THROUGH THESE DOORS WALK ONLY THE FINEST PEOPLE – THE CITIZENS OF ESCAMBIA COUNTY. DECISIONS ARE MADE IN THIS ROOM AFFECTING THE DAILY LIVES OF OUR PEOPLE. DIGNIFIED CONDUCT IS APPRECIATED.

CHAMBER RULES

1. IF YOU WISH TO SPEAK, YOU WILL BE HEARD.
2. YOU MUST SIGN UP TO SPEAK. SIGN-UP SHEETS ARE AVAILABLE AT THE BACK OF THE ROOM.
3. YOU ARE REQUESTED TO KEEP YOUR REMARKS BRIEF AND FACTUAL.
4. BOTH SIDES ON AN ISSUE WILL BE GRANTED UNIFORM/MAXIMUM TIME TO SPEAK.
5. DURING QUASI-JUDICIAL HEARINGS (I.E., REZONINGS), CONDUCT IS VERY FORMAL AND REGULATED BY SUPREME COURT DECISIONS.
6. SEE ORDERLY CONDUCT OF MEETINGS. POLICY.

PLEASE NOTE THAT ALL BCC MEETINGS ARE RECORDED AND TELEVISED

AGENDA
Board of County Commissioners
Special Meeting –May 30, 2017– 5:30 p.m.
Ernie Lee Magaha Government Building – First Floor

1. Call to Order.

   (PLEASE TURN YOUR CELL PHONE TO THE VIBRATE, SILENCE, OR OFF SETTING)

2. Was the Meeting Properly Advertised?

3. Are there any items to be added to the agenda?

   Recommendation: That the Board adopt the agenda as prepared (**or duly amended**).

4. Commissioners' Forum.

5. 5:31 p.m. Public Hearing to consider adopting an Ordinance amending and clarifying Section 6-4(c) relating to Open Containers on Pensacola Beach Boardwalk (a/k/a the Portofino Boardwalk).

   Recommendation: That the Board adopt an Ordinance amending and clarifying Volume 1, Chapter 6, Article I, Section 6-4(c) of the Escambia County Code of Ordinances relating to open container restrictions that will apply to the Pensacola Beach Boardwalk area (a/k/a the Portofino Boardwalk).

6. Recommendation Concerning Mass Transit Contract Awards - Paul R. Nobles, Senior Purchasing Coordinator, Office of Purchasing

That the Board take the following action concerning the Mass Transit Contracts:

A. Review the Mass Transit Fixed Route Service In-House Presentation and either:

1. Approve assuming the entire Fixed Route Service (ECAT) as a County In-House function by October 1, 2017; or
2. Reject the In-House request and approve the negotiated Agreement between Escambia County, Florida, and First Transit, LLC, per the terms and conditions of PD 16-17.039, Re-Solicit ECAT Management Contract;

B. Review the Mass Transit Paratransit Services (ECCT) In-House Presentation and either:

1. Approve assuming the entire Paratransit Service (ECCT) as a County In-House function by July 1, 2017; or
2. Reject the In-House request and approve the negotiated proposal Agreement between Escambia County, Florida, and First Transit, LLC, per the terms and conditions of PD 16-17.040, Re-Solicit Operator for Paratransit Services; or
3. Direct Staff to begin the formal transfer of the ECCT Service (less ADA service) back to the State of Florida Transportation Disadvantaged Commission, which the County would relinquish the responsibilities as the Community Transportation Coordinator (CTC) by June 30, 2017.

[Budgetary Impact:

This will vary based upon the Board's decision.

The FY18 Proposed Mass Transit Budget, presuming First Transit is selected to operate/manage ECAT and ECCT, is balanced by utilizing Capital (Bus Replacement) funds to cover Operating Expenses. This is a short-term fix that may need to be addressed in future Fiscal Years based upon the Board's decision.]

7. Recommendation Concerning the Pensacola Beach Congestion Management Plan - Joy D. Blackmon, P.E., Public Works Department Director

That the Board take the following action:

A. Review and approve the Pensacola Beach Congestion Management Plan (PBCMP);

B. Approve allocation of funding from Local Option Sales Tax (LOST) IV for Phase II of the PBCMP - Additional Parking; and/or

C. Approve allocation of funding from LOST IV for Phase III of the PBCMP - Pedestrian Underpasses and Vehicular Roundabouts.

[Funding: Upon approval, County staff will program the necessary allocation from Local Option Sales Tax IV]

8. Adjourn.

BOARD OF COUNTY COMMISSIONERS
Escambia County, Florida

Special BCC Meeting **5.**

Meeting Date: 05/30/2017

Issue: 5:31 p.m. Public Hearing to Consider an Ordinance Amending Sec. 6-4(c) Relating to Open Containers on Pensacola Beach Boardwalk

From: Alison Rogers, County Attorney

Organization: County Attorney's Office

CAO Approval:

Information

RECOMMENDATION:

5:31 p.m. Public Hearing to consider adopting an Ordinance amending and clarifying Section 6-4(c) relating to Open Containers on Pensacola Beach Boardwalk (a/k/a the Portofino Boardwalk).

