U, 1V, 1W, 1X, 1Y, 1Z

Local Routes

- 2A, 2B, 2C, 2D, 2E, 2F, 2G, 2H, 2I, 2J, 2K, 2L, 2M, 2N, 2O, 2P, 2Q, 2R, 2S, 2T, 2U, 2V, 2W, 2X, 2Y, 2Z

Shuttle Routes

- 3A, 3B, 3C, 3D, 3E, 3F, 3G, 3H, 3I, 3J, 3K, 3L, 3M, 3N, 3O, 3P, 3Q, 3R, 3S, 3T, 3U, 3V, 3W, 3X, 3Y, 3Z

Express Route

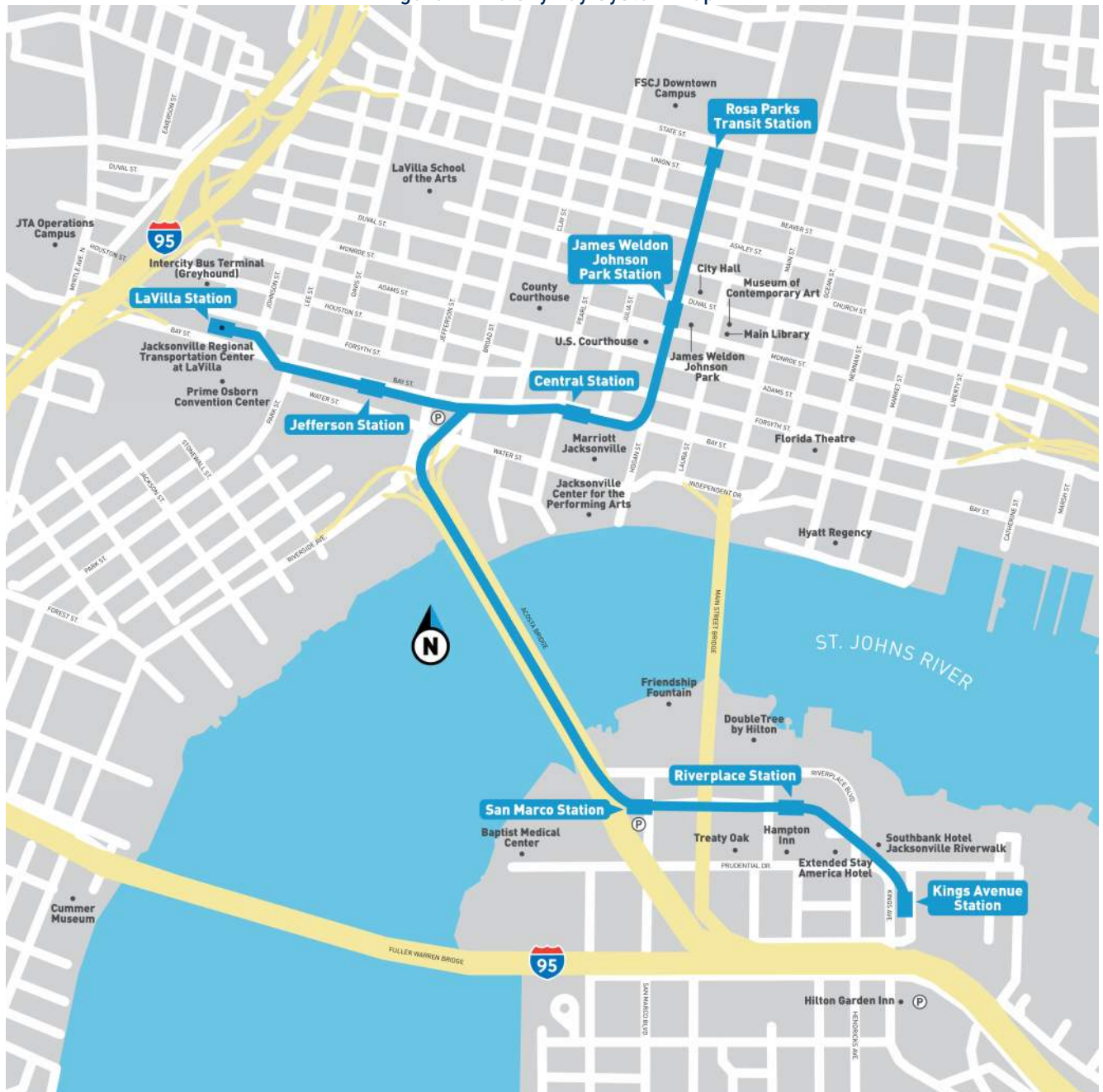
- 4A, 4B, 4C, 4D, 4E, 4F, 4G, 4H, 4I, 4J, 4K, 4L, 4M, 4N, 4O, 4P, 4Q, 4R, 4S, 4T, 4U, 4V, 4W, 4X, 4Y, 4Z

Express Select

- 5A, 5B, 5C, 5D, 5E, 5F, 5G, 5H, 5I, 5J, 5K, 5L, 5M, 5N, 5O, 5P, 5Q, 5R, 5S, 5T, 5U, 5V, 5W, 5X, 5Y, 5Z



Figure 2. The Skyway System Map



In March 2016, the JTA took over the operations of the St. Johns River Ferry from the City of Jacksonville. This car and passenger ferry connects the north and south ends of Florida State Road A1A, linking Mayport Village and Fort George Island. There are plans to replace the current ferry boat and construct a new boat mooring in 2028 and 2029, respectively. See Section 3.3 for more information.

3.2. JTA's Current Asset Inventory

The JTA's asset inventory is a register of all the capital assets that the JTA owns, operates, or has direct capital oversight and responsibility. The JTA inventory organizes assets into an asset hierarchy that follows

the organizational structure the JTA uses to manage and maintain its assets. The asset hierarchy is also structured to enable NTD reporting.

The JTA's goal in constructing its asset hierarchy was to identify the optimal lowest hierarchy level at which the asset inventory will capture asset attributes based on the level that cost for maintenance, repairs, and operations are collected. This is the "maintenance managed asset." The asset hierarchy is modified and expanded over time to address continuous improvement opportunities and granularity of the JTA's assets and maintenance practices.

The development and ongoing maintenance of the asset inventory provide the basis for the asset management process summarized by the 2026 TAM Plan. The current asset hierarchy, at the highest level, begins with four asset categories:

- Rolling Stock
- Equipment
- Facilities
- Infrastructure

The hierarchy is further broken down into lower levels and, ultimately, to maintenance managed assets. Overall, the hierarchy captures more than 300 asset categorizations and the asset inventory can capture over 100 attributes, depending on an asset's categorization.

3.2.1 Asset Hierarchy Overview

Table 6 shows the asset breakdown used throughout the TAM Plan process for the two highest levels of the asset hierarchy and a range for Useful Life Benchmark (ULB) values for the assets in each part of the hierarchy. ULBs are specific to assets and can vary widely, even within the same category. Therefore, for the tables in the following sections that include an average age for assets, a ULB is not listed.

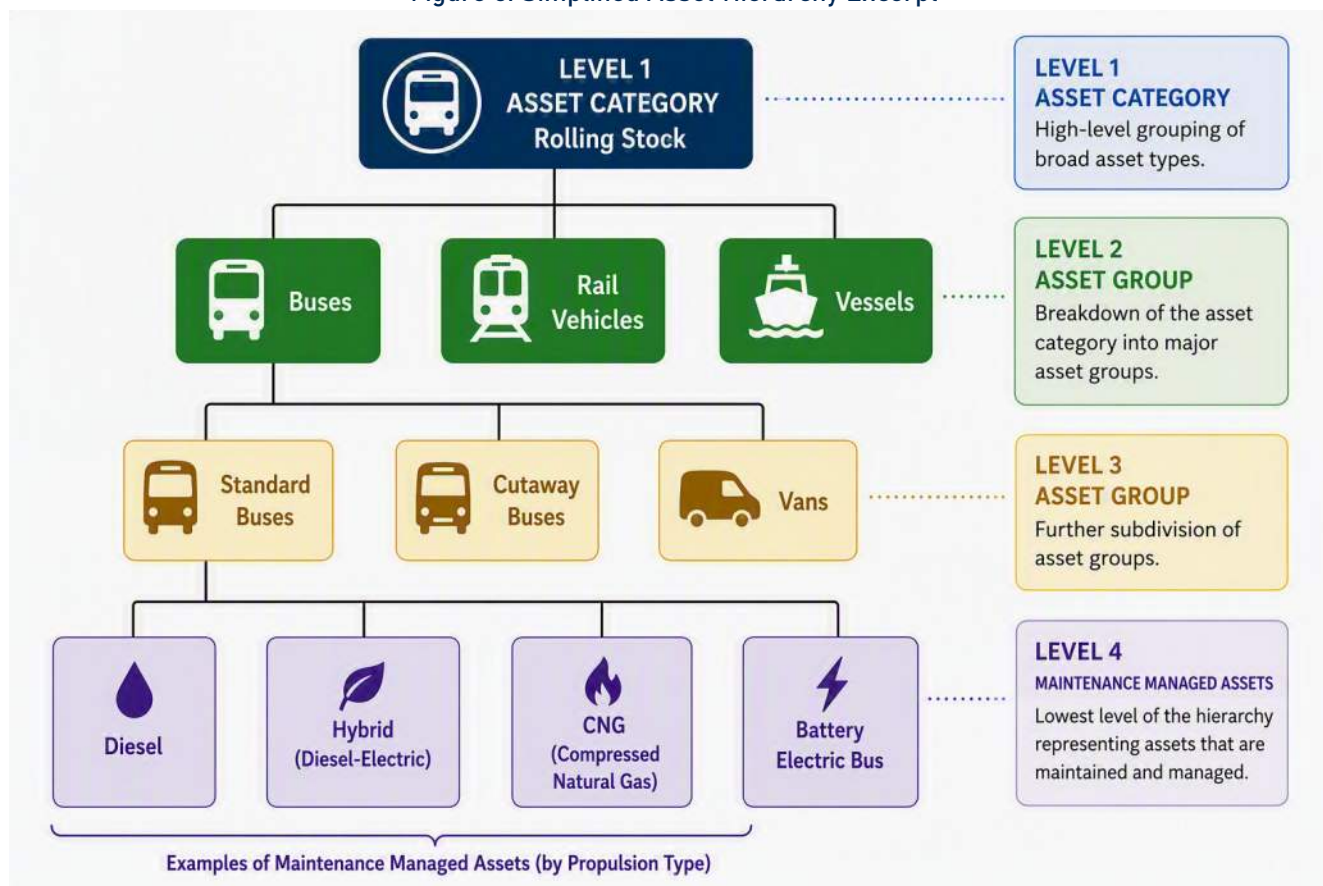
Table 6. The JTA's Asset Category Breakdown — Overview

FTA Category	Asset Category	ULB (Years)
Rolling Stock	Revenue Vehicles (Bus, Cutaway Bus, Van, Monorail, Ferry)	4 – 25
Equipment	Non-Revenue Vehicles (Automobiles, Trailer, Watercraft, Skyway Vehicles, SUV, Van, Truck)	4 – 10
	Equipment (Office, Storage, Shop, Motorized, Print Shop, IT; Amenities, Lifts, Hoists)	4 – 20
	Systems (CCTV, Security, Drive Cam, Revenue Collection, Passenger Information, Passenger Counters, CAD/AVL/GPS, Dispatch, Scheduling, Call Center, PA, ATS, Signal, SCADA, Monitoring, Dispersion, Software)	3 – 12
Facilities	Admin and Maintenance Facilities	5 – 50
	Passenger and Parking Facilities (Stations, Docks)	5 – 50
	Parking Lots	5 – 50
Infrastructure	Guideway Infrastructure (Decks, Guideway, Substructure, Superstructure)	50
	Guideway Equipment (Power & Signal)	20

Each asset category (e.g., rolling stock) is broken down to lower-level asset groups that each category is comprised of (in the example, the different types of rolling stock such as buses, cutaways, etc.) and each lower-level asset group is then further subdivided into asset groups until maintenance managed assets are reached. Figure 3 depicts a simplified asset hierarchy; however, it is important to note that in addition to the

buses, there are on-board equipment and systems that may also be maintenance managed assets, which are captured in different parts of the hierarchy.

Figure 3. Simplified Asset Hierarchy Excerpt



Source: Image generated by Microsoft Copilot based on expert direction.

Various sources are used to compile the data in the asset inventory. The main sources of input to assemble the asset inventory are as follows:

- The JTA's fixed-asset accounting register.
- Asset condition assessment reports.
- Facilities condition assessment reports.
- Manual inventory compilation and/or validation efforts by departments responsible for the asset categories.

3.2.2 Inventory Attributes

The JTA asset inventory can capture over 100 attributes for an asset, though many are for specific types of assets. Some attributes are captured for every asset, such as the JTA's asset tag number, date of procurement/service date, acquisition cost, manufacturer, etc. Other attributes are asset specific, for example "fuel type", that only applies to certain asset groups (in the example, vehicles, fuel tanks, etc.).

These attributes not only capture key asset data, but they consist of any other fields that may be required for the assets to be incorporated within the JTA's Oracle Fixed-Asset Accounting Module, Oracle EAM System

Module, or other systems. Once updated for the TAM Plan, the comprehensive asset inventory is uploaded to the JTAs asset inventory system of record, Oracle EAM.

Key attributes that are important for asset categorization and the TAM Plan analyses are listed below. This is not an exhaustive list as there are many other fields that can be collected for assets. Many of those fields are collected with specific reporting purposes in mind and not necessary for the TAM Plan; however, many are useful for asset management planning.

- Asset Description
- Asset ID (potentially multiple fields)
- Asset Tag Number
- Location (multiple fields)
- Asset Status (e.g., Active, Surplus, etc.)
- Mode
- Asset Hierarchy (multiple fields)
- Parent Asset Information
- In-Service Date/Year Built
- SGR Condition Rating (1-5 scale, where 1 = Poor and 5 = Excellent) – See Chapter 4 for details
- Acquisition Cost
- Replacement Cost (in current year dollars)
- Units
- Quantity
- Useful Life Benchmark (ULB)
- Manufacturer, Make, and Model
- Serial Number
- Criticality Ratings (Financial Impact and Likelihood of Service Loss)
- Owning Department

As of the 2026 TAM Plan, the JTA continues to work towards a future where TAM Plan updates will source asset inventory data directly from Oracle. This will require asset owners to adhere to established processes regarding the updating of asset inventory data on an ongoing basis. Once achieved, a single system of record for all the JTA assets with the applicable attributes collected will provide the foundation for a more robust asset management program and subsequent strategic decision-making that will not rely on TAM Plan updates to evaluate State of Good Repair performance.

3.2.3 JTA's TAM Plan Asset Base Count

The TAM Plan captures a view of the asset base at a single point in time. The data in the 2026 TAM Plan is as of mid-2026 (specific date varies by asset class). While the asset base is always in a state of flux as assets are added, removed, surplussed, taken out of service temporarily, etc. sometimes there are also large, planned changes when there are new services added, or substantial asset replacement or overhaul/rehabilitation investments made. Section 3.3 provides more information on the JTA's planned inventory changes; however, until those changes have been completed, the Authority continues to have capital responsibility for these assets and they are included in the 2026 TAM Plan. However, there may be differences in how assumptions for asset replacements, overhauls/rehabilitations, and annual capital maintenance are incorporated for assets set to be affected by planned inventory changes in the short-term. Lastly, while the JTA's enterprise asset inventory intends to capture all of the JTA's capital assets, the TAM Plan asset inventory applies a threshold such that all assets valued at \$50,000 or more are included and those with lower values that are deemed to be imperative to operations are included.

As illustrated in Table 7, the TAM Plan-relevant asset base includes 14,582 assets subdivided into four asset categories.

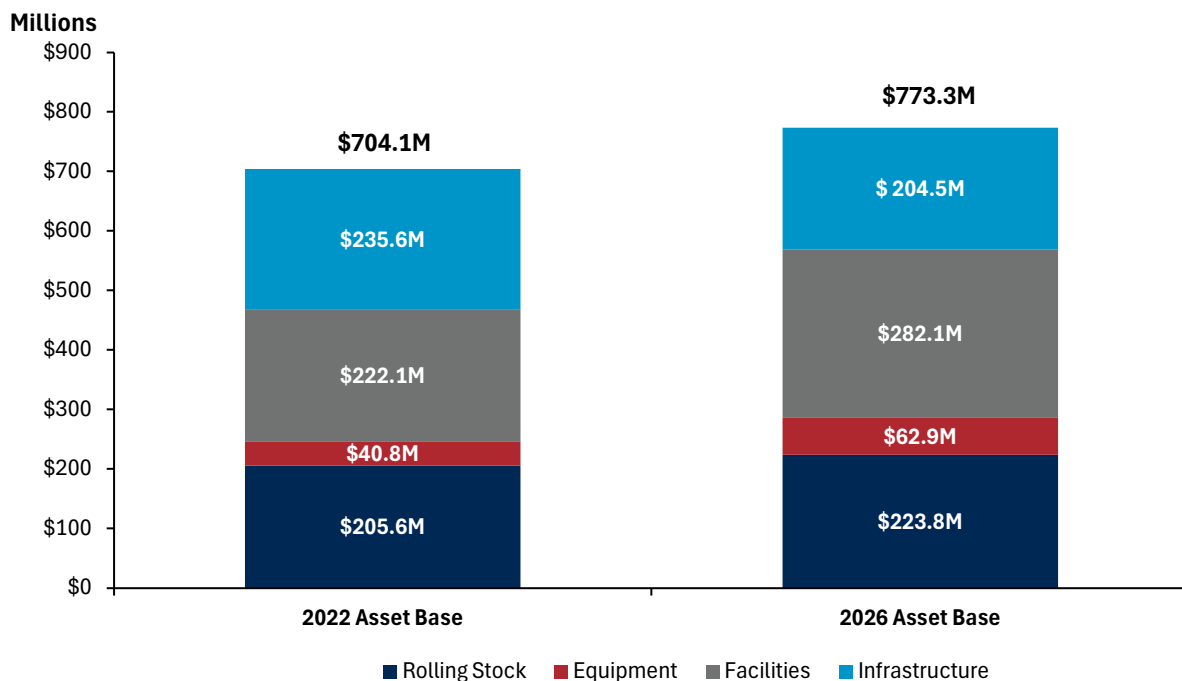
Table 7. The JTA's Capital Asset Inventory by FTA Category

Asset Category	Asset Count 2018	Asset Count 2022	Asset Count 2026
Rolling Stock	338	343	357
Equipment	10,069	8,457	8,532
Facilities	1,475	2,478	3,051
Infrastructure	373	2,749	2,642
TOTAL	12,255	14,027	14,582

3.2.4 JTA's TAM Plan Asset Base Value

The 2018 and 2022 TAM Plans accounted for 12,255 and 14,027 active assets, respectively. Since then, the JTA has continued to expand its asset collection efforts for all assets employed in the provision of public transit and in 2026 the total asset count stands at 14,582 active assets included in the 2026 TAM Plan. The 2022 asset base of \$704.1 million (in 2026 dollars), shown in Figure 4, for the JTA has grown by \$69.2 million, to have a total value of \$773.3 million (in 2026 dollars). As the JTA continues to collect its entire asset base as well as expand services with new and inherited assets, this value will increase.

Figure 4. The JTA's TAM Asset Base Value by Category – 2022 and 2026



Note: Dollars are in 2026 dollars.

The chart above represents the 2026 replacement cost in comparison to the 2022 TAM Plan (2022 baseline has been converted to 2026 dollars for comparison purposes). The 2026 replacement costs were either calculated by:

- Using the historic acquisition cost and escalating to 2026 values using TERM Lite's index for industry cost escalation.
- Using 2026 replacement cost known by the JTA, sourced from recent acquisitions of similar items, available studies, or professional estimates.

The infrastructure and facilities asset categories account for nearly a combined 64 percent of the 2026 Asset Base. Rolling stock accounts for nearly 29 percent, and equipment accounts for approximately 7 percent. The increase in cost can be attributed to a higher asset values in present dollars, as well as an increase in the number of validated assets.

The key asset categories are described in the following sections.

3.2.5 Rolling Stock

The JTA owns and operates revenue vehicles to provide public transportation services. These vehicles, which include Skyway vehicles and the ferry are included in the rolling stock asset category (see Table 8); non-revenue and other support vehicles are included under the equipment asset category. Third-party rolling stock assets are not included.

Rolling stock assets have a valuation of about \$224 million, which represents 29 percent of the JTA's asset base.



Table 8. The JTA's Rolling Stock Asset Inventory

Asset Categorization	Asset Count	Average Age (Years)
Rolling Stock, Revenue Vehicles, Motorbus, Diesel	14	7.4
Rolling Stock, Revenue Vehicles, Motorbus, CNG	166	6.7
Rolling Stock, Revenue Vehicles, Motorbus, Hybrid	7	13.0
Rolling Stock, Revenue Vehicles, Motorbus, Electric	2	5.0
Rolling Stock, Revenue Vehicles, Vans (Community Transportation Coordinator (CTC))	143	4.0
Rolling Stock, Ferry	1	22.0
Rolling Stock, Monorail Vehicle	10	26.2
Rolling Stock, Automated Vehicle (Neighborhood Autonomous Vehicle Innovation (NAVI))	14	1.0
TOTAL or OVERALL	357	6.2

The JTA's fixed-route bus fleet consists of buses using four different propulsion technologies (diesel, diesel/hybrid, CNG [compressed natural gas], and BEB [battery electric bus]), cutaway buses and vans, and Skyway vehicles. Additionally, the Skyway monorail fleet consists of 10 vehicles, and the NAVI autonomous vehicle fleet consists of 14 vehicles. Lastly, the ferry service consists of 1 vessel.

Apart from the initial investment of procuring these vehicles and vessel, these assets require significant overhaul efforts throughout their lives to ensure they meet their ULBs and perhaps beyond.

3.2.6 Equipment

The equipment evaluated in the 2026 TAM Plan includes assets such as non-revenue service vehicles, and any JTA-owned equipment (for example, revenue collection equipment, vehicle maintenance equipment, office equipment, IT assets). The \$50,000 asset value threshold is helpful to discern what equipment assets should be included in the TAM Plan since there is a wide range of asset valuations within this category. For the 2026 TAM Plan, the equipment inventory includes at a minimum all assets valued at \$50,000 or more, as well as assets with lower values where data was available, or assets were deemed imperative to operations. It is worth noting that the \$50,000 asset value threshold was met if assets were or are typically acquired in bulk (e.g., laptops, onboard equipment, cameras, etc.).

Equipment assets have a replacement value of about \$63 million which represents around 7 percent of the JTA's asset base.

The equipment asset category is divided into two asset classes:

1. Non-revenue vehicles.
2. General equipment.

Non-Revenue Vehicles

Non-revenue vehicles are used primarily to support maintenance and repair work, supervisory work, or for the delivery of materials, equipment, or tools. The JTA operates 80 non-revenue vans, sport utility vehicles (SUV), cars, and trucks, as well as two support boats, as shown in Table 9. Third-party non-revenue service vehicles are not included.

Table 9. The JTA's Equipment Asset Inventory—Non-Revenue Vehicles

Asset Categorization	Asset Count	Average Age (Years)
Equipment, Non-Revenue Vehicles, Auto	78	9.7
Equipment, Non-Revenue, Support Boats	2	11.0
TOTAL or OVERALL	80	9.7

General Equipment

General equipment includes six asset groups as shown in Table 10. Shop equipment includes non-vehicle lifts, scrubbers, sprayers, and maintenance devices. Systems, IT, and Security includes CCTV systems, intrusion detection and access management systems, and software. Passenger amenities include JTA-owned assets located within the JTA's 2,557 active bus stops, which may include benches, bike racks, leaning rails, shelters, ADA pads, totems, and trash cans. Revenue collection includes ticket vending machines and validators located in station and onboard revenue vehicles. Office equipment includes computers, monitors, and hardware. Vehicle lifts include bus and train lifts.

As the JTA continues to collect and expand its inventory, this category is expected to grow more than others.

Table 10. The JTA's Equipment Asset Inventory—Non-Vehicle Equipment

Asset Categorization	Asset Count	Average Age (Years)
Equipment, Shop Equipment	293	13
Equipment, Systems/IT/Security	1,442	3.9
Equipment, Passenger Amenities	3,778	6.8
Equipment, Revenue Collection	429	5.3
Equipment, Office Equipment	2,447	4.1
Equipment, Vehicle Lifts	63	6.5
TOTAL or OVERALL	8,452	5.7

3.2.7 Facilities

Facilities include any structure used to support public transportation services that the JTA owns or has a direct capital responsibility for. Facilities used and owned or operated by the JTA include administrative buildings, maintenance buildings, and passenger facilities.

All facilities were assessed in accordance with the FTA's final TAM Facility Condition Assessment Guidebook during 2022-2025. As per TAM Final Rule, these inspections are to be performed within four years of their last assessment, which the JTA currently performs on a rolling basis – see Appendix A-1 for upcoming schedule.



Facilities assets have a replacement value of about \$282 million, which represents 36 percent of the JTA's asset base.

The JTA owns, maintains, and operates 47 buildings at different campuses and individual locations. These buildings include skyway passenger stations, ferry stations, parking lots and structures, administrative facilities, and maintenance facilities. An overview of the facilities is described in Table 11.

Tables 13-17 provide additional details by campus / facility group, including building type, square footage, and SGR ratings. These SGR ratings are the most recent overall facility ratings as determined through field assessments and the rolling-up of individual asset ratings. The SGR ratings are assigned on a 1 to 5 condition scale where the lowest value represents "poor condition" and the highest value represents "excellent condition." However, these ratings are provided for context – they are not direct inputs into the 2026 TAM Plan, which uses asset-level SGR ratings. Additionally, while these ratings values and those used and

produced by the 2026 TAM Plan are on a 1 to 5 asset condition scale, their integer values round differently to overall SGR ratings (e.g., Excellent, Adequate, Poor) – see Section 4.1.1 for more details.

Table 11. Facilities Overview

Facilities Group	Description	Building Count	Square Footage	Asset Count
Myrtle Avenue Operations Campus	Operational and Maintenance Facility for non-skyway vehicles	13	1,129,426	852
Skyway Stations and Facilities	Skyway Passenger Stations, Maintenance, and Administrative Facilities	12	127,500	807
Offsite Facilities	Administrative buildings, park-n-rides, and parking lots	12	1,557,129	401
Ferry Facilities	Ferry lots, buildings, and docks	6	187,541	182
JRTC – IBT – Ped Bridge – AIC	Operational and Maintenance Facilities, Bus Transfer Center, Autonomous Vehicles Center	5	241,494	809
TOTAL				3,051

Table 12. Facility Asset Inventory by Facility Type

Asset Categorization	Asset Count
Facilities, Administrative/Sales Office	1,018
Facilities, Maintenance	921
Facilities, Passenger/Parking Facilities, Passenger Facilities, Stations	573
Facilities, Passenger/Parking Facilities, Passenger Facilities, Docks	111
Facilities, Passenger/Parking Facilities, Passenger Facilities, Other (Hecksher)	32
Facilities, Passenger/Parking Facilities, Parking Facilities, Parking Structures	169
Facilities, Passenger/Parking Facilities, Parking Facilities, Parking Lots	227
TOTAL	3,051

Myrtle Avenue Operations Campus

The Myrtle Avenue Operations Campus at 100 Myrtle Avenue N, Jacksonville, FL is comprised of 13 facilities including 12 buildings and various parking areas for employees and Authority vehicles. This campus serves as an operational and maintenance facility for non-skyway vehicles. An aerial picture is shown in Figure 5.

Table 13. Myrtle Avenue Operations Campus Buildings List

Name	Facility Type	Asset Categorization	Sq. Footage	2026 SGR Rating
Building 1 — Safety & Security	Administrative Facility	Administrative/Sales Office	5,285	3.9
Building 2 — Administration	Administrative Facility	Administrative/Sales Office	9,300	4.0

Name	Facility Type	Asset Categorization	Sq. Footage	2026 SGR Rating
Building 3 — Mass Transit Operations	Administrative Facility	Administrative/Sales Office	11,802	4.0
Building 4 — Service Station	General Purpose Maintenance Facility	Maintenance	9,287	4.5
Building 5 — Vault	Administrative Facility	Administrative/Sales Office	942	3.8
Building 6 — Fleet Maintenance	Heavy Maintenance Facility	Maintenance	62,681	4.0
Building 7 — Preventative Maintenance	General Purpose Maintenance Facility	Maintenance	7,380	3.9
Building 8 — Connexion Maintenance	Heavy Maintenance Facility	Maintenance	4,816	3.5
Building 9 — CTC Operations	Administrative Facility	Administrative/Sales Office	1,344	3.5
Building 10 — Operations Storage Facility	Administrative Facility	Administrative/Sales Office	700	3.0
Building 11A — Facilities Maintenance	Administrative Facility	Administrative/Sales Office	7,652	5.0
Building 11B — Maintenance Storage	Administrative Facility	Administrative/Sales Office	8,237	3.0
Myrtle Avenue Operations Campus	Parking Lot, Lanes, greenery/sidewalks, gates, fencing, fuel tanks	Parking Lots	1,000,000	3.5

Figure 5. Myrtle Avenue Operations Campus



Off-Site Facilities

The JTA has 12 off-site facilities that include various administrative offices, parking lots, and parking structures.

Table 14. Off-Site Buildings List

Name	Facility Type	Asset Categorization	Sq. Footage	2026 SGR Rating
TPO/Prudential Building	Administrative Office / Sales Office	Administrative/Sales Office	5,707	3.9
Documents Retention Offices	Administrative Office / Sales Office	Administrative/Sales Office	2,100	3.0
Armsdale Road Park & Ride Building	Bus Transfer Center	Parking Facilities, Parking Structures	19,000	4.5
Armsdale Park-n-Ride Lot	Surface Parking Lot	Parking Facilities, Parking Lots	274,864	4.1
Kings Avenue Parking Garage	Parking Structure	Parking Facilities, Parking Structures	577,500	3.0
Soutel Park-n-Ride	Bus Transfer Center	Parking Facilities, Parking Lots	32,058	3.9
Gator Lot	Surface Parking Lot	Parking Facilities, Parking Lots	104,544	1.5
Golfair Lot	Surface Parking Lot	Parking Facilities, Parking Lots	406,850	3.7
A1A & Wonderwood Park-n-Ride Lot	Surface Parking Lot	Parking Facilities, Parking Lots	34,848	3.0
JTB/Phillip Park-n-Ride Lot	Surface Parking Lot	Parking Facilities	82,764	3.4
Avenues Walk Park & Ride Building	Bus Transfer Center	Parking Facilities, Parking Structures	2,374	4.8
Avenues Walk Park-n-Ride Lot	Surface Parking Lot	Parking Facilities, Parking Lots	14,520	4.6

The JTA Armsdale campus encompasses (see Figure 6) both a park-n-ride and is used as a satellite maintenance facility and equipment storage. Park-N-Ride areas (see Figure 7) which serve as opportunities for customers to take public transit and reduce congestion.

Figure 6. Armsdale Park-N-Ride



Figure 7. Park-N-Ride Example — Soutel Transit Hub, University Transit Hub, Avenues Walk, Phillips-Highway



Soutel Transit Hub



University Transit Hub



Avenues Walk



Phillips Highway

Ferry Facilities

The JTA operates 6 total facilities related to the ferry system, including 2 ferry terminals (1 is depicted in Figure 8), 2 parking lots, and 2 buildings. See below for all buildings:

Table 15. Ferry Facilities Buildings List

Name	Facility Type	Asset Categorization	Sq. Footage	2026 SGR Rating
Hecksher Drive Ferry Terminal	Ferryboat Terminal	Passenger Facilities, Docks	22,651	4.0
Mayport Ferry Terminal	Ferryboat Terminal	Passenger Facilities, Docks	22,651	4.0
Hecksher Drive Pavillion	Other, Passenger or Parking	Passenger Facilities, Other (Hecksher)	2,660	4.0
Hecksher Drive Restrooms	Other, Passenger or Parking	Passenger Facilities, Other (Hecksher)	840	4.0
Hecksher Drive Ferry Lot	Other, Passenger or Parking	Parking Facilities, Parking Lots	100,624	4.2
Mayport Ferry Lot	Other, Passenger or Parking	Parking Facilities, Parking Lots	38,115	4.2

Figure 8. Mayport Ferry Terminal



JRTC – IBT – Ped Bridge – AIC Facilities

The JTA's newer passenger, maintenance, and administrative facilities include 5 total assets:

Table 16. JRTC – IBT – Ped Bridge – AIC Facilities Buildings List

Name	Facility Type	Asset Categorization	Sq. Footage	2026 SGR Rating
Inter-City Bus Terminal	Bus Transfer Center	Passenger Facilities	11,398	4.5
JRTC at LaVilla – Building	Administrative Office / Sales Office	Administrative / Maintenance Facilities	69,264	4.8
JRTC at LaVilla – Hub	Bus Transfer Center	Passenger Facilities	85,813	4.8
Johnson Street Lot	Surface Parking Lot	Parking Facilities	60,000	3.5
Autonomous Innovation Center (AIC)	Combined Administrative and Maintenance Facility	Administrative / Maintenance Facilities	15,019	5.0

The Jacksonville Regional Transportation Center (JRTC) (see Figure 9) at 100 LaVilla Center Drive, Jacksonville, FL (Primary transfer for all fixed-route buses; western terminus of the Skyway system; the primary JTA office for administrative functions e.g., executives, human resources, finance, procurement, etc.). Housed within the JRTC is the Inter-City Bus Terminal (IBT), and a pedestrian bridge connecting riders to the facilities.

A recent addition for the JTA as of 2025 is the Autonomous Innovation Center (AIC) at 650 W Bay St, Jacksonville, the primary command center facility to store, service, monitor, and maintain autonomous vehicles (NAVI) and the first phase of the Ultimate Urban Circulator (U2C) operations.

Figure 9. The Jacksonville Regional Transportation Center



Skyway Stations and Facilities

The JTA operates 12 total facilities related to the Skyway System, including stations, administrative buildings, and maintenance facilities. See below for all the buildings:

Table 17. Skyway Stations and Facilities List

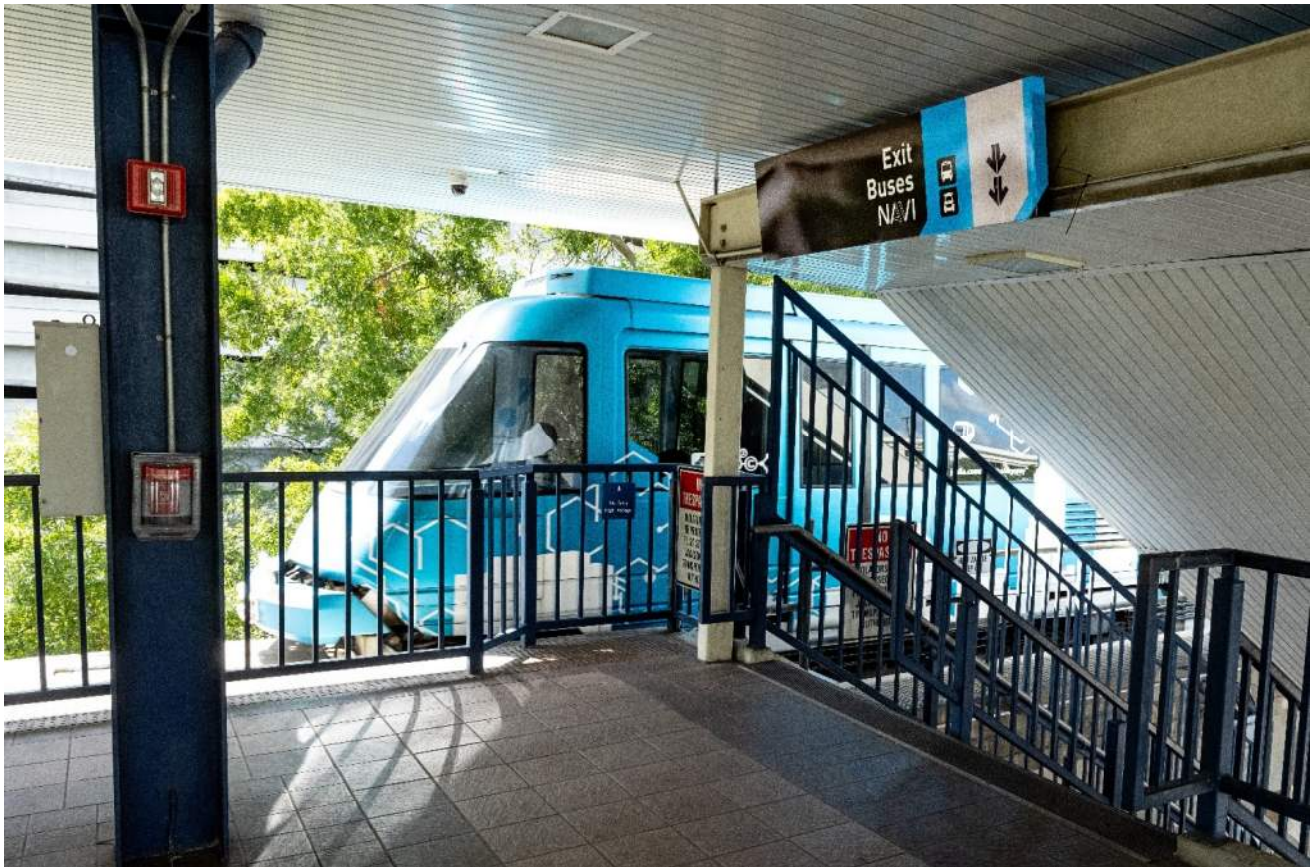
Name	Facility Type	Asset Categorization	Sq. Footage	2026 SGR Rating
Central Station	Skyway Station	Passenger Facilities, Stations	10,000	3.0
Jefferson Station	Skyway Station	Passenger Facilities, Stations	10,000	3.0
LaVilla Station	Skyway Station	Passenger Facilities, Stations	7,000	3.0
James Weldon Johnson Park Station	Skyway Station	Passenger Facilities, Stations	12,000	3.0
Kings Avenue Station	Skyway Station	Passenger Facilities, Stations	13,000	3.0
Riverplace Station	Skyway Station	Passenger Facilities, Stations	10,000	3.0
Rosa Parks Transit Station	Skyway Station	Passenger Facilities, Stations	13,000	3.0
San Marco Station	Skyway Station	Passenger Facilities, Stations	18,000	3.0
Operations and Maintenance Center	Skyway Maintenance Facility	Maintenance	25,000	3.0
JRTC Construction Office	Construction Office	Administrative/Sales Office	1,500	5.0
Temporary Maintenance Facility	Maintenance Facility	Maintenance	8,000	3.0

Along the two Skyway lines in downtown Jacksonville, the JTA operates the 8 stations listed below:

1. Central Station
2. Jefferson Station
3. LaVilla Station
4. James Weldon Johnson Park Station
5. Kings Avenue Station
6. Riverplace Station
7. Rosa Parks Transit Station
8. San Marco Station

All stations are at the elevated level of the Skyway guideway, example shown in Figure 10.

Figure 10. Central Station



The Skyway's Facilities include an additional 3 buildings for administrative and maintenance purposes. One of which is the JTA Skyway Operations and Maintenance Center (see Figure 11), used for the maintenance and storage of the Skyway vehicles, maintenance vehicles, and equipment. It also houses the Skyway operations center.

Figure 11. Skyway Operations and Maintenance Center



3.2.8 Infrastructure

The Skyway system currently consists of two routes that operate on 2.5-miles of double-track linking Downtown, the La Villa neighborhood, and Downtown Southbank by crossing the St. Johns River on the Acosta Bridge. The total length of track is 5.165 miles that is segmented into 109 “blocks” (i.e., a structural-functional demarcation of different segments that is used to



help locate assets, plan activities, and generally divide the guideway into areas served by various power, signal, and safety systems). Track configurations in the form of crossovers segments connect the two sides of double-track guideway at set locations such that, for example, when a Skyway vehicle comes into a terminal station, it can cross over to the other side of track to make its way back in the opposite direction.

The guideway was built in five sections beginning in the mid-1980s. Its first segment was put into service in 1989 with further extensions between 1997 and 2000. Most of the guideway is built on its own infrastructure and within its own right-of-way, but the segment crossing the St. Johns River is supported by the Acosta Bridge and is barrier-separated from the vehicular traffic.

Infrastructure assets have a replacement value of about \$205 million, which represents 27 percent of the JTA's asset base.

Tables 18 and 19 summarize the Skyway infrastructure assets that have been included in the TAM Plan.

Table 18. Skyway Infrastructure Hierarchy

FTA Category	Asset Category	Asset Class	Asset Sub-Class	Asset Type
Infrastructure	At-Grade/Ballast (including expressway)	Guideway	Guide Beam	None
			Over Travel Buffer	None
		Power & Signal	Ground/Signal Rail	None
			Power Rail	None
		Substructure	Bearings	Elastomeric Bearings
			Reinforced Concrete (RC) Pier Cap	None
	Elevated/Concrete	Superstructure	RC Box Girder	None
		Decks	Prestressed Concrete (PSC) Top Flange	None
			Drainage Systems	None
			Assembly Joint w/o Seal	None
			Compression Joint Seal	None

			RC Deck	None
			RC Bridge Railing	None
			RC Slab	None
			Emergency Walkway	None
		Guideway	Guide Beam	None
			Over Travel Buffer	None
		Power & Signal	Ground/Signal Rail	None
			Power Rail	None
		Substructure	RC Pier Cap	None
			Bearings	Elastomeric Bearings
			RC Column	None
			Bearings	Movable Bearings
			Bearings	Pot Bearing
			PSC Pier Cap	None
			RC Walls	None
		Superstructure	Steel Box Girders	None
			PSC Girder Beam	None
			RC Girder Beam	None
			RC Box Girder	None

Table 19. Skyway Infrastructure Assets

Asset Category	Asset Class	Asset Count
At-Grade/Ballast (including expressway)	Guideway	2
	Power & Signal	2
	Substructure	18
	Superstructure	8
Elevated/Concrete	Decks	1422
	Guideway	87
	Power & Signal	162
	Substructure	606
	Superstructure	335
TOTAL		2,642

3.3. Planned Inventory Changes

As stated previously, The TAM Plan asset inventory includes asset that the JTA owns or has a direct capital responsibility for. Investments in industry-standard lifecycle activities (e.g., replacements, overhauls/rehabilitations, annual capital maintenance) will be incorporated into analysis for the asset inventory. Moreover, because the TAM Plan is used to determine the SGR backlog and future SGR investment needs over a 30-year period, planned inventory changes – both additions and removals – need to be taken into account when sufficient details are available on the timing and magnitude (cost) of the changes. Thus,

future SGR needs will also include lifecycle activities for additions to the JTA's asset inventory. Planned inventory changes that are included in the 2026 TAM Plan are listed below and summarized in the following sections. Some noteworthy exclusions from the TAM Plan are also listed below. Any other investment or initiative is not included in the 2026 TAM Plan.

- Included:

- Ferry vessel acquisition and mooring dock construction.
- Skyway guideway conversion as part of Ultimate Urban Circulator (U2C) phase 2.
 - For purposes of the 2026 TAM Plan, the alternative of retiring the current monorail service and converting the elevated guideway for use by autonomous vehicles as part of the U2C phase 2 is assumed, with work set to commence in 2030.
- IT hardware investments that add to the asset inventory or have secured funding.
- Rolling stock investments funded by Transportation Planning Organization (TPO) Surface Transportation Block Grant (STPBG) Flex Grant.
- Safety & security investments that add to the asset inventory or have secured funding.
- Dedicated Funding:
 - Skyway SGR projects funded by 5337 Formula Fund.
 - Bus and bus facility projects funded by 5339 Formula Fund.

- Excluded:

- Future facility modernizations beyond lifecycle activities: timing and cost uncertain.
- Future U2C fleet additions and facility additions/changes: timing and cost uncertain.
- Future software investments (i.e., net additions, not replacements of current tools): timing and cost uncertain.
- Future transit stops, amenities, and ADA improvements beyond lifecycle activities: timing and cost uncertain.
- Future bicycle and pedestrian infrastructure expansion (including investments in the Emerald Trail) – funded by either of the Local Option Gas Taxes (LOGT I and II): timing and cost uncertain.
- Future fleet changes that deviate from the current Fleet Management Plan (i.e., expansions/reductions, changes in propulsion type mix).
- Future infrastructure investments funded by either LOGT I or II – even though the JTA is managing the design and construction of these assets, the Authority will not manage them upon completion of construction.
- Potential future services within Putnam County are still under evaluation.
- LOGT II projects, both those that the JTA will construct and turnover to the City of Jacksonville and those the JTA will be responsible for maintaining (e.g., bus stop amenities) because their exact timing and costs are not yet determined
- And a related exclusion, but not an asset exclusion, is LOGT II funding for capital (including conversion of LOGT I to II in 2036) because this funding will be for specifically granted projects not general SGR needs
- NOTE: no additional assets will be acquired to support future services from St. Johns County to Ponte Vedra Beach and within Clay County.

The 2026 TAM Plan asset inventory is consistent with the 2025 JTA TDP Major Update – the assets required to provide the outlines services are included. Additionally, while the JTA's Strategic Plan outlines a number of

projects to be stated or delivered in the short-term, not all of the projects require asset additions or are progressing according to the expressed timeline, and thus their costs are uncertain.

3.3.1 Ferry

The JTA is planning to replace the current ferry boat in 2028 and construct a new boat mooring in 2029 to provide a location to keep either the existing or new ferry when the other is operating service – the JTA plans on keeping the existing vessel to serve as a contingency and to be used when maintenance is being performed on the new vessel. The JTA is also evaluating whether operating two vessels at peak travel times would be warranted. The new ferry vessel will be acquired using a 5307 Passenger Ferry Discretionary Grant for \$15,600,000 and \$3,900,000 LOGT II funds in the amount of \$19.5 million. The new ferry boat mooring will be constructed using LOGT II funds and a grant from FDOT in the amount of \$9.8 million.



3.3.2 Skyway

The JTA is currently evaluating several alternatives to decide the fate of the current Skyway system. For purposes of the 2026 TAM Plan, to account for future capital requirements and expenses, the alternative of performing a comprehensive overhaul to the entire Skyway system to convert it to an elevated guideway for autonomous vehicles under phase 2 of the Ultimate Urban Circulator (U2C) program was assumed. As part of this project, the JTA would implement the latest mobility technology including autonomous vehicles, that would require modifying the guideway infrastructure and operations systems. However, because the details of the required guideway modifications and future SGR needs will vary within each alternative, the median figure of \$347 million will be used for the TAM Plan (from the range \$295M - \$399M for this alternative). The work is programmed into 2030-2032 for the 2026 TAM Plan analysis and is being financed using LOGT II funds.

Planned changes to the Skyway facilities to accommodate the future services are still under initial refinement and are excluded from the 2026 TAM Plan; however, lifecycle activities necessary for these facilities to support the existing services and maintain the assets in SGR will be recommended by the analysis (and the JTA plans to perform such) for the full analysis period. Even though specific retrofits and changes may not be known, the investments associated with maintaining facilities in SGR will be required nonetheless.

Finally, while details on the future service and thus fleet needs are still being refined, the JTA has estimated that \$6.6 million will be expended



to expand the current autonomous fleet to provide U2C phase 2 services on the converted guideway. The acquisitions are programmed into 2030-2032 for the 2026 TAM Plan analysis and will be financed using LOGT II funds.

Because of these planned modifications to the Skyway system, the 2026 TAM Plan excludes replacement cost planning for the assets that will not be used after U2C implementation, namely the automated Skyway vehicles (including the Skyway recovery vehicle). Once all changes to the existing Skyway are complete, and assets that are not needed are decommissioned and new assets are in full revenue service, the asset inventory will be updated accordingly. Additionally, if the JTA chooses a different alternative for the future of the Skyway, the TAM Plan will be updated accordingly.

3.3.3 IT Hardware

The JTA is planning to invest in several key IT hardware purchases in the near future. Some of the purchases can be considered replacements/renewals of existing assets and others can be considered new asset acquisitions. The purchases are outlined below and will be incorporated within the initial year of the TAM Plan analysis.

- Acquisition of a new telephony system in late 2026 at the cost of \$1.1 million
- Replacement of several network switches in 2027 at the cost of \$800,000
- Replacement of 5 servers & Acquisition of 5 new servers in 2027 at the cost of \$1.5 million
- Replacement of 4 firewall servers in 2027 at the cost of \$500,000
- Replacement of laptops, desktops, and other user terminal equipment in 2027-2029 at the cost of approximately \$400,000 per year

3.3.4 Rolling Stock

The JTA uses the TPO STPBG Flex Grant (~\$1M/year) toward the acquisition of a new rolling stock bus each year.

3.3.5 Safety & Security

A set percentage (~2%) of the 5307 Formula Fund is required to be invested in Safety & Security assets each year. Additionally, any remaining funds from the TPO STPBG Flex Grant following the acquisition of a rolling stock bus are typically invested in Safety & Security assets. Otherwise, any remaining Safety & Security asset needs are prioritized during the annual Capital Budget process; however, whether they are ultimately programmed depends on the other needs prioritized in a given year. Additionally, Safety & Security assets receive criticality ratings in the TAM Plan analysis to incorporate asset-specific considerations, which are drawn from priorities for investing in the Safety Management System as outlined in the JTA's 2025 Public Transportation Agency Safety Plan (PTASP).

3.3.6 Dedicated Funding

The JTA uses the 5337 Formula Fund for addressing SGR needs on the Skyway system.

The JTA uses 5339 Formula Fund for addressing bus and bus facility projects.

3.3.6 Fleet and Facilities Decentralization Plan

The JTA is developing a Fleet and Facilities Decentralization Plan to evaluate the benefits of operating services that are less reliant on a hub and spoke model. A decentralized operating model will result in more distributed assets, operational hubs, satellite facilities, and lean on distributed paratransit and/or microtransit services. In the short term, maintenance operations would likely remain centralized because duplicating these facilities is costly. Therefore, additional facility needs may be limited to

support staging and refueling rather than full redistribution of operations. Some of the key trade-offs that the JTA may face as part of considering changes in its operating model include more predictive vs. condition-based asset tracking, localized vs. distributed decision-making and risk control (and thinking about a service holistically instead of only on certain asset types), and how to move toward more data-driven decision-making since assets may not be in the same location and directly comparable.

This Plan is expected to provide some initial recommendations for the JTA to trial operating services under this new paradigm organized by these four key elements:

1. Service (decentralized)
2. Supporting Facilities
3. Fleet (smaller vehicles, satellite hubs)
4. Fuels (CNG, electric, etc.)

All in all, the Plan will produce recommendations on these four elements and will include a short, mid- and long-range implementation plan, which will trigger the amendment process for the TAM Plan.

3.4. Asset Criticality

Asset criticality is here defined as the relative risk of a negative impact to the safe, reliable delivery of service arising from the failure of an asset. This provides the basis for a risk-based approach to asset management with consideration of the Authority's objectives by indirectly estimating financial impact and service loss measures.

The JTA evaluates asset criticality from two perspectives:

1. Cost from (Legal) Liability—This includes, for example, injury/death and a consequential legal dispute or any legal dispute due to safety/oversight negligence. Typical assets with potential high liability cost are, for example, train control systems and signaling systems.

The financial impact is measured on a rating scale using six categories, as shown in Table 20.

Table 20. Measurement Financial Impact

Rating	Financial Impact in \$
A1	<\$100,000
A2	\$100,000—\$999,999
A3	\$1,000,000—\$4,999,999
A4	\$5,000,000—\$9,999,999
A5	\$10,000,000—\$24,999,999
A6	\$25,000,000+

2. Likelihood of Service Loss — This reflects the estimated probability that a failure of an asset will lead to loss of service which can cause loss of riders and revenue, loss of customer loyalty, result in additional costs for bus lease, etc.

The likelihood of service loss is measured in six categories, as shown in Table 21.

Table 21. Measurement Likelihood of Service Loss

Rating	Likelihood
B1	<10%
B2	10%—24%
B3	25%—49%
B4	50%—74%
B5	75%—99%
B6	100%

All unique asset hierarchy items were evaluated based on these two measures. Asset criticality scoring allows the JTA to understand the assets that may result in higher financial impacts or service losses. Therefore, these assets receive higher priority when it comes to making asset replacement decisions.

The list below provides an overview of the JTA's highest ranked asset classes. The overall criticality score is measured as a combined high score on both parameters: Cost from (Legal) Liability and Likelihood of Service Loss.

- Dock structure.
- Station structure, roofs, and fire alarm, electrical, lighting, and emergency backup (UPS) systems
- Building structure, roofs, and HVAC and fire alarm systems.
- Skyway guideway assets, including elevated structures, trackwork, and retaining walls.