Recommendation: That the Board adopt an Ordinance amending and clarifying Volume 1, Chapter 6, Article I, Section 6-4(c) of the Escambia County Code of Ordinances relating to open container restrictions that will apply to the Pensacola Beach Boardwalk area (a/k/a the Portofino Boardwalk).

BACKGROUND:

The Board voted on April 20, 2017, to lift open container prohibitions on Pensacola Beach between the hours of 10:00 p.m. and 6:00 a.m. On April 25, 2017, the Board directed staff to bring back an amendment that would clarify Section 6-4(c) of the Escambia County Code of Ordinances. The clarification is intended to lift the open container prohibition within the boundaries of the Pensacola Beach Boardwalk premises between the hours of 10:00 p.m. and 6:00 a.m., but clarify that the prohibition shall remain in effect during those hours for any public parking lot or other public areas listed in the ordinance that are adjacent to the Boardwalk. The Boardwalk is sometimes referred to as the Portofino Boardwalk.

BUDGETARY IMPACT:

N/A

LEGAL CONSIDERATIONS/SIGN-OFF:

The proposed Ordinance was drafted by County Attorney Alison Rogers, and advertised in the *Pensacola News Journal* on Saturday, May 13, 2017.

PERSONNEL:

N/A

POLICY/REQUIREMENT FOR BOARD ACTION:

N/A

IMPLEMENTATION/COORDINATION:

A copy of the Ordinance upon adoption will be filed with the Department of State.

Attachments

Proposed Ordinance
Ordinance 2017-22

ORDINANCE 2017-_____

AN ORDINANCE OF ESCAMBIA COUNTY, FLORIDA AMENDING VOLUME I, CHAPTER 6, ARTICLE I, SECTION 6-4 OF THE ESCAMBIA COUNTY CODE OF ORDINANCES RELATING TO ALCOHOLIC BEVERAGES IN PUBLIC AREAS IN THE COMMERCIAL DISTRICT OF PENSACOLA BEACH; AMENDING SECTION 6-4(c); PROVIDING CLARIFICATION TO LIFT THE OPEN CONTAINER PROHIBITION BETWEEN THE HOURS OF 10:00 P.M. AND 6:00 A.M. ON THE PENSACOLA BEACH BOARDWALK (A/K/A THE PORTOFINO BOARDWALK), BUT THE PROHIBITION REMAINS IN PLACE FOR THE PARKING LOT AND OTHER PUBLIC AREAS; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION IN THE CODE; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the County is authorized to establish and enforce regulations pertaining to alcoholic beverages pursuant to §125.01(1)(o) and (w) and Chapter 562, Florida Statutes; and

WHEREAS, on April 20, 2017, the Board of County Commissioners approved Ordinance 2017-22, to lift open container prohibitions on Pensacola Beach between 10:00 p.m. and 6:00 a.m.; and

WHEREAS, on April 25, 2017, the Board directed staff to clarify its intent to lift the open contain prohibition between the hours of 10:00 p.m. and 6:00 a.m. on the Pensacola Beach Boardwalk (a/k/a the Portofino Boardwalk), but to keep the prohibition in place for the parking lot and other public areas as listed in the ordinance; and

WHEREAS, the Board of County Commissioners further finds that the proposed amendment to Sec. 6-4(c) serves an important public purpose.

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF ESCAMBIA COUNTY, FLORIDA:

Section 1. Recitals. The foregoing recitals are true and correct and incorporated herein by reference.

Section 2. Amendment. Volume 1, Chapter 6, Article I, Section 6-4(c) of the Escambia County Code of Ordinances is hereby amended as follows (words underlined are additions and words ~~stricken~~ are deletions):

(a) *Legislative intent.* The intent of this section is to prohibit the consumption of any alcoholic beverage or the possession of any alcoholic beverage in an open container on or upon public areas in the commercial district of Pensacola Beach, which will sustain the growth of tourism on Pensacola Beach by promoting a family-friendly atmosphere and discourage underage drinking and disorderly conduct in public areas within the commercial district of Pensacola Beach.

(b) *Definitions.* The terms "*alcoholic beverage*" and "*open container*" when used in this section shall have the same meanings as defined in section 6-61 of the Escambia County Code of Ordinances.