Asset criticality scores are weighted and later combined with SGR scores to provide an overall priority score for all assets in the TAM Plan analysis.

4. State of Good Repair Methodology and Asset Condition

This chapter outlines the approach to determining SGR ratings for the purposes of the TAM Plan and summarizes current state of asset conditions. The FTA defines SGR as the condition in which a capital asset is able to operate at a full level of performance. It bears emphasizing that SGR ratings are just one means of evaluating assets and should not be exclusively relied on when making asset lifecycle decisions. However, SGR ratings are a key means of quantifying overall investment backlog needs and guiding asset owners to identify assets with capital needs.

This chapter is organized into the following sections:

- SGR determination methodology and inputs
- Baseline asset conditions
- Current SGR backlog

4.1. SGR Methodology and Inputs

The 2026 TAM Plan used FTA's TERM Lite, a Microsoft Access-based decision support tool to perform the SGR analysis – see Section 5.1.1 for more details. TERM Lite relies on asset age as the primary determinant of an asset's SGR rating – meaning SGR ratings are not direct inputs; however, they can be used as indirect inputs. When SGR ratings are available, it is important to leverage these because condition, performance, and other sources of asset data help provide a more complete understanding of where an asset may be in its lifecycle.

For the 2026 TAM Plan, regardless of whether SGR ratings were available for an asset, Useful Life Benchmark (ULB) values were validated for all assets, which are required to leverage SGR ratings into the TERM Lite analysis. When SGR ratings were available, they were used to calculate an 'effective age' for an asset based on its SGR rating and its ULB to derive a proxy age that better represents an asset's age than the installation / in-service date. Estimates of effective age were developed using Weibull curves, which are continuous probability curves used to predict product lifespans, assess material breaking strength, and analyze failure rates using asset-specific parameters that represent asset failure modes and ULBs. When SGR ratings were not available, asset age (i.e., based on installation / in-service date) was used.

4.1.1 SGR Ratings

SGR ratings can be determined in several ways that depend on the nature of the asset itself, data availability, and industry and/or organizational benchmarks set to ensure desired asset performance. The most common approaches include methods that rely primarily on asset condition data, compare asset age to established ULBs, or compare performance/usage data to established benchmarks. SGR ratings can be recorded in several ways (Pass/Fail, integer values, etc.) and for those with ranges, they can be recorded according to different scales (e.g., 1 to 5, 1 to 100, etc.).

The following sections provide a brief overview of these methods; however, the 2026 TAM Plan SGR analysis did not undertake assigning baseline SGR ratings based on condition or performance to assets – any of these SGR ratings were independently calculated by asset managers or furnished by asset managers from their asset information systems/reports. The 2026 TAM Plan analysis did assign baseline SGR ratings based on age in the absence of other SGR data. Regardless of the method of determination, SGR ratings for the 2026 TAM Plan are expressed on the TERM Lite asset condition rating scale where the lowest value represents "poor condition" and the highest value represents "excellent condition" to be in alignment with outputs from TERM Lite that are expressed on this scale (1 to 5), as illustrated in Table 22. However, in the same table, the JTA's scores for the same ratings and descriptions deviate slightly from the TERM Lite scale. The JTA

currently uses its scale for facility assets (both at the asset and rolled-up levels). The differences are minor, and especially along the “in SGR” vs. “out of SGR line,” thus, the TERM Lite analysis may slightly overstate the current SGR backlog; however, this difference is accepted as a measure of conservatism in the analysis.

Table 22. TERM Lite and JTA Asset Condition Ratings, Scores, and Descriptions

Rating	TERM Lite Score	JTA Score	Description
Excellent	4.5–5.0	4.5–5.0	No visible defects; new or near new condition; may still be under warranty, if applicable.
Good	3.5–4.49	3.5–4.49	Good condition but no longer new; may have some slightly defective or deteriorated components but is overall functional.
Adequate	2.75–3.49	2.5–3.49	Moderately deteriorated or defective components but has not exceeded useful life.
Marginal	2.0–2.749	1.5–2.49	Defective or deteriorated components in need of replacement; exceeded useful life.
Poor	1.0–1.9	0–1.49	Critically damaged components or in need of immediate repair; well past useful life.

Assets with ratings of Poor and Marginal are considered in SGR backlog, i.e., there are condition issues, or the asset has exceeded its ULB or performance/usage benchmarks, where the asset's function is somewhat impaired. Ratings of Adequate and above represent assets in SGR such that assets achieve full performance levels.

Asset condition ratings are not always based on whole integer values but sometimes values with decimal places to allow for better representation of actual condition along the continuum of asset-specific condition decay curves, and to aggregate scores across multiple assets (i.e., to roll up scores by different hierarchy levels, buildings, etc.).

Asset Condition

SGR can be determined by using available condition data that asset subject matter experts (SMEs) have determined is current and accurately reflects an asset's state. SGR ratings based on condition can be comprised of one or more elements, which may or may not contribute equally to the overall rating. If condition data is collected according to another scale, SMEs can develop a crosswalk to the TERM Lite asset condition rating scale. When using this approach, the factors that determine whether an asset is in SGR or in SGR backlog differ by asset.

Useful Life

SGR can be determined by comparing asset age to Useful Life Benchmark (ULB) values. The FTA defines a ULB as the expected lifecycle or the acceptable period of use in service for a capital asset. While these benchmarks are available for most assets from the FTA, or in some cases IRS depreciation standards can be used, asset owner-specific benchmarks can be established by asset SMEs. It is important that ULBs reflect the asset owner's experience in operating / maintaining assets and do not blindly inherit industry benchmarks. When using this approach, an asset's ULB marks the age at which an asset transitions from in SGR to in SGR backlog. Age data may need to be mapped to the TERM Lite asset condition rating scale to derive SGR ratings; however, when using TERM Lite, there is no need to derive intermediate SGR ratings if

asset has a validated ULB and is categorized appropriately within the asset hierarchy (important for asset decay estimates – see Section 5.1.1 for more details).

Performance

SGR can be determined by comparing performance/usage to one or more established metrics that are specific to an asset. Examples include comparing performance/usage against benchmarks for mean distance between failures, mean time between failures, failure rate, service calls, hours in use, miles run, etc. Performance data will likely need to be converted to the TERM Lite asset condition rating scale. When using this approach, the factors that determine whether an asset is in SGR or in SGR backlog differ by asset.

4.1.2 Using the “Effective Age” in Calculating the JTA 2026 SGR Backlog

The TERM Lite system predominantly utilizes an age-based methodology to calculate backlog. This methodology does not take into consideration the amount of capital investment the JTA has spent on keeping assets in SGR and the subsequent increase in useful life remaining as a result (and therefore reduced or avoided SGR backlog). Therefore, the JTA developed a methodology to determine an ‘effective age’ to derive a proxy year built that will be used in place of the actual year built input for the SGR analysis. This methodology addresses concerns that the JTA’s SGR backlog would have been artificially higher for the majority of assets than actual, due to the current age-based methodology.

For the 2026 TAM Plan, when SGR ratings were available, they were used as a modifier of asset age – the primary input for the TERM Lite SGR analysis, and when only asset age was available, that alone compared with a validated ULB served as the determinant of SGR status. In both scenarios, a validated ULB is required. Estimates of effective age were developed using Weibull curves, which are continuous probability curves used to predict product lifespans, assess material breaking strength, and analyze failure rates using asset-specific parameters that represent asset failure modes and ULBs. Weibull curves can be thought of as another graphical representation of decay curves that allow for calculating the probability of failure (i.e., when an asset falls into SGR backlog). There are several different shapes of Weibull curves that represent decreasing, constant, or increasing failure rates. Similar to how it is important for assets to be categorized appropriately within the asset hierarchy for TERM Lite’s estimates of asset decay and thus SGR ratings (outputs), it is important for assets with SGR ratings to be assigned a specific Weibull curves for use in calculating effective ages (inputs).

4.2. Baseline Asset Conditions

This section reports the JTA’s baseline asset conditions, in total and by asset group, applying the SGR methodology described above. The 2026 baseline is shown alongside the 2022 baseline to allow for comparing asset conditions over time. In addition, this section reports the JTA asset performance targets and measures that address FTA’s reporting requirements. Performance goals and actuals are compared.

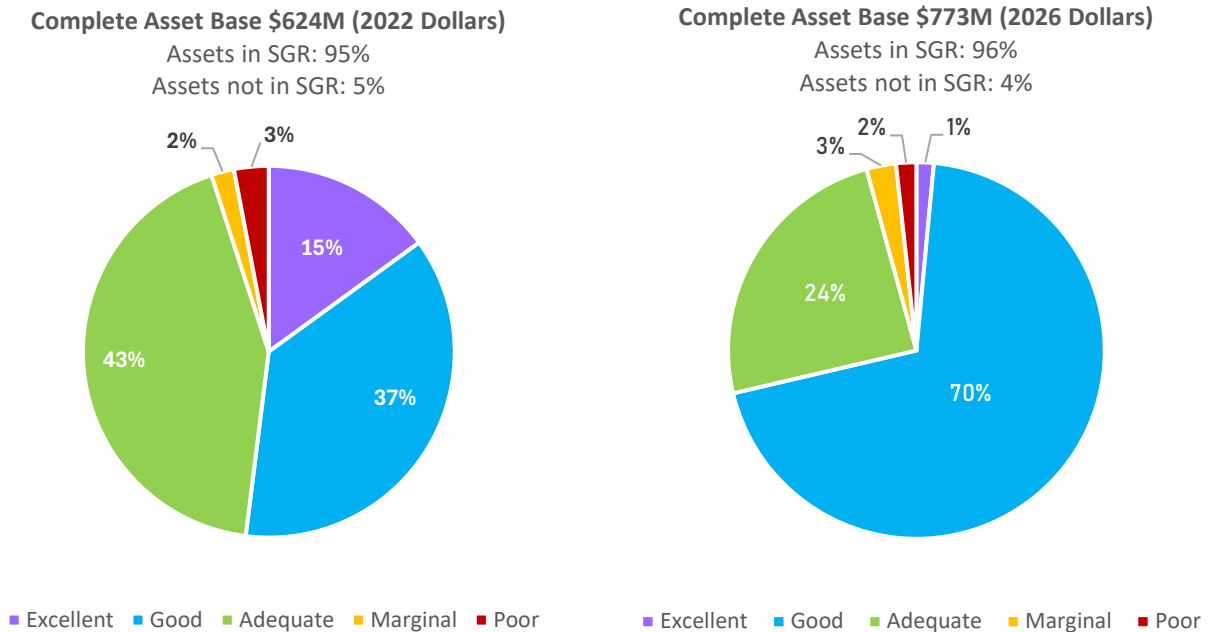
The SGR baseline uses asset values to measure SGR versus non-SGR. While for some assets that form a homogeneous asset group (e.g., buses), it is appropriate to also indicate the number of assets in SGR, for many other asset groups, the number of assets can be misleading. For instance, IT systems or facility assets have a wide spread of asset values from a few thousand dollars to many hundred thousand dollars. Therefore, a number of assets in SGR may not reflect the true need for replacements.

4.2.1 SGR Baseline 2022 and 2026

The JTA’s 2026 TAM Plan asset base valued at \$773.3 million was assessed for its condition according to the TERM Lite condition rating scale. Overall, the condition ratings indicate that 4 percent of the JTA’s assets

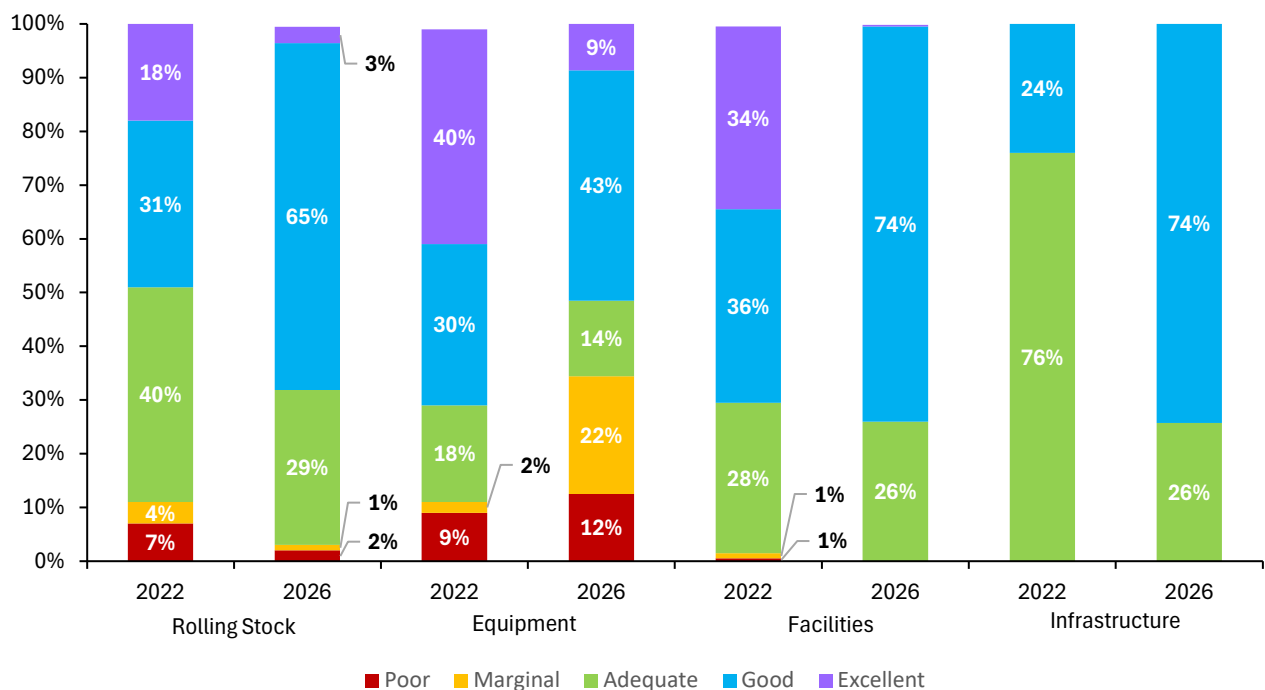
(\$29.9 million in 2026 dollars) are currently in SGR backlog (assets not in an SGR are classified as “Marginal” or “Poor”). Figure 12 shows the distribution of condition ratings across all of the JTA’s assets and the 2022 breakdown as a comparison.

Figure 12. SGR Status – 2022 and 2026



However, the different asset categories have varying condition rating distributions, as Figure 13 shows below.

Figure 13. Asset Condition by Asset Category – 2022 and 2026



4.2.2 Assets in SGR by Category

Rolling Stock

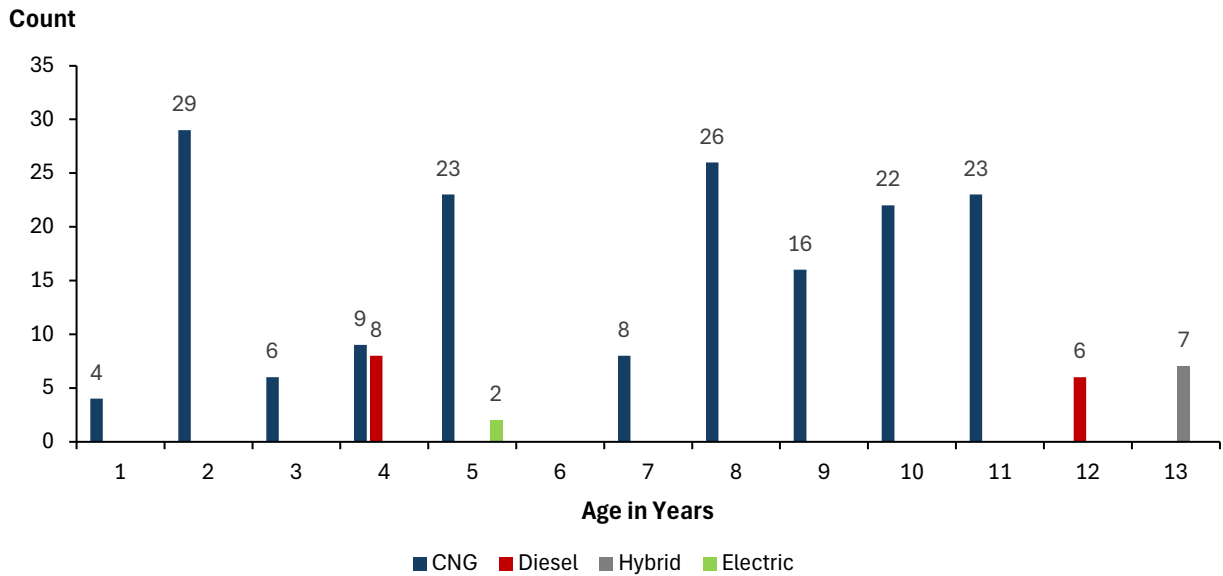
The percentages of assets in SGR by level of the asset hierarchy are shown in Table 23. Overall, 93 percent of all rolling stock assets (i.e., revenue vehicles) are in SGR. SGR ratings for these assets were determined based on age and ULB. The JTA is evaluating how performance/usage data can be used for SGR ratings in the future. However, performance/usage data can also be misleading, for example, more miles may be accumulated in less years than an asset's ULB but through targeted maintenance practices, vehicles can be maintained to meet their full useful lives. Moreover, a ULB can be extended for some assets such as motorbuses that have a ULB of 12 years at baseline, but the JTA plans to perform overhauls on these vehicles between years 6 and 9, which is expected to yield an additional 6 years of useful life extending the ULB to 18 years.

Table 23. Percent of Rolling Stock Assets in SGR (2026)

Asset Class	Amount (2026 \$)			
	Total Value	Total SGR	Non-SGR	% SGR
Rolling Stock, Revenue Vehicles, Diesel	\$8.47 M	\$8.47M	\$0.00 M	100%
Rolling Stock, Revenue Vehicles, Motorbus, CNG	\$113.56 M	\$113.56M	\$0.00 M	100%
Rolling Stock, Revenue Vehicles, Hybrid	\$4.24 M	\$4.24 M	\$0.00 M	100%
Rolling Stock, Revenue Vehicles, Electric	\$2.18 M	\$2.18 M	\$0.00 M	100%
Rolling Stock, Revenue Vehicles, Vans (Community Transportation Coordinator (CTC))	\$12.48 M	\$4.71 M	\$7.77 M	38%
Rolling Stock, Ferry	\$25.87 M	\$25.87 M	\$0.00 M	100%
Rolling Stock, Monorail Vehicle	\$5.00 M	\$1.00 M	\$4.00 M	20%
Rolling Stock, Automated Vehicle (Neighborhood Autonomous Vehicle Innovation (NAVI))	\$7.00 M	\$7.00 M	\$0.00 M	100%
Total/Overall	\$178.79 M	\$167.02 M	\$11.77 M	93%

The age distribution of the JTA's active bus (motor bus) fleet is shown in Figure 14. The JTA's buses are fairly evenly distributed by age with a spike at 2 and 5 years of age and a cluster in the 8 – 11 years of age range (with each 16 or more buses) as shown below.

Figure 14. Bus Fleet – Age Distribution (2026)



It is worth noting that the 2026 TAM Plan's recommended number of buses that are overhauled or replaced in a given year may differ slightly from those detailed in the current Fleet Management Plan. For most analysis scenarios, the TAM Plan recommendations are based on balancing competing priorities across other asset classes, in the face of funding constraints and/or meeting SGR objectives. Therefore, the Fleet Management Plan may identify an intention to retire, acquire, overhaul, or add to the contingency fleet; however, the TAM Plan's prioritization scheme may rank other asset needs as higher. Even when considering pure capital needs (i.e., no funding constraint), the TAM Plan may have different recommendations than the Fleet Management Plan because the former is based purely on asset age and ULB and the latter may incorporate minor exceptions in order to bridge fleet needs.

Equipment

The percentages of assets in SGR by level of the asset hierarchy are shown in Table 24. Overall, 66 percent of all equipment assets are in SGR. SGR ratings for these assets were determined based on age and ULB. For certain equipment assets such as servers, network switches, and cameras, the JTA actively monitors for how long manufacturers plan to offer support for these assets since the period of support may be shorter than an asset's ULB and therefore needs to be replaced to ensure intended network functionality and security.

Table 24. Percent of Equipment Assets in SGR (2026)

Asset Class	Amount (2026 \$)			
	Total Value	Total SGR	Non-SGR	% SGR
Equipment, Non-Revenue Vehicles, Auto	\$3.28 M	\$0.31 M	\$2.96 M	9%
Equipment, Non-Revenue Vehicles, Support Boats	\$0.16 M	\$0.16 M	\$0.00 M	100%
Equipment, Shop Equipment	\$3.04 M	\$1.10 M	\$1.94 M	36%
Equipment, Systems/IT/Security	\$22.98 M	\$11.80 M	\$11.18 M	51%

Equipment, Passenger Amenities	\$23.34 M	\$23.34 M	\$0.00 M	100%
Equipment, Revenue Collection	\$2.84 M	\$1.08 M	\$1.76 M	38%
Equipment, Office Equipment	\$7.05 M	\$3.24 M	\$3.81 M	46%
Equipment, Vehicle Lifts	\$1.21 M	\$1.21 M	\$0.00 M	100%
Total/Overall	\$63.90 M	\$42.25 M	\$21.65 M	66%

Facilities

The percentages of assets in SGR by level of the asset hierarchy are shown in Table 25. Overall, 99.8 percent of all facility assets are in SGR. SGR ratings for these assets were determined based on asset-level ratings from recently completed condition assessment reports, and age and ULB when reports were not available. Since some condition assessment reports are a few years old, SGR ratings were adjusted downward to account for asset decay experienced in the years since the assessment. Additionally, key investments such as maintenance, repairs, or replacements performed since an assessment were also incorporated to account for improved conditions.

Table 25. Percent of Facilities Assets in SGR (2026)

Asset Class	Amount (2026)			
	Total Value	Total SGR	Non-SGR	% SGR
Facilities, Administrative/Sales Office	\$54.52 M	\$54.52 M	\$0.00 M	100.0%
Facilities, Maintenance	\$87.48 M	\$87.11 M	\$0.37 M	99.6%
Facilities, Passenger/Parking Facilities, Passenger Facilities, Stations	\$21.63 M	\$21.52 M	\$0.10 M	99.5%
Facilities, Passenger/Parking Facilities, Passenger Facilities, Docks	\$25.02 M	\$25.02 M	\$0.00 M	100.0%
Facilities, Passenger/Parking Facilities, Passenger Facilities, Other (Hecksher)	\$0.33 M	\$0.33 M	\$0.00 M	100.0%
Facilities, Passenger/Parking Facilities, Parking Facilities, Parking Structures	\$38.34 M	\$38.34 M	\$0.00 M	100.0%
Facilities, Passenger/Parking Facilities, Parking Facilities, Parking Lots	\$63.78 M	\$63.74 M	\$0.04 M	99.9%
Total/Overall	\$291.1 M	\$290.59 M	\$0.51 M	99.8%

Again, the 2026 TAM Plan's estimates of SGR are based on asset valuation and reflect pure indications of "in SGR" or "in SGR backlog" at the asset level. The JTA performs facility condition assessments on all its non-bus stop facility assets on a rolling basis (4-year cycle) and all bus stop assets on almost an annual basis that produce ratings at different levels (i.e., individual assets or groups of assets) that are then rolled-up based on hierarchy-assigned weights, and then on building-assigned weights (when multiple buildings at a site) for FTA reporting purposes. Therefore, the TAM Plan's asset-level, asset value focus provides a depiction of SGR that is different from overall facility assessment ratings that are used to report on required performance measures. Both perspectives are important and informative for different reasons – a holistic perspective of building conditions or that of specific portions of the hierarchy is helpful in assessing needs

across sites to develop a program of similar projects, but an asset-level perspective of asset conditions is helpful in developing budgeting estimates for SGR needs and looking closely into anomalies of assets that are not meeting their expected ULBs.

Infrastructure

The percentages of assets in SGR by level of the asset hierarchy are shown in Table 26. Overall, 100 percent of all infrastructure assets are in SGR. SGR ratings for these assets were determined based on asset-level ratings, which were derived from element-level defect quantities from the recently completed biennial guideway inspection report. The Skyway infrastructure assets are long lasting assets with assumed ULBs ranging from 20 to 50 years, and the main structural components are assumed to have one or more rehabilitations performed during their life, which can help ensure ULBs are met or exceeded. While many of the Skyway assets are now reaching their ULBs, none of them are in SGR backlog because the inspection reports indicate that they are all in SGR.

Table 26. Percent of Infrastructure Assets in SGR (2026)

Asset Class	Asset Type	Amount (2026)			
		Total Value	Total SGR	Non-SGR	% SGR
At-Grade/Ballast (including expressway)	Guideway	\$0.35 M	\$0.35 M	\$0.00 M	100%
	Power & Signal	\$0.02 M	\$0.02 M	\$0.00 M	100%
	Substructure	\$0.65 M	\$0.65 M	\$0.00 M	100%
	Superstructure	\$4.59 M	\$4.59 M	\$0.00 M	100%
Elevated/Concrete	Decks	\$55.5 M	\$55.5 M	\$0.00 M	100%
	Guideway	\$19.58 M	\$19.58 M	\$0.00 M	100%
	Power & Signal	\$1.77 M	\$1.77 M	\$0.00 M	100%
	Substructure	\$36.69 M	\$36.69 M	\$0.00 M	100%
	Superstructure	\$85.27 M	\$85.27 M	\$0.00 M	100%
Total/Overall		\$408.84 M	\$408.84 M	\$0.00 M	100%

4.2.3 Asset Performance

Under the FAST Act and MAP-21, the JTA is required to submit a yearly report to the FTA that describes changes to the JTA's asset conditions over the past year and provides commentary on performance compared to submitted performance targets.

Performance is reported using the standardized national performance measures established by the FTA and requires the JTA to set yearly targets, by FTA Asset Category, using the following measures:

- Rolling Stock: Percentage of revenue vehicles (by type) that exceed their ULB or mileage thresholds.
- Equipment: Percentage of non-revenue service vehicles (by type) that exceed their ULB or mileage thresholds.
- Facilities: Percentage of facilities (by type) that have an overall rating as not in SGR (measured as less than 3.0 using a 5-point scale as in FTA's Transit Economic Requirements Model (TERM) Scale).
- Infrastructure: Percentage of track segments (by mode) that have performance restrictions. Track segments are measured to the nearest 1/100th of a mile. Performance restrictions include infrastructure defects, signaling issues, slow zones, construction or maintenance zones, or other

causes, and are measured monthly as a snapshot at 9:00AM local time on the first Wednesday of the month.

The following section discusses the JTA's most recent annual performance as viewed through these performance metrics and compared to the JTA's established targets and discusses the JTA's overall strategy for managing assets to ensure they are in an SGR across their lifecycle. The performance data was submitted to the FTA via NTD and is for FY 2025, which runs from October 1, 2024, to September 30, 2025. Targets were revisited for FY 2026 and were submitted January 1, 2026, but are not due until September 30, 2026.

The TAM Rule requires that transit agencies establish SGR performance measures and targets for Rolling Stock, Non-Revenue Vehicles (Equipment), Facilities, and Infrastructure assets by asset class. Table 27 shows the performance of the JTA's assets with respect to these performance measures and targets for FY 2025. In total, the JTA met or exceeded performance targets for 9 of the 11 asset classes. Some of these performance measures to determine SGR differ from those otherwise used to analyze and summary assets in the 2026 TAM Plan (e.g., buses are compared against a ULB of 18 years in the TAM Plan when accounting for overhauls extending the baseline ULB of 12 years).

Table 27. The JTA's 2025 SGR Performance Targets and Actuals

Asset Category	Asset Type	Target* (% not in SGR)	Actuals	Calculated SGR	Performance Measure
Rolling Stock	Buses ¹	20%	13%	87%	% of fleet exceeds ULB of 12 yrs or 500,000 miles
	Cutaways ²	69%	73%	27%	% of fleet exceeds ULB of 5 yrs or 150,000 miles
	Vans ²	0%	11%	89%	% of fleet exceeds ULB of 4 yrs or 100,000 miles
	Automated Ferry Guideway Vehicles	67%	67%	33%	% of fleet exceeds ULB of 25 yrs
	Ferryboat	0%	0%	100%	% of fleet exceeds ULB of 25 yrs
Non-Revenue Vehicles (Equipment)	Automobiles	100%	100%	0%	% of non-revenue service vehicles exceeds ULB of 4yrs or 100,000 miles
	Trucks and Other Rubber Tire Vehicles	86%	78%	22%	% of non-revenue service vehicles exceeds ULB of 4yrs or 100,000 miles
	Boats	100%	100%	0%	% of non-revenue service vehicles exceeds ULB of 18yrs
Facilities	Admin/Maintenance Facilities	0%	0%	100%	% of facilities rated under 3.0 on TERM Lite / JTA scale
	Passenger/Parking Facilities	3%	3%	97%	% of facilities rated under 3.0 on TERM Lite / JTA scale
Infrastructure	Rail Fixed Guideway	8%	0%	100%	% of track segments under performance restriction

* The Target, per FTA & NTD requirements, is the inverse of the expected SGR level, i.e., the expected % not in SGR

Notes:

1. JTA and Clay County
2. JTA, Clay County, and Nassau County

The JTA uses the following terminology when measuring and reporting performance:

- Target SGR: Per FTA & NTD requirements, the target percentage of assets not in SGR.
- Actual SGR: Per FTA & NTD requirements, the actual percentage of assets not in SGR.
- Calculated SGR Rating: The percentage of assets in SGR (i.e., the inverse of Actual SGR).

In some cases, the JTA uses more refined performance measures than the FTA's baseline performance measures to include additional factors such as vehicle mileage to account for the large service area in which the JTA operates. As it relates to rolling stock and non-revenue vehicles, the JTA has an unusually large service area relative to the size of its operations, resulting in greater mileage accumulation for much of its fleet. The high vehicle mileage, when combined with the regional climate and proximity to corrosive maritime air, impacts vehicle service life such that only relying on a comparison to an age-based ULB is not a reliable depiction of asset conditions. Therefore, performance measures that consider ULBs and vehicle mileage allow the JTA to more accurately gauge the SGR of these assets, and in turn tailor maintenance and other lifecycle activities appropriately.

Also, the targets account for the JTA SGR budget gaps to ensure that the level of performance is attainable with planned funding levels. However, overall capital funding gaps between costs tied to JTA strategic initiatives and the available budgeting for capital expenditures and SGR needs put at risk achieving or exceeding SGR performance targets. Roughly \$42.8 million in annual capital expenditures are required for maintaining the baseline 96 percent in SGR over 30 years; however, the JTA is currently operating with only \$27.4 million in annual SGR funding (averaged over the same 30-year period), leaving a \$15.4 million annual gap, outside of discretionary grant funding received. It should also be noted that the \$27.4 million in annual cost includes the conversion of the Skyway as described previously, which is funded separately at an amount equal to \$8M per year when extrapolated over the 30-year TAM Plan period to match the annual need calculation. The JTA has the following strategic initiatives underway that have the potential to reduce the funding available for SGR needs identified in the TAM Plan:

- Evaluating its approach to asset ownership to consider leasing of non-revenue vehicles.
- Incorporating advanced technological approaches to service delivery and analysis that would improve the efficiency of resources used and maintenance performed.
- Exploring potential for innovative funding sources.
- Seeking efficiencies and savings through a revised and right-sized Fleet Management Plan.
- Identifying and implementing alternative service options for customers.
- Undertaking route optimization projects to provide better and more efficient services with reduced capital needs.
- Restructuring of Demand Response fleets to integrate usage of all vehicles across service platforms for greater efficiencies and reduction of overall required fleet size.

As these are vetted, they will be factored into the TAM Plan and SGR management processes.

There are several ongoing strategic efforts that will improve and impact overall long-term SGR, including:

- U2C Project: A conversion of the existing Skyway infrastructure into a preferred alternative, which has yet to be determined. This project will remove projected SGR needs through a project that modernizes and/or replaces the assets for which the JTA is currently responsible.
- Demand Response: The JTA is implementing a strategy to reduce vehicle size for demand-responsive service to better align with demand and ridership patterns. This will reduce overall asset valuations and therefore SGR needs and ongoing maintenance costs. Moreover, the JTA expects additional

operational benefits because the smaller vehicles have a lower frequency of crashes and other incidents impacting service reliability.

- Bus: Modernization of lifecycle management procedures, as well as strategies to shift cost and extend useful life (e.g. mid-life overhauls, alternative operating models, advanced analytics, data-driven maintenance management).

These strategic efforts will have positive implications on overall SGR; however, short-term implications and long-term uncertainties must also be realized including:

- Transition of fleets based on right-sizing measures will take time to ensure SGR can be maintained over the long-term at the cost of some short-term intervals.
- Oversight and/or direct maintenance of the fleets and operations for neighboring counties will require additional resources.
- Uncertain SGR requirements for future of Skyway.
- Uncertain impacts of new lifecycle management procedures.

Rolling Stock

As of this reported performance data (FY2025), the JTA Rolling Stock consists of a diverse range of assets, including one hundred and ninety-two (192) active buses, ten (10) automated vehicles (classified as bus by FTA), one hundred and five (105) cutaways, thirty-five (35) vans, six (6) monorail cars, and one (1) ferry. The JTA maintenance department maintains the entirety of this fleet. It is worth emphasizing that while the JTA has a long-range strategy, as laid out in the Fleet Management Plan, the annual targets are set to account for short-term anticipated repairs and service needs. JTA is taking several strategic steps at an enterprise level to enhance rolling stock SGR performance.



First, the JTA continues a review of its maintenance management system (MMS) to identify a plan for broader system integrations and better use of data for rolling stock maintenance and lifecycle management.

Second, the JTA has recently installed new software and technology to improve monitoring of bus performance and onboard systems. This will augment preventative maintenance protocols and is targeted to reduce costly unscheduled maintenance. JTA intends to enhance use of advanced analytics methods as well as its internal business intelligence (BI) team to help analyze, improve, and optimize fleet performance.

Overall, these enhancements to rolling stock maintenance management are expected to accomplish the following:

1. Reduce costs of traditional preventative maintenance procedures.
2. Upgrade existing Enterprise Asset Management (EAM)-related technology and allow for more data-driven maintenance management.
3. Reduce unscheduled maintenance and the resulting costs.

Third, the JTA is working on route optimization efforts to improve delivery of services to its customers as a normal cyclical process for the Authority combined with recovery efforts and lessons learned through past initiatives. The goal of this initiative is to ensure the fleet is right-sized in a way that meets customers' needs appropriately to rebuild a revitalized, maintainable, and expandable core service for customers into the future under ever changing conditions.

Buses

The JTA has challenges to overcome in maintaining the SGR of buses moving forward, including how to scale meeting SGR needs to a larger fleet size and for different types of vehicles.

In FY2020, JTA took ownership and management of regional transportation services previously owned and operated by Clay County. In FY2025, JTA launched the NAVI automated vehicle services in downtown Jacksonville along Bay Street, the Bay Street Innovation Corridor. Planned fleet expansion generally helps provide relief for the loss of vehicles due to catastrophic occurrences, such as accidents. However, expansions only occur every two to three years, and most recently in FY2021 as the Southwest BRT line was brought online but is not assured to occur again for some time due to changes in ridership and population growth. Expansions alone are insufficient to offset annual loss (or retirements) of vehicles from regular retirements. It remains to be seen how these factors, combined with the noted annual SGR funding shortfalls, will impact SGR in FY2026 and beyond. Additional fleet replacement (i.e., because of successful grant funding requests) occasionally factors into SGR. An example includes the thirty (30) new direct-replacement vehicles – thirty (30) Compressed Natural Gas, that arrived during FY2024 and FY2025 as relief for old diesel buses. This led to improved overall SGR in FY2024 and FY2025.

The JTA is also continuing with plans to begin rebuilds on buses to extend useful life of qualified vehicles to 18 years or 750,000 miles. This rebuild initiative was scheduled to begin in FY2021 but was delayed due to identifying a qualified vendor to complete the work and is now expected to begin in FY2027. All of this was identified and funded as part of the fleet right-sizing project conducted by the JTA during FY2020.

Demand Response Services

In this service category, the strategy is to transition to smaller vehicles that match ridership demand. Recent analyses demonstrate that the vehicles currently in service are significantly larger than what is required to provide service efficiently.



To advance this, the JTA analyzed ridership demand and Operations & Maintenance (O&M) needs to develop recommendations for the optimal size and type of vehicle in the CTC fleet. Over time, vehicle size will be reduced and the fleet right-sized. This will reduce the capital cost to address SGR needs because larger vehicles will be replaced with smaller vehicles. Reducing vehicle size will simplify maintenance, reduce vehicle acquisition costs, lower ongoing repair costs, and improve the ease of scheduling drivers due to smaller vehicles that are easier to operate.

In 2020, Clay County's cutaway and van fleet was integrated into a new Transportation Disadvantaged (TD) fleet operated and maintained by the JTA for Clay County. In 2025, Nassau County's cutaway and van fleet was integrated into a new Transportation Disadvantaged (TD) fleet operated and maintained by the JTA for Nassau County. From the perspective of capital planning, maintenance oversight, and performance reporting processes, the combined fleets moving forward will be reassessed annually as part of a 10-year plan for right-sizing the CTC fleet with the goal of reducing the number of larger cutaway vehicles in favor of smaller mini-buses and vans to best serve customer needs. Most of the Clay County and Nassau County TD fleets are already not in SGR based on mileage and age and are expected to reduce overall SGR performance for the JTA, but plans have been initiated to bring the additional fleet back into SGR. Performance targets have been set to account for the incorporation of both Clay County and Nassau County vehicles moving forward.

Cutaway Buses

Cutaway rolling stock SGR is expected to improve in future years, as JTA intends to reduce the number of cutaway vehicles in favor of mini-buses and vans as part of a 10-year fleet right-sizing plan.

The JTA faced several challenges with the cutaway fleet, including:

- A shortage of new vehicle availability due to supply chain shortages still resonating from the COVID pandemic, Federal tariffs impacts, and demand for vehicles as a result of the newly implemented authorized State contract as all agencies throughout the State sought to fill the order from the past several fiscal years.
- Lack of access to mini-buses that were budgeted to replace full-sized Cutaway buses as part of the fleet right-sizing plan.
- Lack of funding to replace Clay County and Nassau County TD vehicles.
- Timing of delivery of replacement vehicles, as they arrived before the end of the fiscal year but were not ready to be put into service until after the close of the fiscal year.

Nineteen (19) new vehicles are planned to enter service in FY2026 in the form of thirteen (13) replacement mini-bus cutaways and zero (0) expansion vehicles for the JTA Cutaway fleet, two (2) replacement cutaways for the Clay County Fleet, and four (4) replacement cutaways for the Nassau Fleet. Six (6) of these new vehicles were budgeted as part of FY2022, seven (7) additional were budgeted as part of FY2023, and six (6) are budgeted as part of FY2025. An additional sixteen (16) cutaways are scheduled to be replaced by vans in FY2026, originally budgeted for FY2023 and FY2024. These replacements were identified as part of the fleet right-sizing project conducted by JTA.

Vans

Van SGR is expected to improve massively in future years because the JTA plans to procure



new van assets as opposed to cutaway buses as part of a 10-year fleet right-sizing plan. This includes the procurement of the sixteen (16) vans in FY2026 to replace twelve (12) cutaway buses that entered service at the beginning of FY2026, along with 8 additional vans to be purchased in FY2026. This should be a major factor in improving overall van SGR ratings for the JTA.

Monorail Cars

JTA owns, operates, and maintains a fleet of 6 married pair monorail cars delivering its Skyway service. Target SGR performance goals are set based upon the logistical maintenance challenges noted below, and the long-term strategy of decommissioning them when the Skyway is converted into the preferred alternative. Today, only two vehicles in the monorail fleet have been in service less than the FTA's ULB of 25 years. Even though the established target indicates that most will not be in SGR, JTA maintains all vehicles to ensure safe operations.



Currently, six (6) cars are in service, but when the cars are out of service, they require extensive reverse engineering and custom fabrication because support from the original manufacturer is not available. This maintenance is achieved through a mixture of in-house and external maintenance processes. Managing SGR has entailed JTA evolving its maintenance processes to meet the complex maintenance required to maintain safe service provision. Pending the Skyway conversion project, the strategy to address SGR needs in the near-term requires the following:

- Significant reinvestment in reverse engineering and fabrication of out-of-service assets.
- Additional maintenance and inspections of the fleet at increased intervals.

Given the Skyway conversion project, further capital spending on Skyway cars has been offset by increased maintenance costs to retain the fleet in safe, reliable operating condition. The JTA has been in conversation with the FTA regarding the challenges with their current monorail asset base. Because the current monorail fleet is targeted for decommissioning as part of the conversion project, the JTA will invest resources required to maintain current Skyway service levels until the Skyway conversion project is initiated, rather than look to replace aged vehicles.

Ferry

The JTA owns a single ferry operating seven (7) days per week between Mayport Village and Ft. George Island. The JTA assumed ownership of this service in 2016, which serves as a key connection point across the St. John's River in lieu of proximal bridge infrastructure.

This performance level is expected to continue in FY2026. The asset is, however, entering its 22nd year of service, and therefore in 2034 will not be in SGR using ULB of 30 years. The new ferry is expected to be delivered in FY2028 and go into service the same year, supplementing the current ferry until the older vessel is retired from being the primary vessel, and thus reducing wear and tear and reducing the cost to maintain it in SGR. Ferries are subject to annual US Coast Guard inspection and certification to ensure safe operations. In practice, vessels that are in-service are by definition in SGR. JTA is evaluating the best way to measure and report ferry SGR in the TAM process and expects to maintain the asset in an acceptable functional SGR

beyond the ULB threshold. However, the issue remains that it is costly to maintain an aged ferry asset in SGR.

Non-Revenue Vehicles (Equipment)

As of this reported performance data (FY2025), the JTA's Equipment asset base consists of 78 non-revenue "pool" vehicles, broken down as 18 automobiles, 65 combined SUVs/vans/trucks, and one (1) boat. The JTA maintenance department maintains the entirety of this fleet.

The JTA has begun designing a full replacement plan for all support vehicles across the Authority while considering fleet reduction and optimization. This includes but is not limited to such factors as removing automobiles from use by the JTA and moving to the sole use of other rubber tire vehicles. This is likely to slightly decrease SGR in the near-term but improve SGR in the long-term and provide a more versatile support vehicle fleet that is more agile for use across the JTA with a smaller total size. Additionally, JTA is exploring the potential to move from a vehicle purchase/ownership approach towards a leasing model. This could significantly reduce SGR needs since maintenance requirements would be transferred away from the JTA and maintenance resources previously used to maintain this fleet could be focused on other priorities throughout the Authority.



Automobiles

Automobiles, as planned, were not replaced in FY2025 as the JTA moves to transition the fleet fully to other rubber tire vehicles. The lower SGR is accepted by JTA and is to be expected based on the fleet management strategies noted above. Even though the established target indicates that most will not be in SGR, JTA maintains all vehicles to ensure safe operations.

Other Rubber Tire Vehicles (SUV/Van/Truck)

Targets were exceeded in FY2025 due to the fact that several budgeted other rubber tire vehicles originally planned for FY2024 but were delayed due to supply chain shortages and arrived in FY2025 instead. The wheeled non-automobile fleet's SGR moving forward is expected to increase in FY2026 and beyond consistent with JTA strategy and investment plans. Even though the established target indicates that most will not be in SGR, JTA maintains all vehicles to ensure safe operations.

Boats

JTA maintains a single boat which exceeded its useful life in FY2022 in line with performance targets. This asset is entering its 10th year of service compared to a 7-year ULB, but is maintained annually to meet all safety standards and remain in SGR.

Infrastructure

JTA infrastructure assets consist of an elevated railway fixed guideway which supports Skyway service operations. In FY2020 the JTA was forced to shut down guideway services due to the COVID Pandemic. The shutdown period was utilized to bring the fixed rail guideway system up to date on maintenance needs, and returned to service late in FY2020.

JTA will maintain a safe, functioning monorail and associated infrastructure until the Skyway conversion results in decommissioning of the monorail service. JTA will overhaul the entire Skyway system based on the preferred alternative in the coming years, but there may be impacts to SGR for this category in the short-term until the conversion is complete.

Facilities

Over 3.25M square feet across 46 facilities are maintained by the JTA; 0.263M square feet are allocated to admin/maintenance facilities, and 2.984M square feet are allocated to parking/passenger facilities. Performance targets and scoring are calculated based on the total square footage of facilities in acceptable SGR based on the TERM Lite / JTA scale.

Near-term funding issues continue to put a strain on staff to maintain facilities used for essential operations. Much of the maintenance is reactionary or unscheduled, as opposed to preventive maintenance that could otherwise reduce costly and unexpected repairs required to maintain facility SGR. Additionally, ongoing challenges with Federal procurement regulations and processes can impose extended timeframes for maintenance (e.g., replacing expensive HVAC equipment), resulting in an undesirable length of time between identifying issues and resolving them.



JTA is making strategic progress towards improving the long-term SGR and performance of its facilities assets. The JTA also continues to evaluate potential innovative funding sources and operating models for facilities elements such as the bus washes, where efficiencies could be gained, and opportunities afforded, to refocus maintenance resources on other priorities.

Administrative/Maintenance

In FY2025 JTA completed several different projects targeted at improving SGR. JTA aims to improve the future SGR of its administrative and maintenance buildings through several capital projects currently in progress. The JTA also continues to recognize that operational changes will result in new and/or different facility requirements that will reduce or change SGR, such as:

- Fleet right-sizing project which will change the overall needs of the JTA.
- Decentralization of operations and maintenance.

Passenger/Parking

Performance improved after concerted efforts to make property improvements at park-n-ride and parking lot facilities over the last several fiscal years, which were previously out of SGR. The initial phase of a multi-phased effort to overhaul the Myrtle Campus Bus Lot parking facility was completed, which accounts for over 33 percent of measured assets in the combined parking/passenger facilities asset class. A phased approach to rehabilitating the Myrtle Campus Bus Lot has been chosen to spread cost over time, which will result in a maintained SGR rating over multiple fiscal years until the rehabilitation is completed.

4.3. Current SGR Backlog

All of JTA's assets that are not in SGR are in SGR backlog (i.e., requiring of investment, a capital need). The JTA's total 2026 SGR backlog is valued at approximately \$29.9 million, in comparison to the total 2022 SGR Backlog of approximately \$31.1 million. Figure 15 illustrates the total SGR backlog value by asset category.

Figure 15. The JTA's SGR Backlog by Asset Category for 2022 and 2026

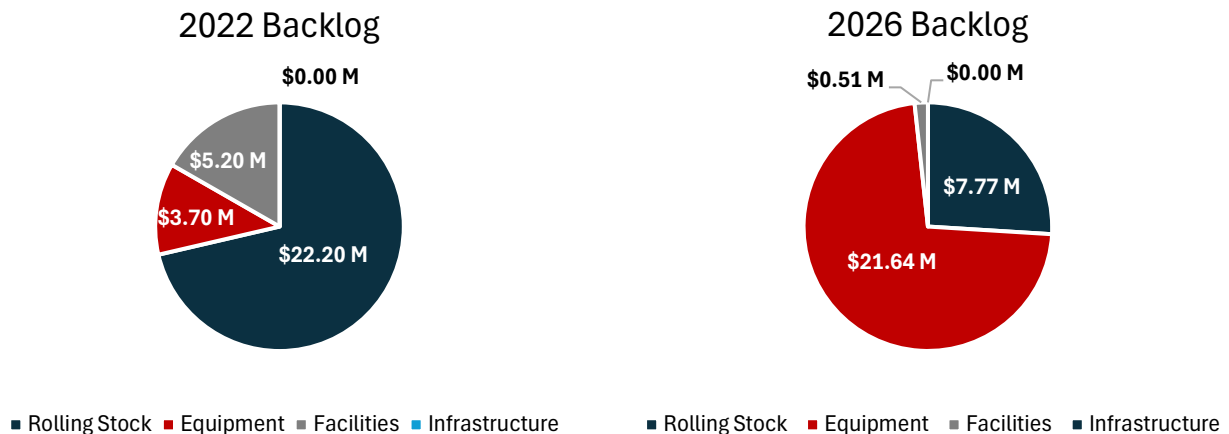


Table 28 provides a summary of how much SGR backlog value is in each level of the asset hierarchy with assets in SGR backlog.

Table 28. SGR Backlog by Asset Category for 2026

Category	Asset Class	Total Value (2026 \$)
Rolling Stock	Rolling Stock, Revenue Vehicles, Vans (Community Transportation Coordinator (CTC))	\$7.77 M
Equipment	Equipment, Non-Revenue Vehicles, Auto	\$2.96M
	Equipment, Shop Equipment	\$1.94M
	Equipment, Systems/IT/Security	\$11.18M
	Equipment, Revenue Collection	\$1.76M
	Equipment, Office Equipment	\$3.81M
Facilities	Facilities, Maintenance	\$0.37 M
	Facilities, Passenger/Parking Facilities, Passenger Facilities, Stations	\$0.10 M
	Facilities, Passenger/Parking Facilities, Parking Facilities, Parking Lots	\$0.04 M
Total		\$29.93 M

5. State of Good Repair Analysis — 30-Year SGR Needs

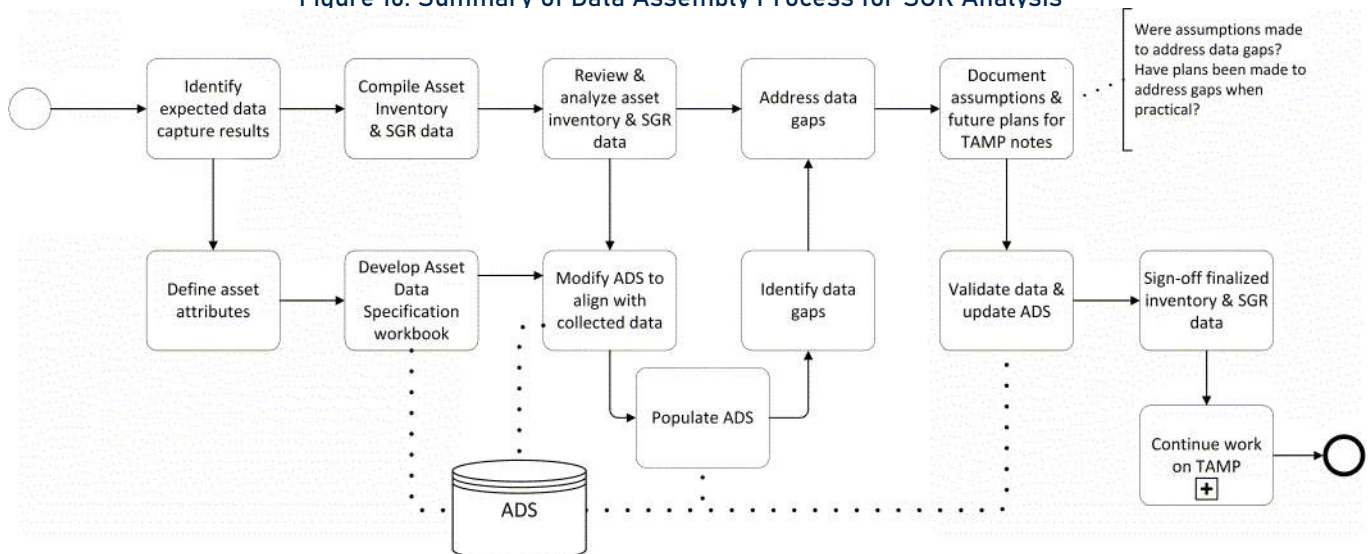
This chapter summarizes the TAM Plan's SGR analysis approach and projects future capital needs and/or SGR backlog identified through that analysis. The analysis included multiple funding and SGR backlog target scenarios over a 30-year analysis horizon. While each scenario is different, they all start from the same baseline SGR, and future needs and backlog were all estimated using the same expectations of how assets perform over time. Additionally, all scenarios are based on the FY27-31 Capital Program and budgetary assumptions regarding the funds that will be available to address SGR needs through 2056.

The investments recommended through this analysis present a starting point for the JTA to review and decide if they can be deferred or investments into other assets need to be brought forward (as discussed in Section 5.4). The analysis results and this TAM Plan can help inform decision-making under fiscal constraints by providing estimates of what is accomplishable under certain funding levels and how asset needs rank relative to each other based on an objective prioritization rubric (see Section 5.1.1 for more details).

The asset data inputs for the analysis were obtained through a structured collection, review, and validation process that involved working closely with asset data owners, asset managers, and other key stakeholders as summarized in Figure 16. A spreadsheet-based Asset Data Specification (ADS) workbook was developed that defined the attributes that were required for the analysis and for updating the JTA's Oracle EAM system following the 2026 TAM Plan. Looking beyond the TAM Plan, the ADS is a foundational component for maintaining an accurate asset registry and monitoring and enabling reporting on the SGR baseline and backlog, and ideally in an increasingly automated manner.

The budgetary assumptions, planned inventory changes, and prioritization criteria and assignments were developed and/or reviewed by the TAM Working Committee (i.e., asset managers), capital program managers, and the TAM Steering Committee.

Figure 16. Summary of Data Assembly Process for SGR Analysis



The chapter is organized into the following sections:

- Description of the decision support and prioritization tools, including the prioritization criteria
- 30-year forecast of annual SGR capital needs
- Estimates of available funding for SGR investments

- 2026 TAM Plan investment scenarios
- Short-term prioritized projects
- Linking the TAM Plan outputs with Capital Programming

5.1 Decision Support and Investment Prioritization Tool

Per FTA's TAM Rule, a TAM Plan must include the "description of any analytical processes or decision support tool used to estimate capital investment needs over time and to develop the investment prioritization."² FTA created TERM Lite to help transit agencies estimate long-term capital investment needs, evaluate SGR backlogs, and run budget constraint scenarios over 20- to 30-year horizons. The JTA used FTA's TERM Lite, a Microsoft Access-based decision support tool to perform the SGR analysis for the 2026 TAM Plan. TERM Lite's key analysis capabilities include:

- SGR Backlog Baseline: Calculates baseline SGR (in dollars) for each asset and generates reports by different levels of the asset hierarchy.
- Identification of Capital Needs to Reach SGR Backlog Objectives: Projects total and annual capital expenditures required to reach or maintain specific SGR backlog levels.
- Funding Impact Analysis: Evaluates how different funding availability or financial constraints alter future asset conditions.
- Prioritization Modeling: Enables testing of different prioritization scores as part of aligning the analysis settings with organizational objectives.

It is expected that the JTA will most likely not have the funding to address all SGR needs every year. Therefore, this decision-support tool is used to inform prioritization and capital planning by considering SGR needs under different investment scenarios and how those needs align with the Authority's objectives.

5.1.1 TERM Lite Model

Overview

TERM Lite uses data inputs from the ADS (i.e., age, useful life, cost, hierarchy, etc.), asset condition decay curves, prioritization settings, and scenario-specific parameters (e.g., constrained funding vs. SGR backlog target seeking) to determine future SGR ratings and prioritization scores to identify asset investments. An overview of how asset age and useful life are determined for the JTA 2026 TAM Plan is provided in Chapter 4. These are the two critical inputs through which TERM Lite applies asset condition decay curves. Asset cost is a third critical input. For most assets, costs were obtained from asset managers in terms of replacement cost in 2026. Cost data for facility assets were calculated by developing and then applying a 2026 unit cost library for all levels of the facility asset hierarchy to the quantities for each facility asset. It is more accurate to obtain asset replacement costs in current or near-current year dollars since recent inflationary pressures have not impacted all assets equally, meaning using their acquisition cost and inflating it to 2026 would not be as accurate.

In an analysis scenario with constrained funding, assets with lower SGR ratings and higher prioritization scores will be identified as investments for each year of the analysis. For scenarios without funding constraints, any asset in SGR backlog will be identified as an investment for each year of the analysis – thus, the cumulative investment need will be equal to the amount of funds to keep all assets in SGR throughout the analysis period. Lastly, in scenarios with SGR backlog targets established, asset with lower SGR ratings and higher prioritization scores will be identified as investments for each year of the analysis up to the extent

² 49 CFR §625.25(b)(3) (FTA Transit Asset Management Final Rule), July 26, 2016

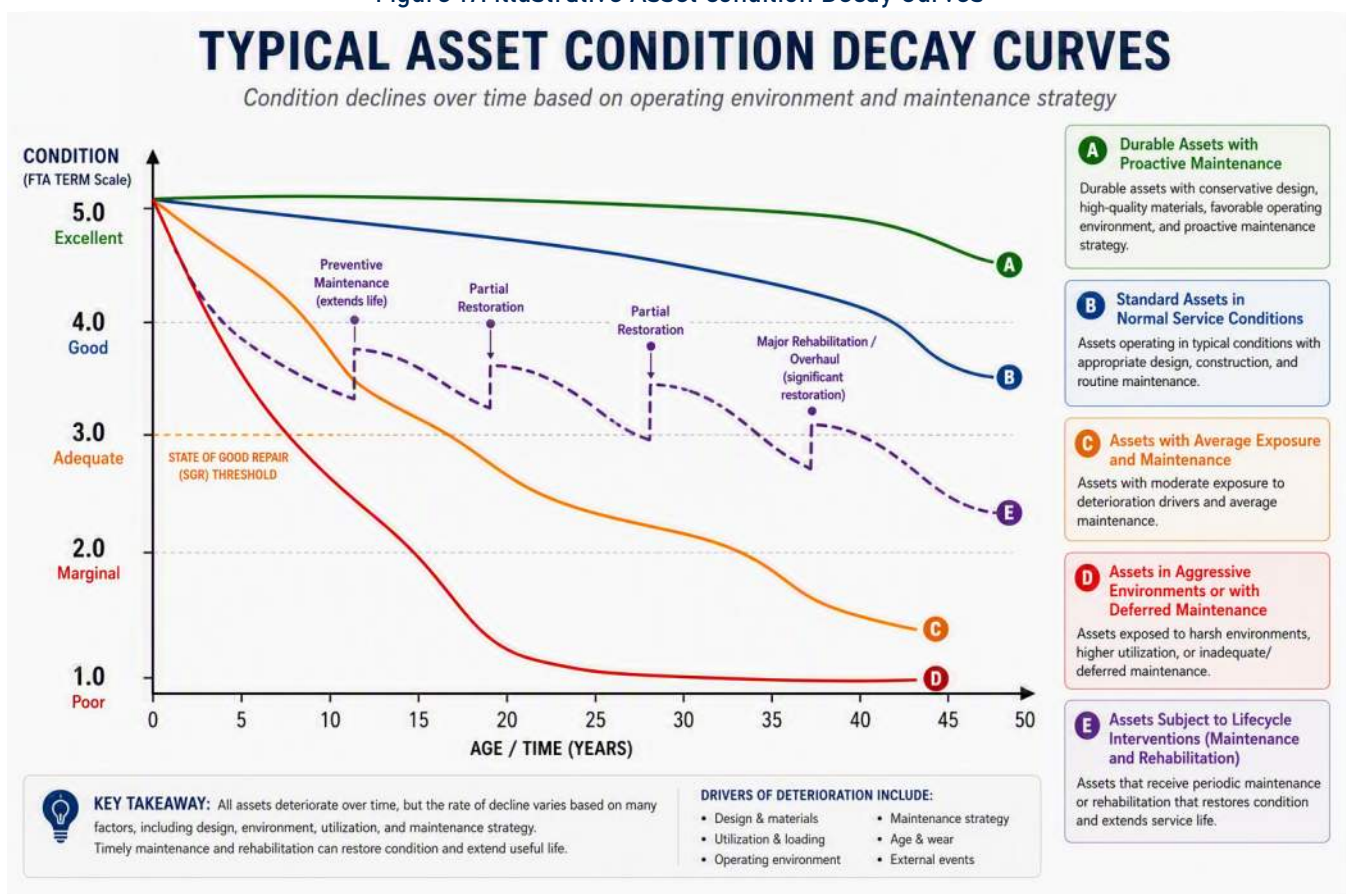
that the target is achieved – thus, the cumulative investment need will be equal to the amount of funds to keep the total SGR backlog at the target level either throughout or at the end of the analysis period.

In summary, the tool output includes an assessment of both current asset conditions and estimated conditions based on decay curves, and recommended and deferred investment needs subject to the assumed level of future funding.

Asset Condition Decay Curves

TERM Lite primarily uses a generic decay curve which is adjusted for various asset classes, some of which are based on data collected in empirical studies³. These asset decay curves are used to forecast the asset's condition annually over time, even beyond the asset's useful life assumption. Figure 17 provides illustrative TERM Lite decay curves for five different profiles.

Figure 17. Illustrative Asset condition Decay Curves



Source: Image generated by Microsoft Copilot based on expert direction.

While the TERM Lite decay curves offer a reasonable approximation of an asset's useful life, actual performance and condition are influenced by a wide variety of factors. An asset's performance and condition primarily deteriorate over time due to usage, other factors, such as environmental impacts (e.g., salt, rain/water, sun, road conditions, etc.), operating parameters (e.g., topography of service areas, vehicle speed

³ See official guide for more details and references: <https://www.transit.dot.gov/regulations-and-programs/asset-management/transit-economic-requirements-models-term-federal-user>

during service, acceleration/braking patterns, etc.) or quality/frequency of preventive maintenance and repairs also can affect both its condition and performance.

Therefore, the JTA's goal is to routinely evaluate whether assets are reaching their useful life and are meeting condition and performance expectations in the future to better configure asset-specific decay curves over time. This will allow the JTA to project asset conditions, performance, and forecast optimal replacement times for assets using a decision support tool that mimics the JTA's working environment.

Prioritization Settings

The JTA uses TERM Lite's prioritization settings to provide input into the process for determining which assets should receive investment funding. The TAM Plan prioritization of assets is based on three weighted criteria that are aggregated to an asset-specific score:

- **Asset Condition (60 %):** Condition score assigned to assets in TERM Lite by age and decay curves.
- **Cost Criticality from (Legal) Liability (20 %):** This includes, for example, injury/death and the consequential legal dispute or any legal dispute due to safety/oversight negligence.
- **Likelihood of Service Loss Criticality (20 %):** This reflects the estimated probability that a failure of an asset will lead to loss of service which can cause loss of customers and revenue, loss of customer loyalty, additional temporary operational costs, etc.

The asset condition score is calculated by TERM Lite using asset decay curves. See Section 3.4 Asset Criticality for more details on the other two components of the asset priority scoring. The JTA has already used the ratings for "Cost from (Legal) Liability" and "Likelihood of Service Loss" in previous prioritization efforts as part of the capital planning and budgeting process. Therefore, this established method was determined to be appropriate to extend to all asset groups and individual assets in the TAM Plan inventory.

While every asset has constant scores for "Cost from (Legal) Liability" and "Likelihood of Service Loss," the value for asset condition decreases over time as the asset ages. The asset condition score approaches 2.5 as the asset's ULB is reached, and resets to a condition score of 5 when replaced. The combined prioritization score (condition / liability / likelihood) consequently changes every year due to the annually adjusting condition score.

From the criteria above, TERM Lite calculates a priority score of 1-100 for each asset, with 1 being the lowest priority and 100 being the highest priority. For example, Table 29 illustrates the range of priority scores TERM Lite assigned to the assets up for replacement in Years 9-11. TERM Lite selected the highest ranked assets to be replaced and brought into SGR. The assets that are not selected for replacement remain out of SGR and enter the backlog. Assets that are not up for replacement are still given a score; however, no action is taken.

In summary, the TERM Lite prioritization—in years when available funding is less than SGR need (annual need plus backlog in that particular year)—uses the prioritization scores to allocate the limited funding to the highest-scored asset investments.

Table 29. Example TERM Lite Prioritization Score and Action List

Asset Name	Score (Yr 9)	Action (Yr 9)	Score (Yr 10)	Action (Yr 10)	Score (Yr 11)	Action (Yr 11)
Skyway O&M Line - Ground Signal	88.73	-	89.17	-	89.58	-
Skyway O&M Line - Power Rail Block 108	88.73	-	89.17	-	89.58	-
Philips-01 Ext Access Doors	77.39	ACM	78.70	ACM	79.89	ACM
Philips-01 Ext Windows	77.39	ACM	78.70	ACM	79.89	ACM
Myrtle Campus Building 1 - Roofing	75.88	ACM	77.25	Replace	24.43	ACM
HP Monitor 23"	42.05	-	50.40	Replace	30.46	-

Asset Name	Score (Yr 9)	Action (Yr 9)	Score (Yr 10)	Action (Yr 10)	Score (Yr 11)	Action (Yr 11)
Bus (40 ft) - CNG	40.08	-	43.67	Rehab	36.54	-
Bus (40 ft) - CNG	40.08	-	43.67	Rehab	36.54	-
IBT - Curb along parking & stop	12.57	ACM	16.58	ACM	20.31	ACM
IBT Building - Privacy Slatted Lattice Fence	12.57	ACM	16.58	ACM	20.31	ACM

ACM = Annual Capital Maintenance

- = No investment needed, including maintenance, rehabs/overhauls, or replacement

5.2 Capital Needs and State of Good Repair

This section discusses the JTA's annual capital SGR needs, how the JTA's available funding will affect the SGR backlog, and the annual capital needed to keep assets in SGR over the 30-year period.

5.2.1 30-Year Capital SGR Needs Overview

Figure 18 illustrates the JTA's SGR backlog and total capital SGR needs over the TAM Plan reporting period (FY2027–FY2056). This includes the 2026 SGR backlog of \$29.93 million and the total capital need of \$1.24 billion from FY2027 to FY2056. The total need for the FY2026–FY2056 period is \$1.27 billion. Figure 19 illustrates the same needs but includes additional expansion efforts including an overhaul of the Skyway guideway infrastructure and rolling stock with a \$353.6 million investment in FY2028 and FY2029, an additional ferry and dock facilities with a \$32.6 million investment in FY2030 through FY2032, and other expansions. This includes the same 2026 SGR backlog of \$29.93 million and a total capital need of \$1.69 billion from FY2027 to FY2056, leading to a total need of \$1.72 billion for the FY2026–FY2056 period.

Figure 18. SGR Backlog and SGR Need over the TAM Plan Analysis Period (Without Expansion Assets)

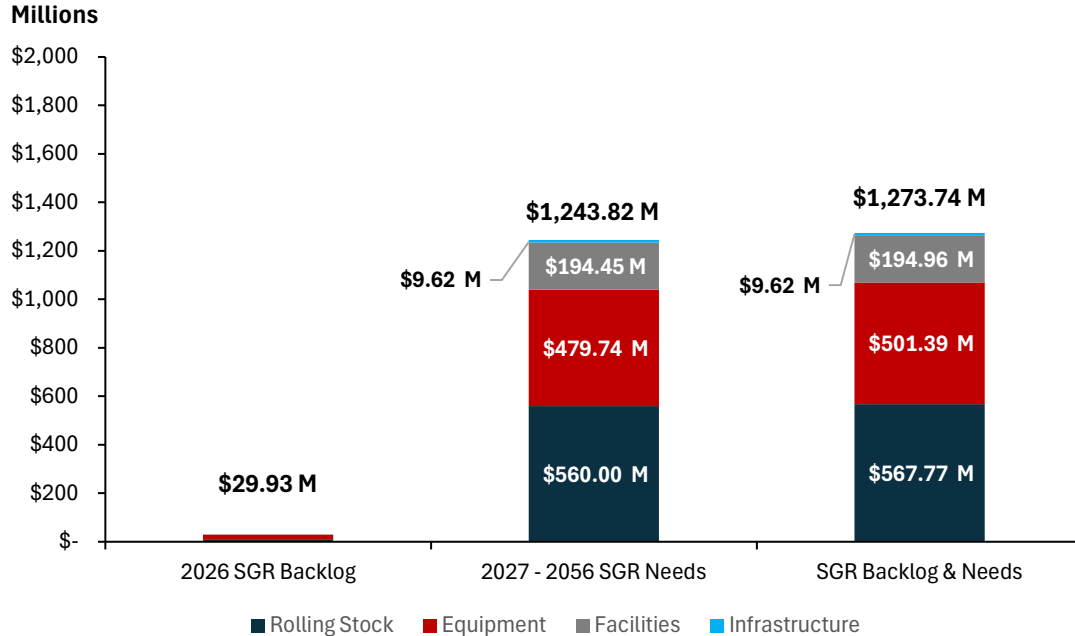
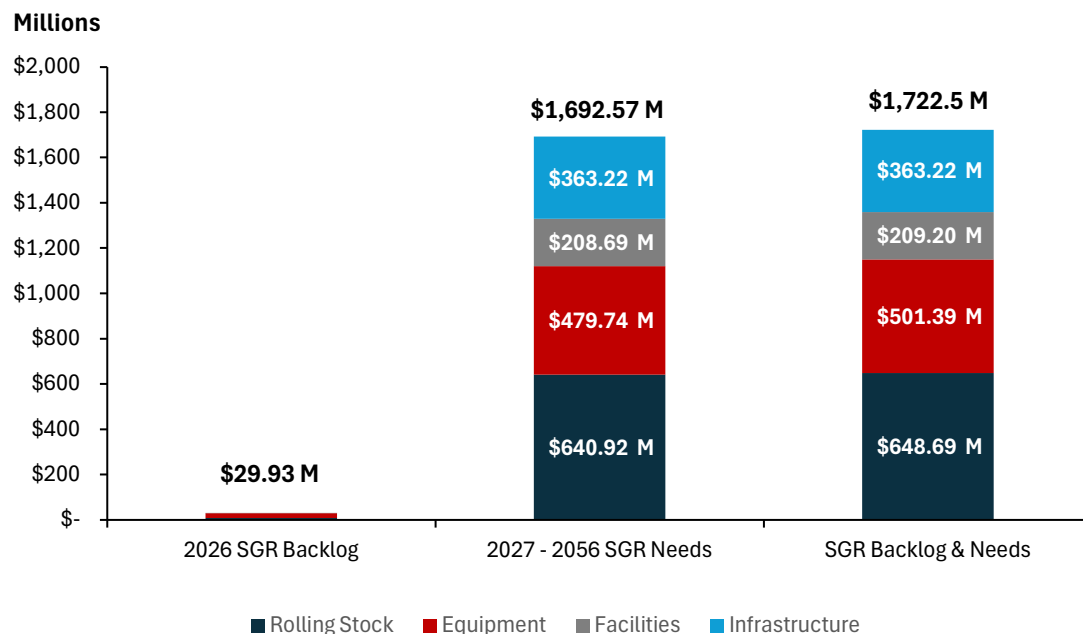


Figure 19. SGR Backlog and SGR Need over the TAM Plan Analysis Period (With Expansion Assets)



5.2.2 Capital Funding Availability

The SGR analysis is undertaken by establishing a 30-year budget for addressing SGR needs. This budget is based on assumptions about Federal and local funding that will be available to finance SGR capital needs. These assumptions were made based on a review of historical funding, including the source and use of funds. This was supplemented by consideration of funds already committed to capital projects. The intent is to identify for planning purposes an estimate of future funding availability to address SGR needs.

The JTA's financial planning is typically performed on an annual basis that produces a rolling 5-year forecast, and Federal funds are identified over the life of Federal transportation bills. The 30-year funding prediction applies the sources of funds available to the JTA through current Federal funding programs and the JTA revenue sources. These include:

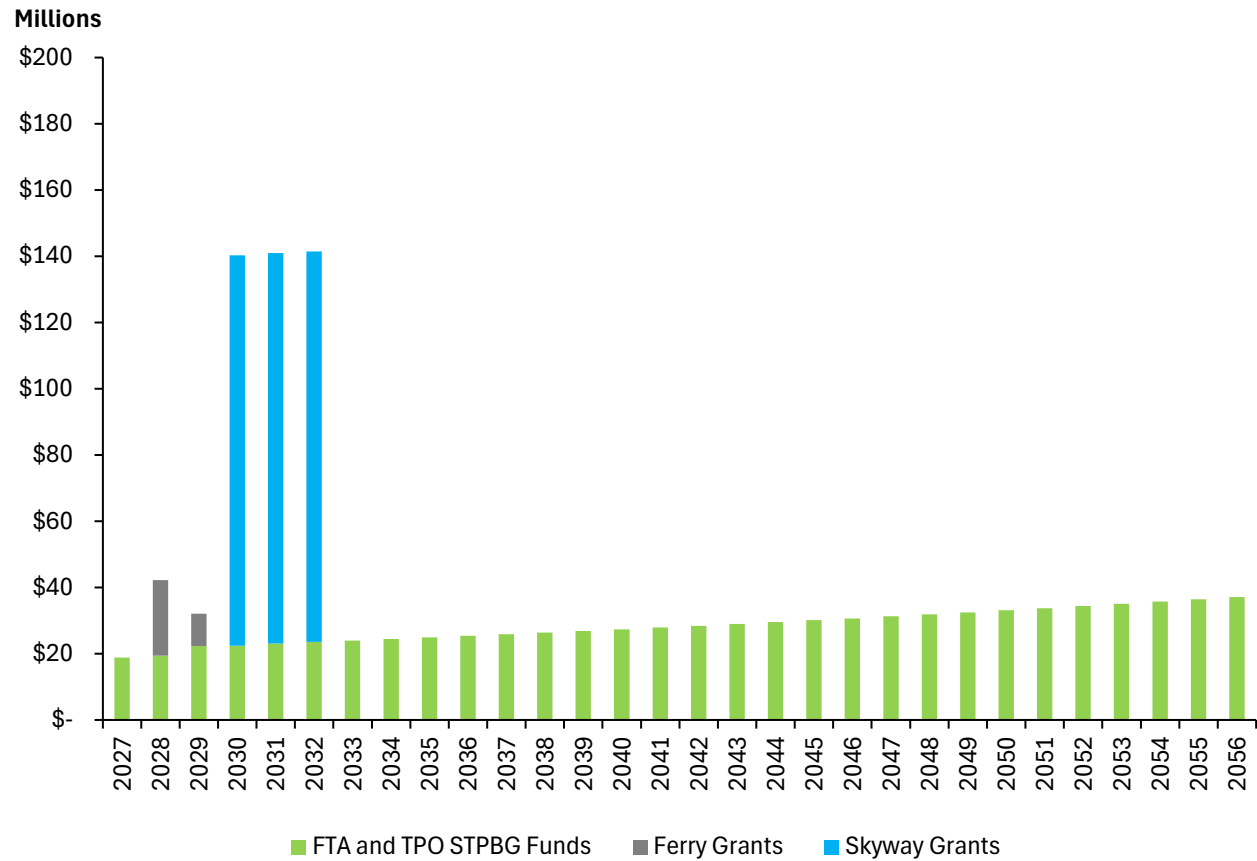
- FTA Section 5307 Program Grants
- FTA Section 5337 Program Grants
- FTA Section 5339 Program Grants
- Transportation Planning Organization (TPO) Surface Transportation Block Grant (STPBG) Flex Grants
- Local Option Gas Tax (LOGT) II

Additional revenue sources not incorporated into the TAM Plan's SGR analysis that can support the JTA as it addresses SGR needs in the future include other FTA, State, or TPO discretionary grants, additional tax initiatives, and passenger revenues.

Available funding is somewhat predictable for FY2027 to FY2031. For the years until FY2056, the funding levels are assumed to remain at the FY2031 level with an annual increase of 2 percent inflation assumed (3 percent escalation is assumed for asset lifecycle activities). These inflation and cost escalation assumptions are consistent with the 2025 JTA TDP Major Update.

For the TAM Plan, it is assumed that this funding can largely be applied to any SGR need. Because certain funding sources have restrictions as described in Section 3.3, verifications within the analysis outputs were performed to ensure those restrictions were met, and necessary adjustments were made when not. Based on the above assumptions, the JTA's total SGR funding level estimate for the 30-year period is \$1.24 billion, which averages to about \$41 million per year, and when excluding the Skyway guideway conversion and Ferry projects - \$852 million overall and \$28 million per year, respectively. Figure 20 shows the JTA's estimated available funding for FY2027 through FY2056. LOGT II funding for the Skyway conversion, which includes the update of Skyway vehicles, the purchase of a new ferry, and construction of a new ferry parking dock are included but separated from other planned FTA and TPO funding.

Figure 20. The JTA's Assumed Funding Availability, FY2027–FY2056



Section 5.2.1 explained that the JTA's SGR capital need totals \$1.72 billion, comprising the current 2026 backlog and SGR needs for 2027–2056. However, estimated funding for this period are only \$1.24 billion, which reveals a funding gap of about \$485 million.

2026 TAM Plan Investment Scenarios

The following four sections describe the TAM Plan investment scenarios analyzed and indicate either what level of SGR performance is achieved based on funding inputs or what level of funding is necessary to achieve a certain SGR outcome.

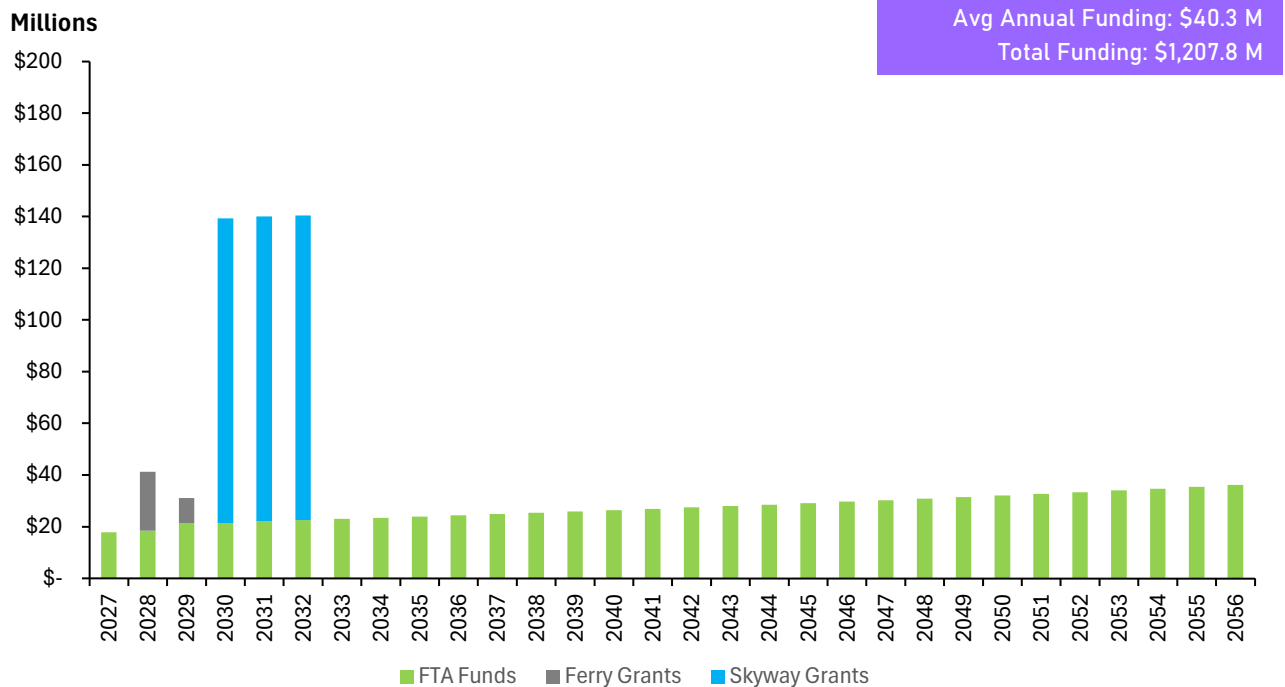
1. Scenario 1: SGR at Available Funding Levels

- Output: SGR backlog based on current and projected funding levels. The prioritization approach described earlier in this chapter is applied to reveal implications on backlog.
2. Scenario 2: Funding to Maintain Baseline SGR Backlog
 - Output: Funding levels by year and overall to achieve the performance of maintaining the current value of SGR backlog by the end of the analysis period.
 3. Scenario 3: Funding to Eliminate SGR Backlog (current and future)
 - Output: Funding levels by year and overall to eliminate existing and address all future SGR backlog needs.
 4. Scenario 4: SGR at 50 Percent Reduction in 5307 Funds
 - Output: SGR backlog based on a hypothetical 50 percent reduction in 5307 funds for capital projects. The prioritization approach described earlier in this chapter is applied to reveal implications on backlog.

5.2.3 Scenario 1: SGR at Available Funding Levels

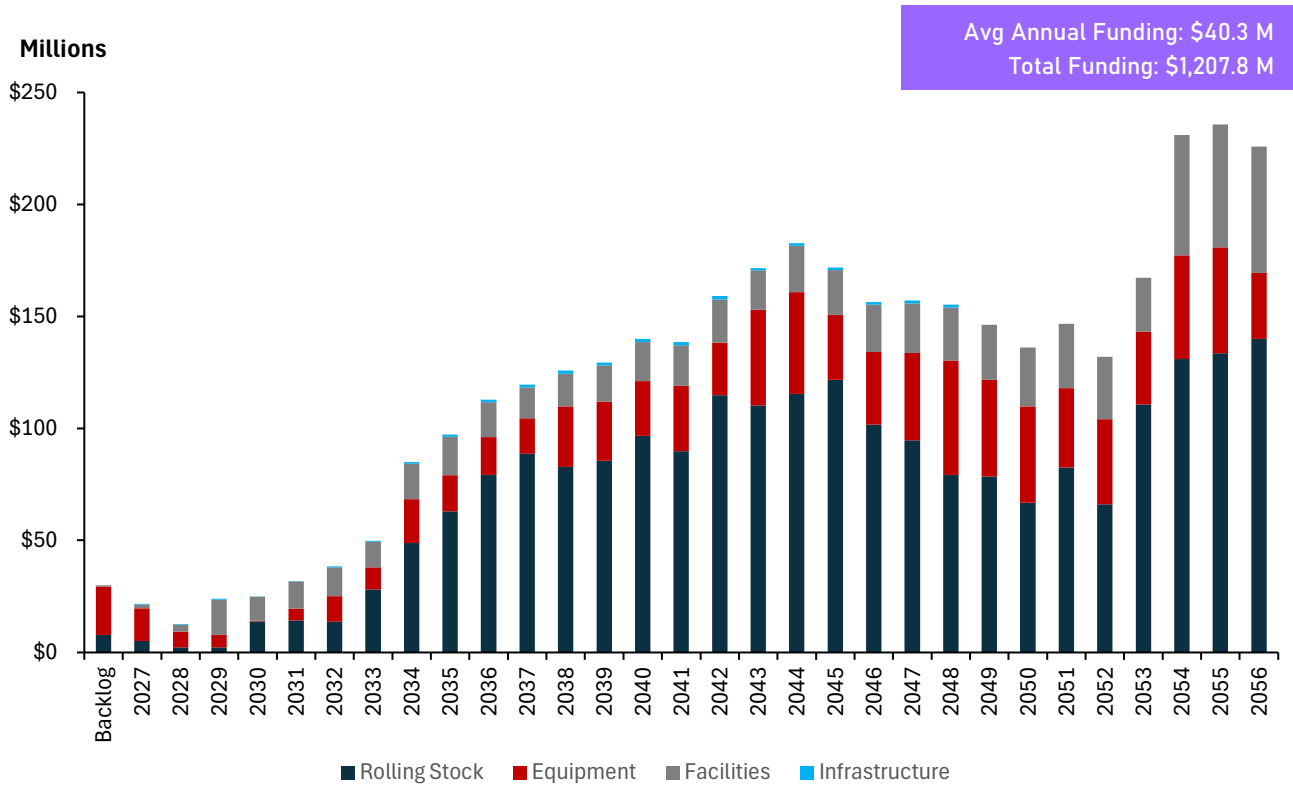
The JTA's investment and SGR backlog levels will increase due to increasing capital needs that exceed available funding. For the purposes of SGR analysis, TPO STPBG Funds were not included, and only FTA funds and grants for specific skyway and ferry expansion assets are included when considering funding. Figure 21 shows the total funding over the 30-year analysis period, which amounts to \$1.21 billion, which averages to about \$40 million per year.

Figure 21. Estimated Funding Levels, FY2027-2056



In this scenario, the total SGR backlog will reach \$225.8 million by 2056, as illustrated in Figure 22, which represents approximately 9 percent of asset value (vs. 4 percent at the 2026 baseline).

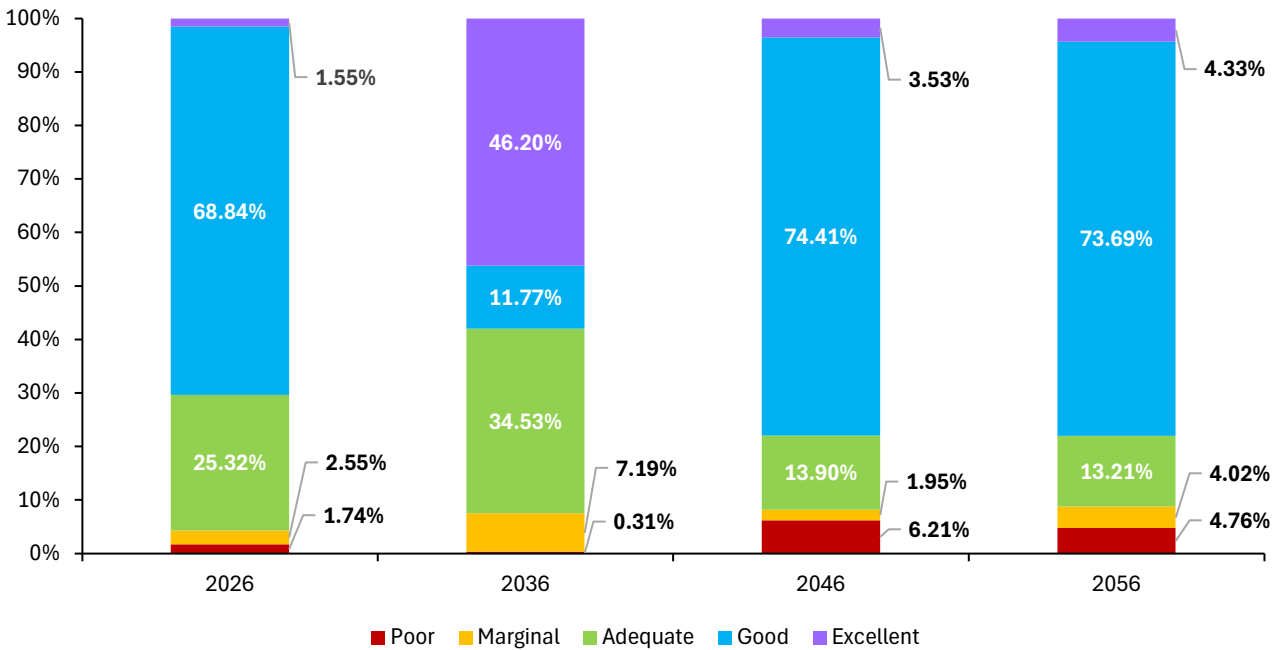
Figure 22. SGR Backlog at Estimated Funding Levels, FY2027-FY2056



The gradual increase in SGR backlog over time indicates that annual investment does not cover annual SGR needs. Small dips in the total SGR backlog indicate years where planned investments into the asset base bring the asset base to a greater state of good repair.

Total SGR backlog only shows part of the trend. Another part is the share of assets deteriorating from SGR (Excellent, Good, or Adequate condition) to deficient state (Marginal or Poor condition). Figure 23 illustrates the shift of the JTA’s asset base every 10 years during the 30-year analysis period from two-thirds of assets in Good condition and approximately one-quarter in Adequate condition to three-quarters of assets in Good condition and one-eighth in Adequate condition.

Figure 23. Asset Condition (% by Value) with Available Funding, FY2026/36/46/56



The 10-year asset condition shares show how the funding provided is not sufficient to maintain the existing backlog share of approximately 4 percent (assets in Marginal or Poor condition) across the JTA's asset base.

5.2.4 Scenario 2: Funding to Maintain Baseline Backlog of 4 Percent

Existing funding for the JTA, as demonstrated in Scenario 1, leads to approximately 9 percent of assets in SGR backlog by 2056. However, if the JTA were to seek to maintain the current SGR backlog levels at approximately 4 percent of overall asset value, additional investments would be required. To maintain this level of backlog shown in Figure 25, the estimated funding levels to maintain existing backlog can be viewed in Figure 24. Approximately \$1.63 billion is needed over 30 years with an average of \$54.3 million per year. Compared to Scenario 1, this would be an additional \$420 million over 30 years and an average of an additional \$14.0 million per year to maintain the SGR backlog at 4 percent.

Figure 24. Estimated Funding to Maintain Existing Backlog, FY2027-FY2056

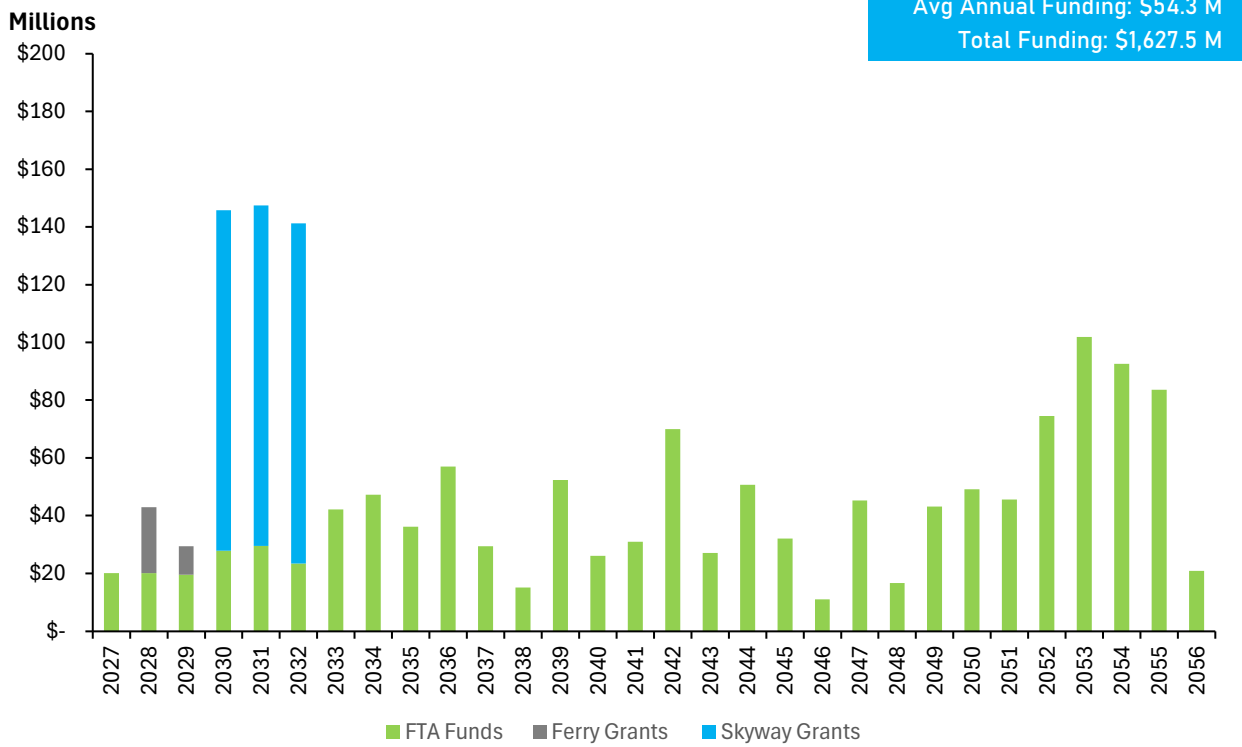


Figure 25. SGR Backlog When Investing to Maintain Existing Backlog, FY2027-FY2056

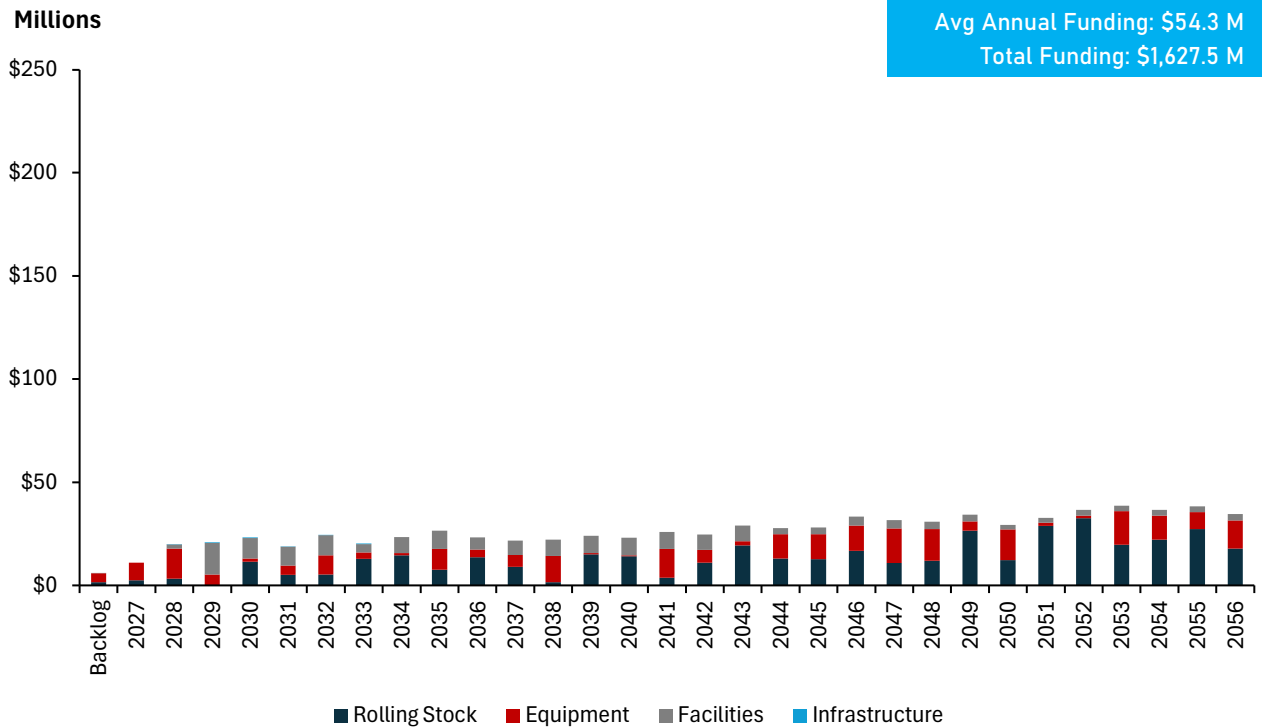
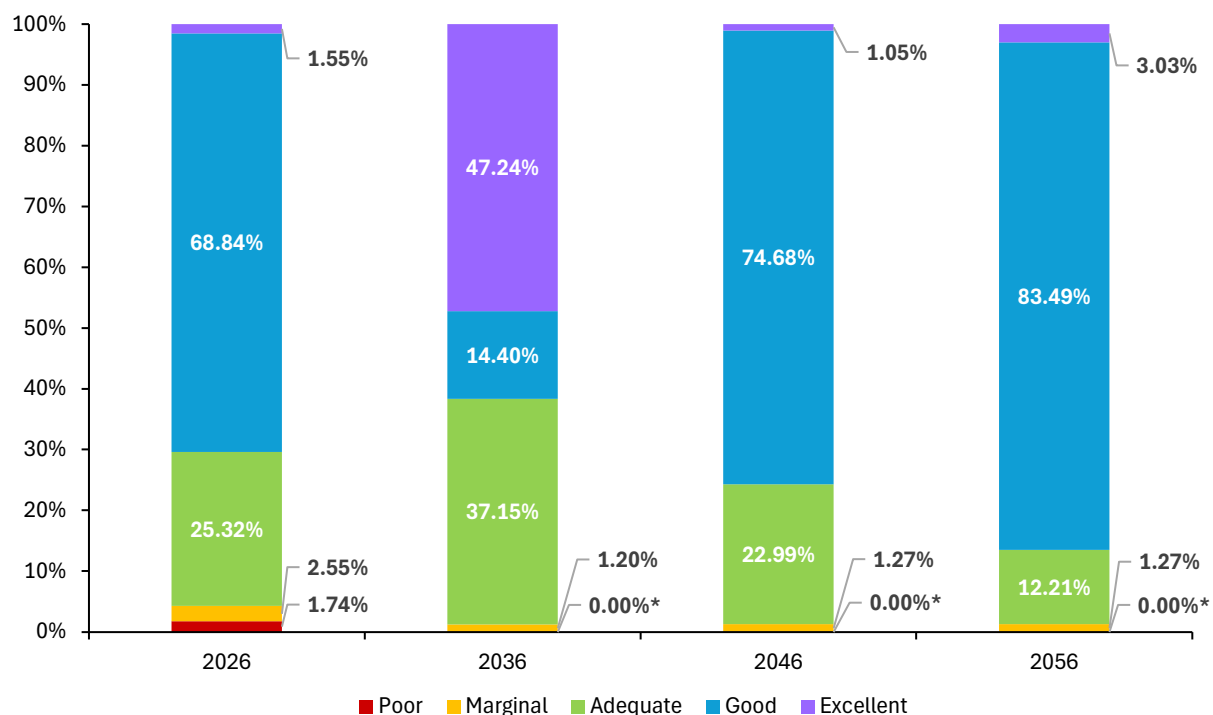


Figure 26 illustrates the shift of the JTA's asset base every 10 years during the 30-year analysis period from two-thirds of assets in Good condition and approximately one-quarter in Adequate condition to over three-quarters of assets in Good condition and one-eighth in Adequate condition.

Figure 26. Asset Condition (% by Value) with Backlog Maintained, FY2026/36/46/56

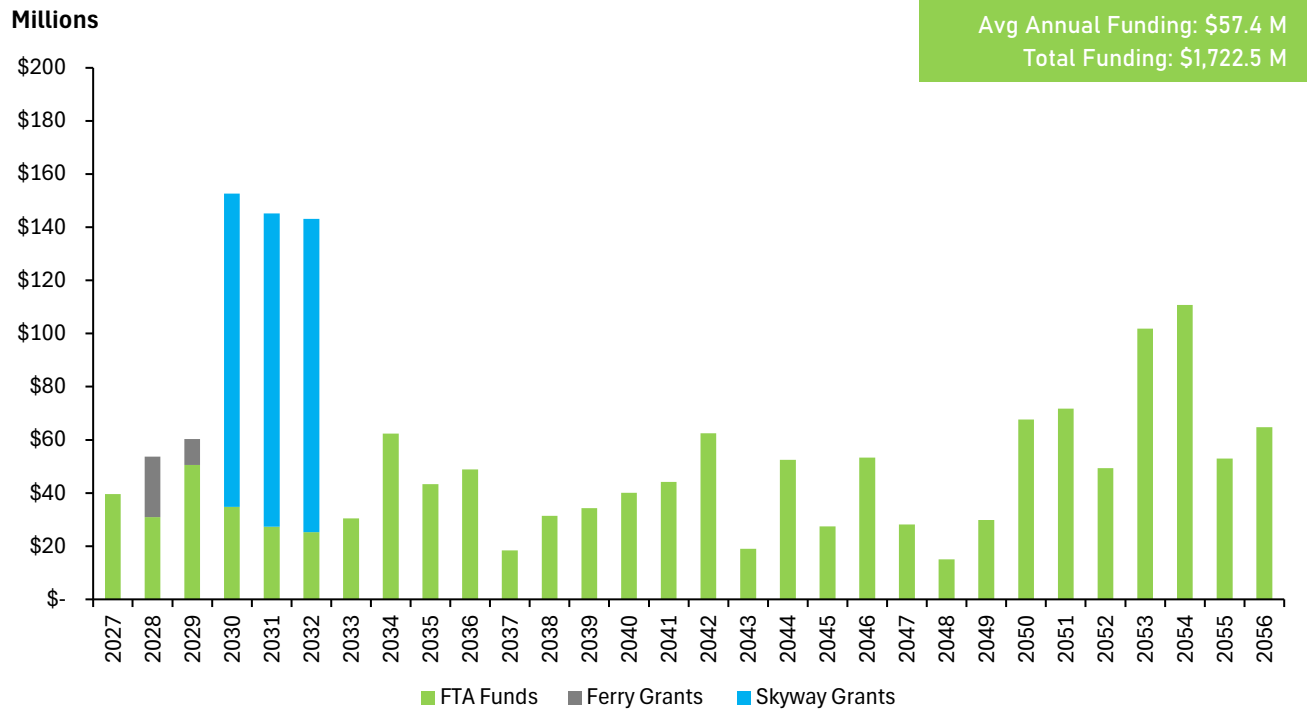


*Note: Percent of assets in Poor condition, by value, are non-zero but do not round up to display in Figure X above.

5.2.5 Scenario 3: Funding to Eliminate SGR Backlog (baseline and future)

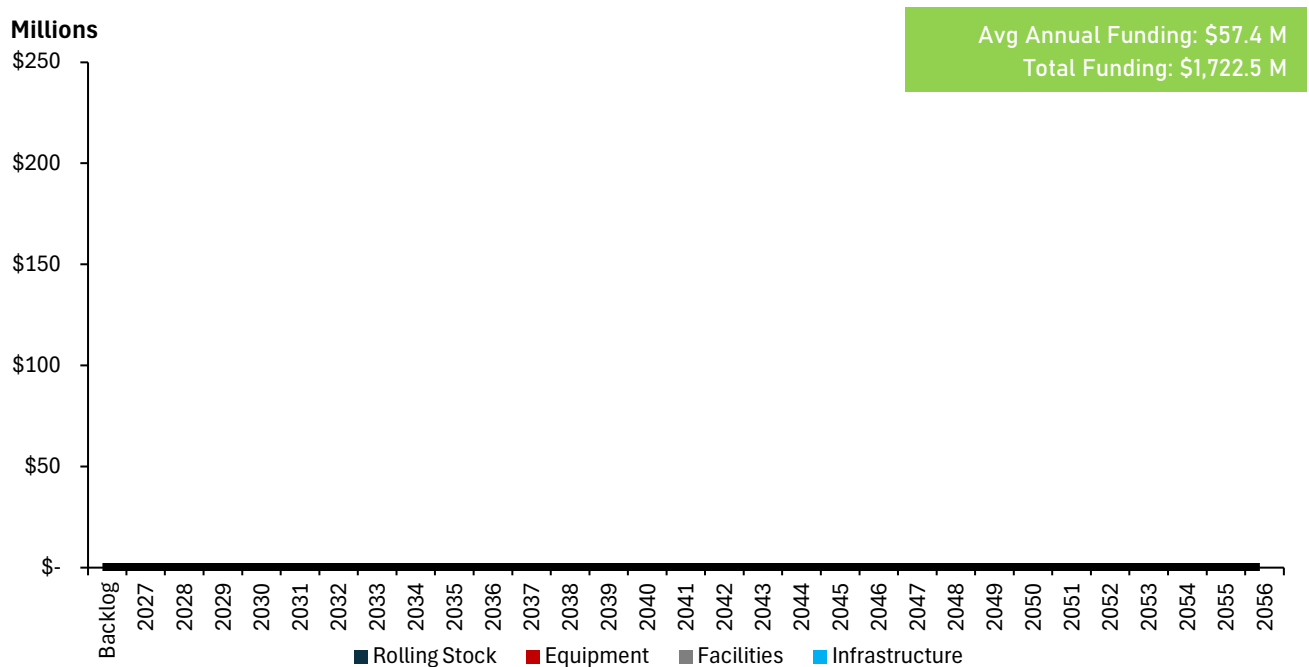
Every year, assets fall out of SGR and are up for replacement. The annual capital need to return these assets to SGR is the dollar value of assets that need to be replaced in a particular year. In this scenario, the JTA's capital funding SGR needs are inclusive of rehabilitation efforts and major expansion efforts, including an overhaul of the skyway infrastructure and vehicles, a ferry expansion vessel and docks, and additional assets. Figure 27 shows the total investment levels necessary to eliminate existing backlog and future backlog on an annual basis throughout the 30-year analysis period. Approximately \$1.72 billion is needed over 30 years with an average of \$57.4 million per year.

Figure 27. Investment Levels to Eliminate SGR Backlog, FY2027-FY2056



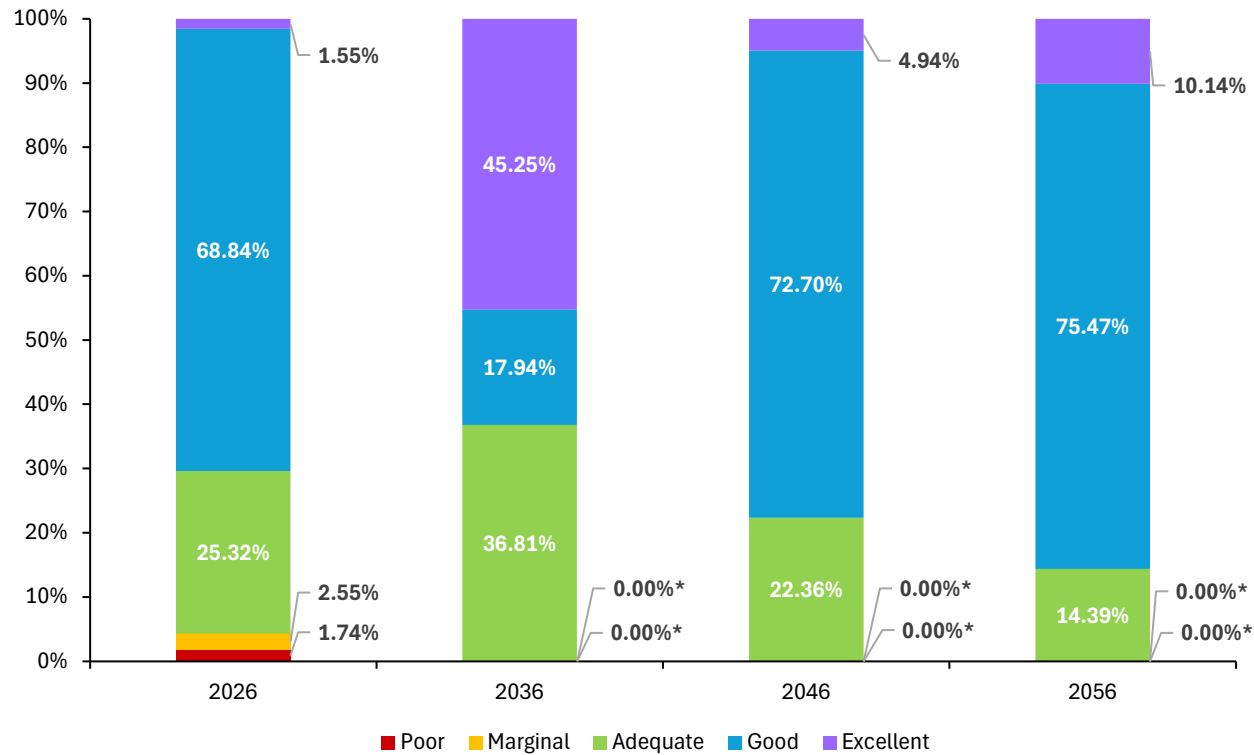
Because Scenario 3 focuses on eliminating backlog on an annual basis, the total backlog appears as \$0 per year throughout the duration of the analysis period. Figure 28 below is included to compare the SGR backlog visually with other scenarios. Figure ES-2 includes the needs broken down by asset category.

Figure 28. SGR Backlog under Funding to Eliminate Backlog, FY2027-FY2056



In this scenario, backlog is eliminated every year, and the condition of the asset base consistently improves over the 30-year period. Figure 29 illustrates the shift of the JTA's asset base every 10 years during the 30-year analysis period from two-thirds of assets in Good condition and approximately one-quarter in Adequate condition to three-quarters of assets in Good condition and just over a tenth in Adequate condition.

Figure 29. Asset Condition (% by Value) with Backlog Elimination, FY2026/36/46/56

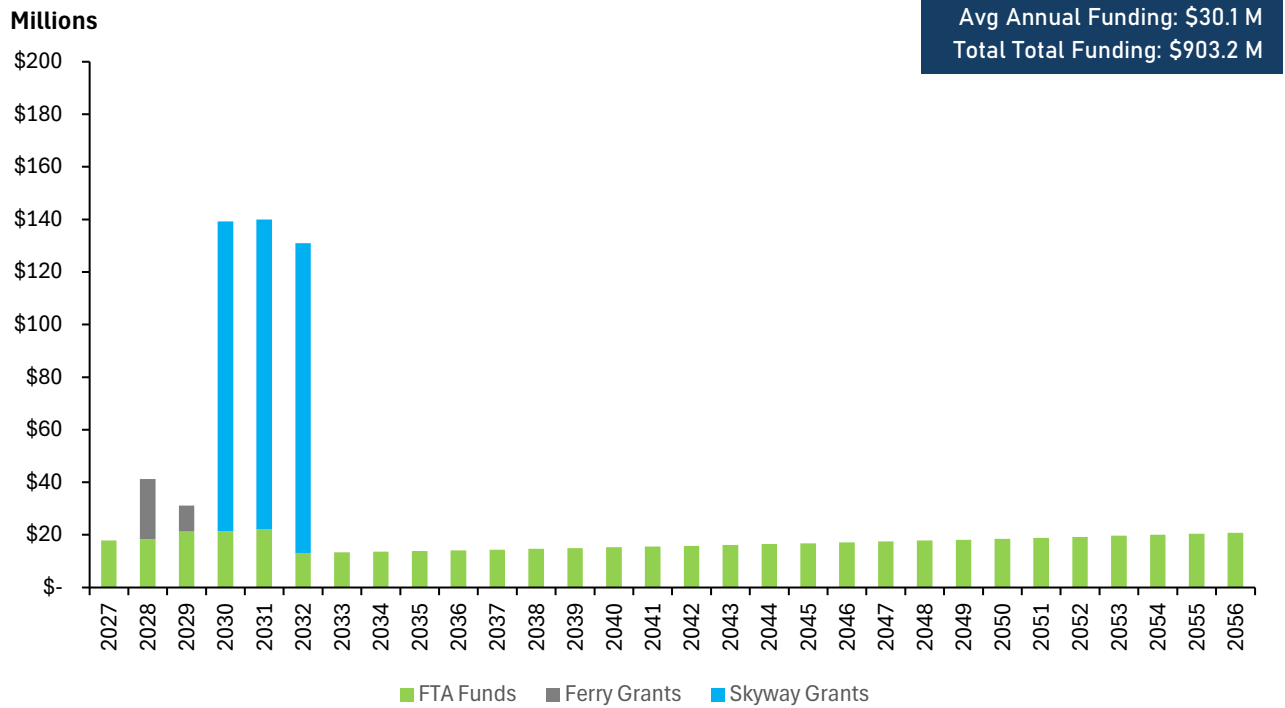


Note: Percent of assets in Poor and Marginal condition are 0% in 2036, 2046, and 2056 due to backlog elimination.

5.2.6 Scenario 4: SGR at 50 Percent Reduction in 5307 Funds

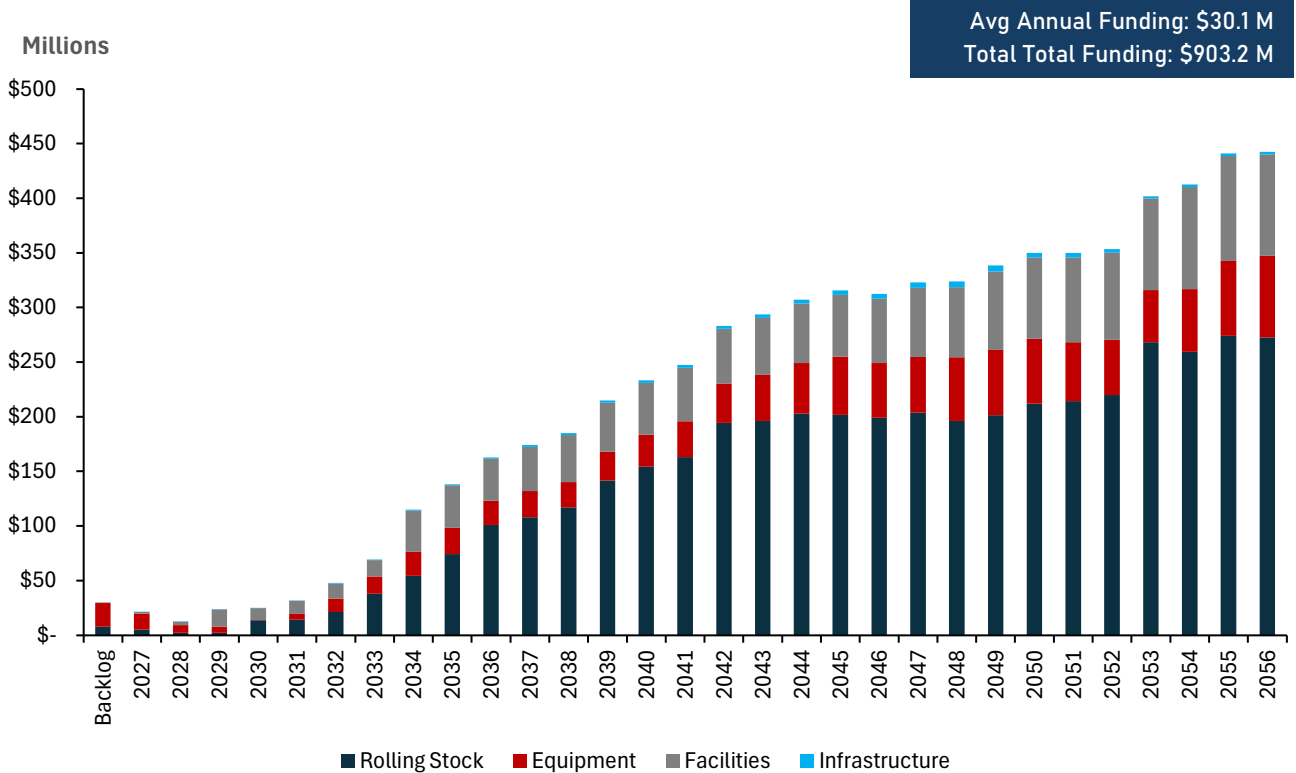
The first five years of the JTA's Capital Plan includes funding from 5307 Formula Funds. This scenario explores the possibility of a reduction in these formula funds by 50 percent beginning in FY2032. Figure 30 below visualizes the available funding under this scenario, which amounts to \$903.1 million, which averages to about \$30.1 million per year.

Figure 30. Estimated Funding Levels with a 50 Percent Reduction in 5307 Funds, FY2027-2056



As shown in Figure 31 below, the first five years of backlog follow Scenario 1 exactly given identical funding levels but quickly increase to a total backlog of \$442.3 million in FY2056. This total reflects a nearly 200 percent higher total backlog.

Figure 31. SGR Backlog with a Reduction in 5307 Formula Funds, FY2027-FY2056

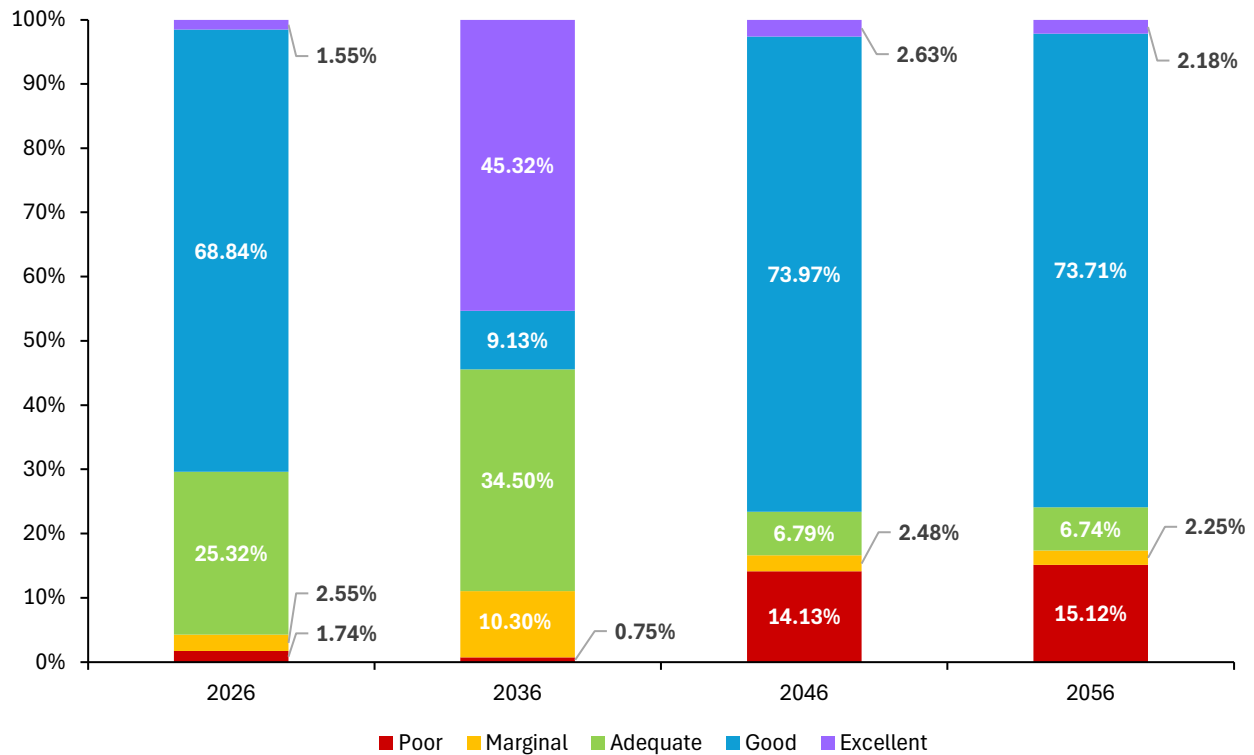


The significantly higher backlog at the end of the 30-year analysis period represents approximately 18 percent of the Authority's asset base, in value, in FY2056, compared to 9 percent in Scenario 1 with full 5307 Formula Fund amounts.

While a reduction in formula funds prevents the JTA from investing in improving the SGR of its asset base, the Authority is still able to make regular investments over the course of 30 years. Dips in the total SGR backlog indicate years where planned investments into the asset base bring the asset base to a greater state of good repair. Figure 31 above shows that these dips to be smaller than those shown in Figure 22 in Scenario 1 after the first five years when funding reductions begin.

As a result of the reduced funds, there are fewer assets that move into a state of good repair at the end of the 30 year period. Figure 32 illustrates the shift of the JTA's asset base every 10 years during the 30-year analysis period from two-thirds of assets in Good condition and approximately one-quarter in Adequate condition to three-quarters of assets in Good condition and less than one-tenth of assets in Adequate condition. The portion of assets in Good condition at the end of the 30-year period in this scenario is similar to the portion in Good condition in Scenario 1. The portion of assets in Poor condition is nearly one sixth compared to less than one-tenth in Scenario 1.

Figure 32. Asset Condition (% by Value) with a Reduction in Formula 5307 Funding, FY2026/36/46/56



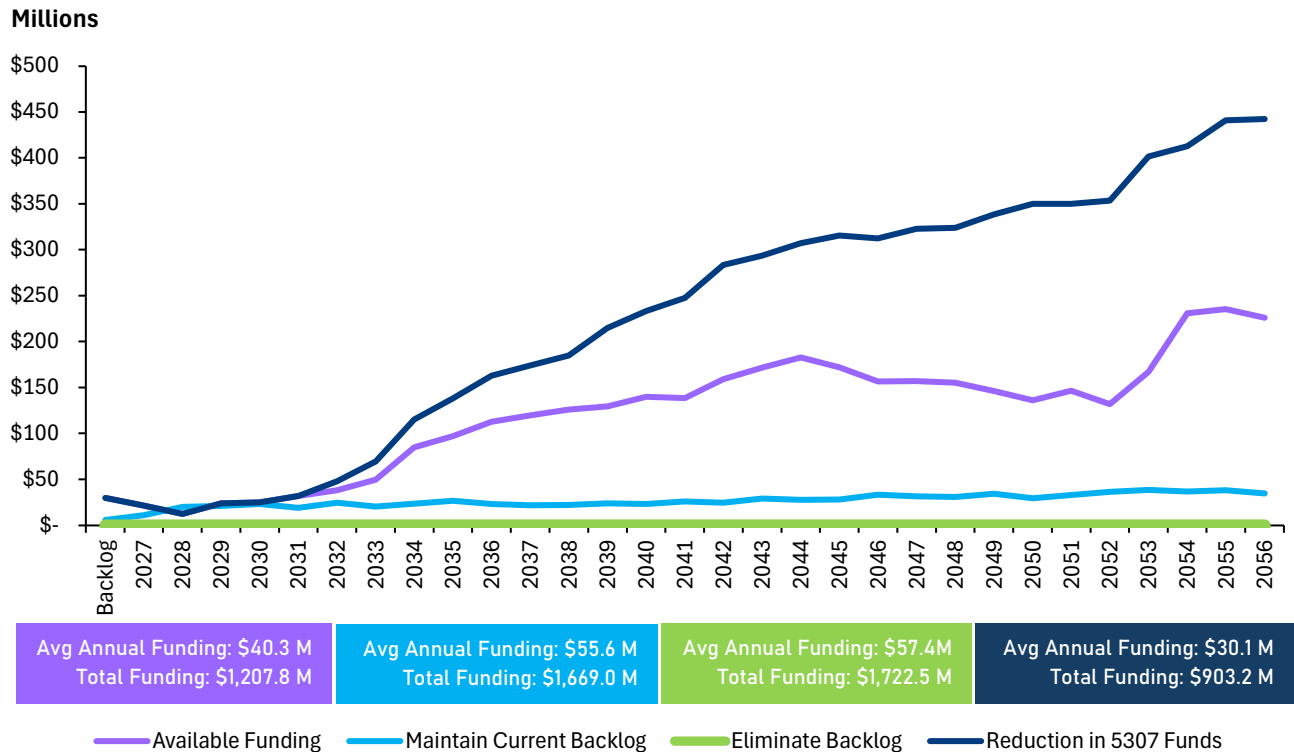
5.2.7 Summary of Capital Needs and State of Good Repair

The results and findings of the “Capital Needs and SGR” analysis can be summarized in five key statements:

1. Capital SGR need: Between 2026 and 2056, the JTA has a capital SGR need of \$1.72 billion to bring and keep its asset in SGR (including the current SGR backlog of \$29.93 million).
2. Funding level estimate: Current funding estimates for the same planning horizon amount to \$1.24 billion.
3. SGR investments at current funding levels: If the JTA invested the current funding estimate of \$1.24 billion over the 30-year period (\$40.3 million annually), the SGR backlog would grow to approximately \$225.8 million—resulting in 9 percent of the JTA's assets being in backlog.
4. Estimated funding level to maintain current SGR backlog by 2056: If the JTA maintained the current SGR backlog level (4 percent) and kept all other assets in SGR, it would require about \$54.3 million in annual funding (annual average).
5. Estimated SGR if 50 percent of 5307 funds are not available: If the JTA experienced a 50 percent cut in its 5307 funds for capital uses, it would result in an SGR backlog of about 18 percent (based on asset value).

Yearly backlog trends for each scenario described above is shown in Figure 33 below. While backlog was calculated and modeled for discrete years during the 30-year analysis, projecting all four scenarios together as trend lines help visualize a comparison. Scenario 3 is shown as a flat line as backlog is eliminated on a yearly basis during the 30-year period.

Figure 33. Comparison of SGR Backlog for the Four Analysis Scenarios



5.3 Prioritized Investments and Projects

For every year, TERM Lite selects a list of asset replacements, overhauls/rehabilitations, and annual capital maintenance based on the highest investment prioritization ranking and available funding. All other assets that are in SGR backlog and need funding for any of these lifecycle activities remain in the SGR backlog.

For 2027, the available funding of \$18.9 million is invested in over 1,700 different assets; however, the 2027 SGR need in addition to the existing SGR backlog (together approximately \$48.8 million) far exceed that funding level. Consequently, many assets remain in SGR backlog at the end of 2027. In later years, the value of assets in the backlog increases.

The TERM Lite-identified investments present a starting point for the JTA to review and decide if they can be deferred or investments into other assets need to be brought forward (as discussed in Section 5.4). For example, TERM Lite-identified investment years for rolling stock replacements may differ from the vehicle acquisition timetable expressed in the Fleet Management Plan due to competing needs from other SGR backlog. Also, the investment recommendations are reviewed in context of the JTA's Strategic Plan to ensure asset investments are in alignment with the Plan's priorities. At present, alignment with the Strategic Plan reveals the following key investment drivers (in no order of importance):

- Ensure continuation of operations and revenue service in their current form by:
 - Investing into revenue vehicles.
 - Key components/systems supporting revenue vehicles.
- Ensure assets provide safety to passengers and employees.
- Ensure assets (and the JTA's property) are kept secure.
- Ensure assets are in SGR, especially if:

- They limit passenger access to public transportation service.
- Bad condition leads to further deterioration of other assets.

In more detail, Table 30 summarizes the top TERM-prioritized SGR investments over the next five years by cost, totaling over \$107 million, excluding planned investments in expansion assets.

Table 30. Top TERM Lite-Prioritized SGR Investments (FY2027-FY2031)

Category	Sub-Category	Element	Investment Amount (to the nearest \$1,000)
Facilities	Buildings	Building Components	20,383,000
	Equipment	Maintenance	2,998,000
		MIS/IT/Network Systems	23,571,000
Facilities Total			46,952,000
Guideway Elements	Guideway	Elevated Structure	286,000
Guideway Elements Total			286,000
Stations	Access	Escalators	1,000
		Parking	831,000
	Building	Building Components	3,353,000
	Complete Station	Bus	43,000
		Bus Stop Shelters	16,000
	Ferry	Building	1,000
		Dock	819,000
Stations Total			5,064,000
Systems	Communications	Phone System	12,000
		Radio	30,000
		Safety and Security	1,806,000
		SCADA	2,185,000
	ITS	-	1,271,000
	Revenue Collection	In-Station	1,200,000
		On-Vehicle	1,038,000
	Roadway Traffic Signals	-	11,000
Systems Total			7,554,000
Vehicles	Non-Revenue Vehicles	Car	3,095,000
		Special	5,000
	Revenue Vehicles	Bus	32,045,000
		Vans, Cutaways and Autos	12,195,000
Vehicles Total			42,340,000
Grand Total			107,196,000

For 2027–2031, Appendix A-2 lists all projects, replacements, overhauls, etc. that are in the backlog and presents the annual SGR need, by year. This will be used by the JTA during the process described in the next section.

5.4 Linking the TAM Plan to Future Capital Programming

The JTA is utilizing their proven five-step process (see Table 31) that uses the outputs from the SGR analysis as an input into the capital programming process. The SGR analysis outputs constitute candidates for short- and mid-term capital investment.

Table 31. Five-Step Process for Linking SGR Analysis with Capital Programming

Step	Description	Comment
Step 1	Apply prioritization methodology, including refining the methodology as needed.	Weighted scoring model using asset condition and asset criticality (cost of liability, likelihood of service loss).
Step 2	Utilize SGR analysis outputs to create annual and multi-year lists of prioritized investments.	Initial years will use TERM Lite prioritization and later years will leverage SME input, with TERM Lite prioritization as a starting point, all while considering Strategic Plan priorities.
Step 3	1. Treat consolidated investment lists as draft multi-year and annual capital investment plans (CIPs). 2. Compare CIPs to available funding levels	CIPs can be for specific funding sources, asset groups, or initiatives.
Step 4	Review CIPs (staff with CIP responsibility and leadership): 1. Review higher priority investments and “manually” lower priority rating, if appropriate 2. Review low priority investments and “manually” elevate priority to higher levels, as appropriate 3. Balance investments based on needs and objectives	Review of revised draft CIPs to account for circumstances that Steps 1–3 don’t consider (e.g., combine multiple asset replacements at one facility, shift investments across years to avoid high SGR needs in certain years).
Step 5	Develop final annual and multi-year CIPs.	Leadership reviews and refines as necessary.

6. TAM Implementation Program

The TAM implementation program defines the actions the JTA will take to mature asset management over the next several years. The program supports the JTA's Strategic Plan, reinforces the JTA Asset Management Policy, and advances more data-driven methods for asset identification, condition assessment, prioritization, lifecycle planning, and investment decision-making. The target state is a cost-efficient, data-driven TAM Program in which a growing share of asset investment decisions are informed by condition, performance, risk, and lifecycle data in addition to ULBs.

Table 32 provides a listing of FTA's implementation requirements for TAM Plans, and a translating question to frame the requirement in context for the JTA.

Table 32. TAM Implementation Requirements

FTA TAM Plan Requirement	Description
1. Implementation Strategy How is the JTA planning to execute the TAM Plan?	Two key strategic elements: 1. Establish an organizational framework. 2. Phased implementation approach that: - Builds from existing capabilities. - Develops an asset information system. - Advances TAM to data driven lifecycle management. - Aligns with the JTA's Strategic Plan.
2. Key Annual Activities What annual activities will the JTA perform to maintain the TAM Plan?	Actions to implement the TAM Plan over the next several years, such as: - Maintaining the asset registry and annual inventory update. - NTD reporting for performance targets and annual reporting. - Facility assessments at a rate of 25 percent per year (or more). - TAM Plan update. - Implementing TAM best practices. - Building stronger links with the JTA Safety Management System.
3. Identification of Resources Who "owns" TAM at the JTA?	Maturing the existing TAM Program organization and carrying the TAM principles into the authority daily operations.
4. Evaluation Plan How will the JTA update the TAM Plan and move to continuous TAM improvements?	Implement phased approach and key annual activities structured into overall implementation roadmap, supported by detailed action items.

6.1. Implementation Program Overview

The implementation program translates the TAM Plan into a practical, multi-year work plan. It focuses on strengthening governance, improving asset information, integrating asset management into capital and operating decisions, and sustaining the workforce and business practices needed to manage the JTA asset portfolio. The implementation program consists of the following areas of focus, for which more details are provided in this chapter:

- Institutionalize TAM Program roles, responsibilities, reporting, and decision-making across the Authority.

- Maintain and improve accuracy of the asset registry, including condition, performance, cost, risk, and lifecycle information.
- Coordinate TAM implementation program with the JTA's Strategic Plan investments and the annual capital planning process.
- Link TAM Program information with Safety Management System processes so condition, performance, and safety risk inform prioritization.
- Use annual reviews, committee oversight, and implementation actions to support continuous improvement.

6.2. Alignment with the JTA's Strategic Plan

The JTA's Strategic Plan provides the context for near-term and long-term investments across the JTA. Because many Strategic Plan initiatives will be delivered during the TAM Plan horizon, the TAM Plan should be reviewed annually to confirm asset information, lifecycle needs, and capital investment priorities remain aligned with Strategic Plan progress.

As mentioned previously, the JTA is currently performing an update to its Strategic Plan, which will not be completed by the time of the 2026 TAM Plan publication, but once it is approved, an update to this TAM Plan will be performed.

Table 33. The JTA's Strategic Plan Initiatives

Initiative	Description
 TEAMWORKS	Create a more resilient and agile organization ready to take on future challenges.
 TRANSITWORKS	Create a more convenient, nimble, and responsive transit network built around evolving customer needs.
 MOBILITYWORKS	Build out multimodal infrastructure for a safer and more resilient region.
 CUSTOMERWORKS	Improve customer experience and make the JTA the regional integrator of mobility services.
 REGIONALWORKS	Establish a more seamless transportation network for the entire region.
 INNOVATIONWORKS	Establish the JTA as a leader in transportation innovation through autonomous and green solutions.
 COMMUNITYWORKS	Create stronger partnerships to support a thriving Northeast Florida.

The TAM Program supports the JTA's Strategic Plan initiatives summarized in Table 33 by helping the JTA understand the lifecycle cost of both existing and new assets, assess the effect of capital investments on state of good repair, and target resources where condition, performance, safety, and risk data indicate the greatest need. Projects funded through the LOGT, including the St. Johns River Ferry facilities and service upgrades and the Skyway rehabilitation, are expected to influence future capital needs and SGR backlog management.

6.3. Governance and Resources

The JTA has established an organizational framework through the TAM Policy to clarify accountability from executive leadership through department-level implementation – see Table 34. The framework supports coordination across departments, consistent reporting, and integration of TAM into capital planning, operations, maintenance, and continuous improvement activities.

Table 34. TAM Program Roles and Responsibilities

Function	Responsibilities
Chief Executive Officer (CEO)	• Provide overall executive leadership responsibility for determining the strategic direction and overall JTA policy for Asset Management. • Final approval of asset management policies, procedures, systems, and continuous improvement processes. • Final approval and sign-off of the JTA TAM Plan. • Report on the status and effectiveness of asset management to the JTA Board. • Authority: Final Draft Report Approval
Executive Leadership Team (ELT)	• Provide overall coordination of all asset management activities across the departments ensuring that people, processes, and systems are in place and work together to deliver services and meet the asset management policy objectives. • Review and update of all asset management policies, procedures, systems, and continuous improvement processes for CEO approval. • Report on status and effectiveness of asset management to the CEO. • Provide direction and support for all TAM Steering Committee activities. • Authority: TAM Policy Approval, Draft Report Midpoint Review & Approval, Final Draft Report Review (Level 3).
Chief Financial Officer (CFO)	• Executive Champion of the JTA TAM Program. • Provide overall leadership responsibility for developing models for long-term capital investment plans and funding security. • Provide overall leadership responsibility for developing policies, procedures, systems, and continuous improvement process. • Serve as Committee Chair for the TAM Steering Committee, and as member of the Executive Leadership Team. • Report on status and effectiveness of asset management to the ELT. • Authority: JTA Stakeholder Matrix Approval, TAM Policy Review (Level 2).

Function	Responsibilities
TAM Steering Committee	- Develop and update all asset management policies, procedures, systems, and continuous improvement processes for CFO and ELT approval. - Provide coordination of all asset management activities across the departments ensuring that people, processes, and systems are in place and work together to deliver services and meet the asset management policy objectives. - Oversee the development and implementation of asset and risk management plans for all asset classes. - Responsible for implementing of approved policies as well as continuous EAM improvement plan. - Report on status and effectiveness of asset management to the ELT. - Provide direction and support for all TAM Working Committee activities. - Authority: Draft Report Layout Approval, Stakeholder Engagement Plan Approval, Analysis Draft Approval, Draft Report Midpoint Review, Final Draft Report Review (Level 2).
TAM Plan Project Lead and TAM Program Director	- Serve as project lead for the TAM Working Committee, liaison between the JTA and all TAM vendors, and as member of the TAM Steering Committee. - Manage interface between technical and financial departments. - Development of annual SGR capital investment prioritization and presentation of suggested projects. - Responsible for the development of the JTA TAM Plan every four years, Annual TAM Targets, Annual Narrative Report, and NTD data submissions. - Report on status and effectiveness of asset management to the TAM Steering Committee. - Provide direction and support for all JTA Departments and Staff. - Authority: Draft Report Layout Review, Analysis Draft Review, JTA Stakeholder Matrix Review, Stakeholder Engagement Plan Review, Tam Policy Review (Level 1), Working Committee Meeting Decks Review & Approval.
TAM Working Committee	- Represent all departments with JTA capital assets at a management level. - Responsible for leading implementation of infrastructure asset management lifecycle plans, systems, policies, and procedures. - Development and implementation of asset and risk management plans for all asset classes. - Responsible for gathering, developing, reviewing, and updating all data required for the development of the - JTA TAM Plan, Annual TAM Targets, Annual Narrative Report, and NTD data submissions. - Report on status and effectiveness of asset management to the TAM Project Lead. - Provide direction and support for all JTA Department Leads. - Authority: Draft Sections Review, Final Draft Report Review (Level 1).
Department Leads	- Responsible for implementing infrastructure asset management lifecycle plans, systems, policies, and procedures. - Report on status and effectiveness of asset management to the TAM Working Committee. - Provide direction and support for all JTA Staff. - Authority: Delegated as required by Committees.

Function	Responsibilities
JTA Staff	- Responsible for implementing infrastructure asset management lifecycle plans, systems, policies, and procedures. - Report on status and effectiveness of asset management to Department Leads. - Authority: Delegated as required by Department Leads.

At the TAM Program level, the organization supports enterprise integration, cross-department collaboration, proportionality in risk and data practices, and alignment with business objectives. Implementation is led by the TAM Program Director and Working Committee with oversight from the CEO, CFO, Executive Leadership Team, and Steering Committee.

The JTA anticipates that dedicated TAM Program staffing, committee participation from existing personnel, external consulting support, condition assessment resources, plan update support, and IT/system support will be required to implement this plan as summarized in Table 35.

Table 35. The JTA's Resources for the TAM Implementation

Organizational Level	FTEs	Year 1	Year 2	Year 3	Year 4
Recommended Dedicated TAM Staff (TAM Program Director, TAM Analyst, IT Support)	2.5	\$382,800	\$382,800	\$382,800	\$382,800
TAM Steering Committee — Existing Personnel	—	—	—	—	—
TAM Working Committee — Existing Personnel	—	—	—	—	—
JTA Supporting Staff — Existing Personnel	—	—	—	—	—
TAM Consulting Support: Mandated Condition Assessments	—	\$400,000	\$200,000	\$400,000	\$200,000
TAM Consulting Support: TAM Plan Updates/Re-Writes	—	100,000	\$100,000	\$100,000	\$500,000
Total	—	\$882,800	\$682,800	\$882,800	\$1,082,800

Notes: Dedicated TAM estimates reflect total compensation (i.e., inclusive of benefits); future years do not include annual salary increases or adjustments for inflation; and some staff needs are already met and included in the JTA's Unified Planning and Work Program.

6.4. Implementation Strategy

*"Asset management strategy provides the line of sight from organizational objectives to asset management activities."*⁴

The implementation strategy has two primary elements: an organizational framework and a phased implementation approach. The phased approach consists of four strategies, as summarized in Table 36, that

⁴ Asset Management Policy, Strategy and Plans, Institute of Asset Management, Version 1.1, October 2015

builds from existing TAM Program capabilities toward a more mature, data-driven asset management process supported by Oracle EAM and related business systems.

Table 36. Implementation Strategy Summary

Strategy	Objective	Timeframe	Outcome
1. Create a Single Source of Truth for Data	Improve and sustain asset data, standards, ownership, condition assessment, and lifecycle cost information.	Short to long-term: 12 to 24 months, with ongoing maintenance.	Improve confidence in decisions.
2. Develop Innovative Tools to Collect Data, Analyze, and Make Better Decisions	Strengthen Oracle EAM functionality, reporting, interfaces, and tools that support better asset portfolio decisions.	Short to long-term and ongoing.	Decisions better aligned with priorities.
3. Increase Efficiency and Effectiveness of Agency Performance	Use condition, performance, risk, lifecycle cost, and prioritization data to optimize SGR, reliability, safety, and resource allocation.	Short to mid-term: 12 to 24 months.	Optimization of capital and operational decisions.
4. Develop a Resilient and Sustainable Workforce	Build processes, training, standards, and support needed to sustain TAM as business as usual.	Short to long-term and ongoing.	More process-mature and service-focused agency.

Strategy 1: Create a Single Source of Truth for Data

This strategy focuses on sustaining TAM Plan practices, strengthening data governance, maintaining a reliable asset inventory, expanding asset attributes, continuing condition assessments, and building lifecycle cost and performance information for prioritized assets.

Strategy 2: Develop Innovative Tools to Collect Data, Analyze, and Make Better Decisions

This strategy leverages existing investments by using Oracle EAM, interfaces, reporting, and complementary tools to improve data quality, usability, and decision support. It also requires training initiatives to ensure JTA staff know how to make use of these systems and information. Lastly, it may require additional technology investments needed to assemble or improve data inputs as well as how the data is integrated into Oracle EAM and therefore any downstream uses; however, these specific needs/gaps have not been identified yet.

Strategy 3: Increase the Efficiency and Effectiveness of Agency Performance

This strategy moves the JTA toward advanced TAM practices using analytics, lifecycle cost, asset criticality, risk, maintenance methodology, and performance measures to optimize capital and operating investments.

Strategy 4: Develop a Resilient and Sustainable Workforce

This strategy strengthens TAM culture, standards, training, process ownership, and continuous improvement so the program can progress in alignment with federal TAM requirements and the JTA's Strategic Plan.

6.4.1 TAM Implementation Areas

Implementation activities are organized around ten interrelated TAM Program implementation areas. Activities may focus on a single area or span multiple areas because the areas collectively support whole-life asset management. The implementation areas and details are summarized in Figure 34 and Table 37.

Figure 34. The JTA's Ten TAM Program Implementation Areas



Table 37. The JTA's TAM Program Implementation Areas - Details

Implementation Area	Implementation Starting Points and Ideas
1. TAM Policy / Strategy	Use policy to allocate TAM Program implementation effort to assets with the highest expected benefit to the JTA.
2. Asset Inventory	Maintain and advance the asset hierarchy and attributes; capture assets not yet included; define processes to add new and retire disposed assets; develop a master asset registry in Oracle EAM; identify low-value assets; evaluate outsourcing, leasing, and homogenization where appropriate; and simplify data collection for existing and new assets.
3. Condition Assessment	Improve assessment methods and frequencies, identify high-wear or high-failure components, develop performance-based condition analysis, improve rating scales where beneficial, and conduct SGR baseline analysis.
4. Useful Life / Decay Curves	Refine ULB standards, develop asset-specific decay curves and forecasting methods, relate ULB to asset performance, and evaluate how maintenance methods affect decay curves and ULB.
5. Lifecycle Costing	Develop lifecycle cost methods and decision support, determine commercially optimal replacement times, develop replacement cost data, and leverage purchasing power through demand pooling.

Implementation Area	Implementation Starting Points and Ideas
6. Level of Service (LOS) / Performance	Define required or desired LOS, establish asset-specific performance metrics and data storage methods, and determine how metrics support condition ratings and replacement timing.
7. Asset Criticality (Risk)	Review and expand criticality practices, use risk of failure to support prioritization, focus detailed monitoring on elevated-risk assets, and identify low-risk assets that may be used beyond ULB. Align asset criticality scores with Authority risk management, disaster recovery, continuity of operations, etc. plans (if not addressed by Strategic Plan).
8. Maintenance Methodology	For prioritized assets, determine whether more sophisticated maintenance methods can improve performance, prolong useful life, and reduce SGR needs.
9. Capital Investment Plan/Prioritization	Improve investment prioritization methods and the decision process for selecting and sequencing investments.
10. Funding Strategy	Leverage national, regional, and local funding sources.

6.5. Integration with Safety Management Systems

The TAM Program and the Public Transportation Agency Safety Plan are connected because asset condition and performance influence system safety, reliability, maintenance cost, lifecycle cost, and service performance. Information from the TAM Plan can inform safety risk management and safety assurance, while safety findings can influence TAM priorities, resource needs, and investment decisions. The nexus between TAM and SMS is summarized in Figure 35 and Table 38.

Figure 35. TAM and SMS Nexus

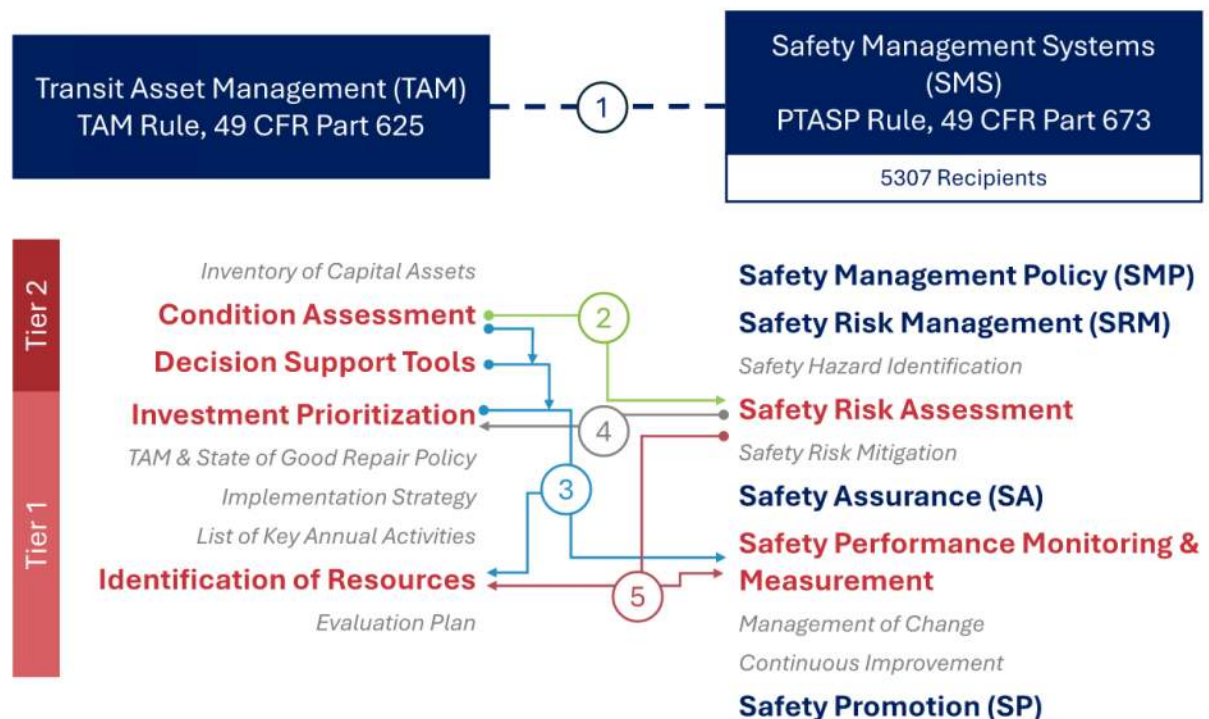


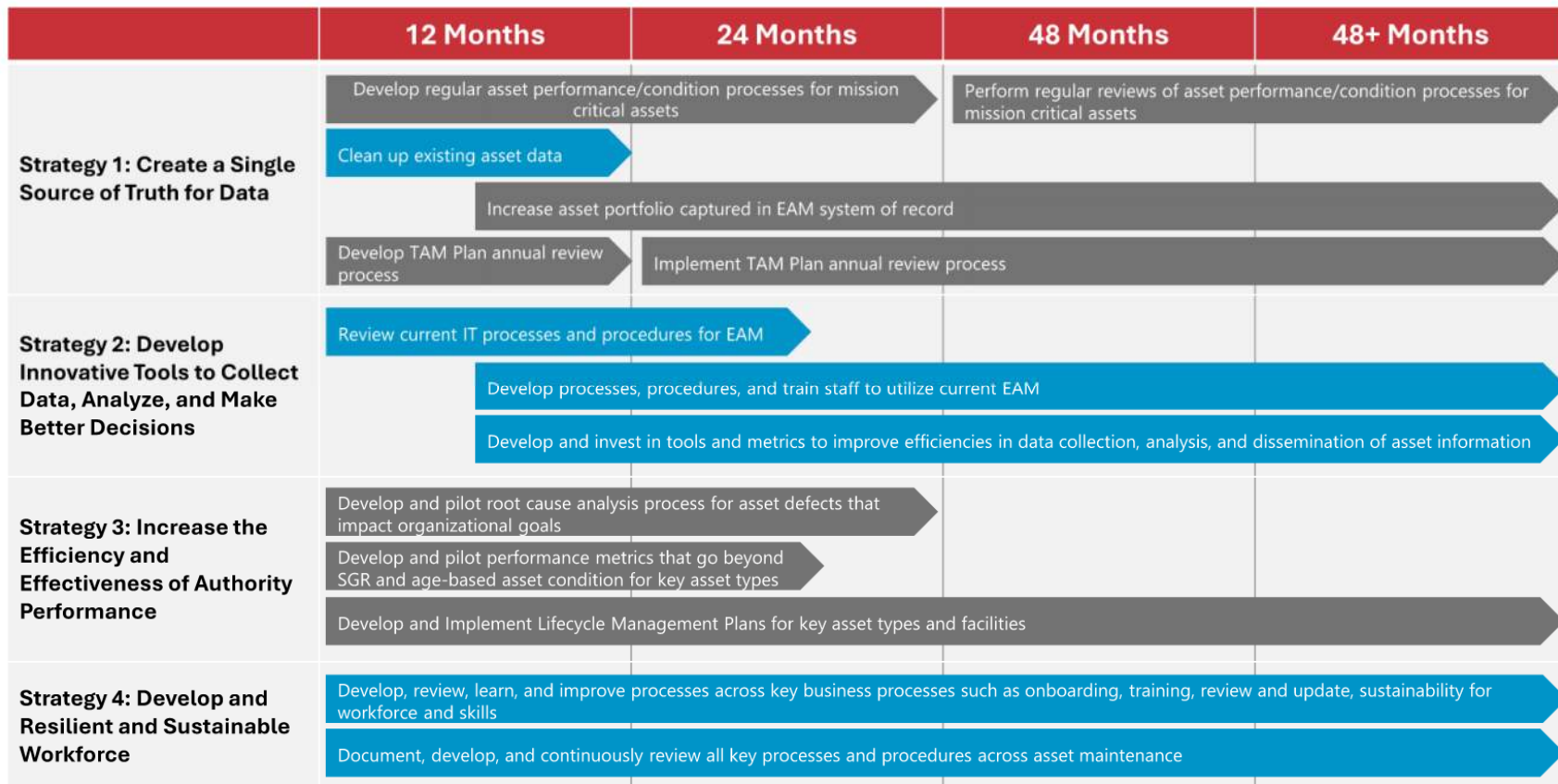
Table 38. TAM and SMS Nexus Summary

Nexus	How the Connection Works	Examples to Retain in Implementation
1. Executive Leadership	TAM and PTASP share executive accountability. The Accountable Executive is responsible for implementation and resource allocation for both plans.	Executive leadership considers both safety risk and capital/operating investment needs when making decisions.
2. Condition Assessment	Regular condition assessments help identify potential safety issues that can be evaluated through Safety Risk Management. TAM data can also support risk ratings used for project prioritization.	Condition data may help determine acceptable risk, inform prioritization, and support SSOA review of how hazards and consequences are identified and addressed.
3. Decision Support Tools	TAM data and performance monitoring provide information for safety assurance and asset reliability decisions.	As the JTA invests in new technology, real-time component output data can help identify restrictions, reliability issues, maintenance needs, and strategic investment decisions.
4. Investment Prioritization	Asset data provided to safety supports Safety Risk Management and Safety Performance monitoring. Safety outputs can inform renewal or replacement priorities.	Asset condition is reviewed through a safety lens so the Capital Plan and TAM Plan target areas of greatest need based on performance, condition, and safety risk.
5. Identification of Resources	Safety risk assessments and safety performance monitoring can indicate where additional TAM resources are needed.	Resource needs may include maintenance staff, monitoring, TAM initiative support, finance, materials, tools, consultants, FTEs, or temporary workers.

6.6. Implementation Strategies

Implementation management will occur through routine TAM Steering Committee and TAM Working Committee meetings. These meetings will review action status, identify risks and mitigation measures, open new actions as needed, and compare progress against the implementation schedule. Figure 36 below illustrates this cyclical plan, which the JTA can implement as a repeatable four-year process for advancing TAM activities. The action plan should remain a living management tool that captures actions, status, responsibilities, and progress.

Figure 36. Key Cyclical Implementation Strategies



Together, these actions provide the near-term and long-term implementation roadmap for advancing TAM practices, improving asset information, supporting SGR investment needs, and sustaining the organizational capabilities required to implement the TAM Plan.

A. Appendices

Appendix A-1: 2026 to 2029 Facilities Inspection Schedule

Insp. Cycle	Last Insp	Next Insp	Description/ Building Name	NTD Facility ID	Street	Facility Type
1	2022	2026	Myrtle Building 1	10773	100 N. Myrtle Avenue	Administrative Office/Sales Office
1	2022	2026	Myrtle Building 2	10996	100 N. Myrtle Avenue	Administrative Office/Sales Office
1	2022	2026	Myrtle Building 3	10998	100 N. Myrtle Avenue	Administrative Office/Sales Office
1	2022	2026	Myrtle Building 4	10999	100 N. Myrtle Avenue	Other, Administrative & Maintenance
1	2022	2026	Myrtle Building 5	11000	100 N. Myrtle Avenue	Administrative Office/Sales Office
1	2022	2026	Myrtle Building 6	11001	100 N. Myrtle Avenue	General Purpose Maintenance Facility/Depot
1	2022	2026	Myrtle Building 7	11002	100 N. Myrtle Avenue	General Purpose Maintenance Facility/Depot
1	2022	2026	Myrtle Building 8	11003	100 N. Myrtle Avenue	General Purpose Maintenance Facility/Depot
1	2022	2026	Myrtle Building 9	11004	100 N. Myrtle Avenue	Administrative Office/Sales Office
1	2022	2026	Myrtle Building 10	11005	100 N. Myrtle Avenue	Administrative Office/Sales Office
1	2022	2026	Myrtle Building 11A	11006	136 N. Myrtle Avenue	Administrative Office/Sales Office
1	2022	2026	Myrtle Building 11B	11007	136 N. Myrtle Avenue	Administrative Office/Sales Office
1	2022	2026	Myrtle Campus Bus Lot	11026	100 N. Myrtle Avenue	Surface Parking Lot
2	2023	2027	TPO/Prudential Building	11008	1022 Prudential Drive	Administrative Office/Sales Office
2	2023	2027	Documents Retention Offices	11009	5343 Phillips Highway	Administrative Office/Sales Office
2	2023	2027	Kings Avenue Parking Garage	11025	1201 Kings Avenue	Parking Structure
2	2023	2027	Armsdale Park-n-Ride Lot	11028	3191 Armsdale Road	Surface Parking Lot
2	2023	2027	Soutel Park-n-Ride	11029	5107 Leander J Shaw Jr Street	Bus Transfer Center
2	2023	2027	Gator Lot	11030	540 Victoria Street	Surface Parking Lot
2	2023	2027	Golfair Lot	11031	813 Golfair Boulevard	Surface Parking Lot
2	2023	2027	Heckshire Drive Ferry Lot	11032	0 Ocean Street	Other, Passenger or Parking
2	2023	2027	Mayport Ferry Lot	11033	9618 Hecksher Drive	Other, Passenger or Parking
2	2023	2027	Jefferson Lot	17702	660 W Bay Street	Surface Parking Lot
2	2023	2027	A1A & Wonderwood Park-n-Ride Lot	17703	2893 SR A1A	Surface Parking Lot
2	2023	2027	JTB/Phillip Park-n-Ride Lot	17704	7000 Phillips Highway	Surface Parking Lot
2	2023	2027	Avenues Walk Park-n-Ride Lot	17705	10508 Avenues Walk Blvd	Surface Parking Lot

Insp. Cycle	Last Insp	Next Insp	Description/ Building Name	NTD Facility ID	Street	Facility Type
2	2023	2027	Heckshire Drive Ferry Terminal	11019	9618 Hecksher Drive	Ferryboat Terminal
2	2023	2027	Mayport Ferry Terminal	11020	0 Ocean Street	Ferryboat Terminal
2	2023	2027	Heckshire Drive Pavillion	11021	9618 Hecksher Drive	Other, Passenger or Parking
2	2023	2027	Heckshire Drive Restrooms	11022	9618 Hecksher Drive	Other, Passenger or Parking
2	2023	2027	Armsdale Road Park & Ride Building	11023	3191 Armsdale Road	Bus Transfer Center
2	2023	2027	Avenues Walk Park & Ride Building	17700	10508 Avenues Walk Blvd	Bus Transfer Center
3	2024	2028	JRTC at LaVilla - Building	18789	100 LaVilla Center Drive	Administrative Office/Sales Office
3	2024	2028	Johnson Street Lot	17701	103 Johnson Street	Surface Parking Lot
3	2024	2028	JRTC at LaVilla - Hub	18790	100 LaVilla Center Drive	Bus Transfer Center
3	2024	2028	Inter-City Bus Terminal	11024	1111 W. Forsyth Street	Bus Transfer Center
4	2025	2029	Skyway O&M Building	11010	725 Leila Street	Combined Administrative and Maintenance Facility
4	2025	2029	Rosa Parks Transit Station	11011	201 W. Union Street	Elevated Fixed Guideway Station
4	2025	2029	Hemming Plaza Station	11012	315 Hogan Street	Elevated Fixed Guideway Station
4	2025	2029	Central Station	11013	312 W. Bay Street	Elevated Fixed Guideway Station
4	2025	2029	JRTC at LaVilla Station	11014	100 LaVilla Center Drive	Elevated Fixed Guideway Station
4	2025	2029	Jefferson Street Station	11015	7211 W. Bay Street	Elevated Fixed Guideway Station
4	2025	2029	San Marco Station	11016	938 Mary Street	Elevated Fixed Guideway Station
4	2025	2029	Riverplace Station	11017	801 Flagler Street	Elevated Fixed Guideway Station
4	2025	2029	Kings Avenue Station	11018	1003 Kings Avenue	Elevated Fixed Guideway Station

B. Appendices

Appendix B-1: Unconstrained Needs 2027-2056

- Contains all assets and for each of the 30 years: priority scores, investment needs, and actions

Appendix B-2: TERM Lite-Prioritized Projects when Constrained by Available Funding 2027-2031

- Contains assets that have been prioritized for funding in the face of a budget constraint (including a summary of investment need(s) and action(s)) in the next five years

Appendix B-3: TERM Lite-Identified Project Needs 2027-2031 – No Budget Constraints

- Contains assets that have been identified as needing funding (including a summary of investment need(s) and action(s)) in the next five years