The term "*commercial district of Pensacola Beach*" when used in this section shall mean the area more particularly described as beginning at a point on the Northerly R/W line of Ft. Pickens Rd. and the Southeast Corner of Block "C", La Caribe, being a subdivision recorded in Plat Book 15, Page 10 of the Public Records of Escambia County, Florida; thence depart said Northerly R/W line and run Northerly along the Easterly Boundary line of La Caribe Subdivision to the water's edge of Little Sabine Bay, thence run Northeasterly, Northerly and Northwesterly along the meanderings of said water's edge of Little Sabine Bay to the Bulkhead of the Bob Sikes Bridge at Pensacola Beach Blvd.; thence continue Easterly along said Bulkhead to the Southerly water's edge of Santa Rosa Sound; thence run Northeasterly, Southwesterly, Southerly, Southeasterly and Easterly along the meanderings of said water's edge of Santa Rosa Sound to a point lying on the extension of the Western Boundary of Lot 3, Block 3, Villa Primera, being a Subdivision recorded in Plat Book 2, Page 78 of the Public Records of Escambia County, Florida; thence Southerly along said Western Boundary of Lot 3 to the Southwest Corner of said Lot 3, Block 3, Villa Primera; thence Easterly along the Southern Boundary of said Lot 3, Block 3, a distance of 35 Ft. to the Northeast Corner of Lot 14, Block 3, Villa Primera Subdivision; thence Southerly along the Eastern Boundary of Lot 14, Block 3, a distance of 93.88 Ft. to the Northerly R/W line of Via De Luna Drive; thence Westerly along said Northerly R/W line of Via De Luna Dr. to a point of intersection with the Northerly extension of the Westerly R/W line of Avenida 10; thence Southerly along said Westerly extension, West R/W line and Southerly extension of Westerly R/W line to the water's edge of the Gulf of Mexico; thence Southwesterly along said water's edge of the Gulf of Mexico to a point of intersection with the Westerly Boundary line of Block H, First Addition to Villa Sabine, being a Subdivision recorded in Plat Book 5, Page 75 of the Public Records of Escambia County, Florida; thence Northwesterly along said Boundary line of Block H to the Northerly R/W of Fort Pickens Rd.; thence Northeasterly along said R/W to the Southeast Corner of Lot 1, Block A, Spanish Landing Subdivision, being a subdivision recorded in Plat Book 8, Page 24 of the Public Records of Escambia County, Florida; thence Northwesterly along the Easterly Boundary line of said Lot 1, Block A, Spanish Landing to the Southerly water's edge of Little Sabine Bay; thence Northeasterly and Easterly along the Southerly shoreline of said Little Sabine Bay to a point of intersection of the water's edge and the Westerly Boundary line of Deep Water Cove Condominium Phase I; thence Southeasterly along said Westerly Boundary line to the Northerly R/W line of Fort Pickens Rd.; thence Northeasterly along the Northerly R/W line of Fort Pickens Rd. to the Point of beginning. This area is comprised of 222.6 acres, and is generally depicted in the following map:



Pensacola Beach Core Area

N

(c) *Prohibition.* Except as otherwise provided herein, it shall be unlawful for any person to consume any alcoholic beverage or possess any alcoholic beverage in an open container on or upon any public parking lot, street, roadway, sidewalk, boardwalk, alleyway, paved or unpaved right-of-way, park, playground, recreational facility, or other public area located within the commercial district of Pensacola Beach that is not duly licensed to permit possession, consumption and sale of alcoholic beverages. This prohibition shall not apply within the boundaries of the Pensacola Beach Boardwalk (also known as the Portofino Boardwalk) premises between the hours of 10:00 p.m. and 6:00 a.m., but shall remain in effect during those hours for any public parking lot or other public areas referenced above that are adjacent to the Boardwalk. In addition, ~~With~~ with the exception of the alcohol-free zone on Pensacola Beach established pursuant to section 6-3 of the Escambia County Code of Ordinances, nothing in this section shall be construed to prohibit any person from legally possessing, consuming or selling an alcoholic beverage on sandy beach areas upland of the Gulf of Mexico, Santa Rosa Sound, or other navigable waterways. ~~However, this restriction shall not apply between the hours of 10:00 p.m. and 6:00 a.m.~~

(d) *Exemption for special events.* This section shall not apply to bona fide special events for which a permit has been issued by the Santa Rosa Island Authority.

(e) *Enforcement and Penalty.* The Escambia County Sheriff and his or her deputies shall enforce violations of this section. Any person in violation of this provision shall be subject to the provisions of section 6-66 of the Escambia County Code of Ordinances.

(f) *Sunset provision.* This provision shall be enforced commencing on March 1, 2016, at 12:01 a.m. and shall stand repealed effective June 1, 2018, at 12:00 a.m. unless saved from repeal through reenactment by the board of county commissioners. During the last 90 days of the enforcement period, the board of county commissioners shall review the relevant crime, commerce, and quality of life statistics and evaluate the effectiveness of this section.

Section 3. Severability. If any section, sentence, clause or phrase of this Ordinance is held to be invalid or unconstitutional by any Court of competent jurisdiction then said holding shall in no way affect the validity of the remaining portions of this Ordinance.

Section 4. Inclusion in the Code. It is the intention of the Board of County Commissioners that the provisions of this ordinance shall become and be made a part of the Escambia County Code; and that the sections of this Ordinance may be renumbered or re-lettered and the word "ordinance" may be changed to "section", "article", or such other appropriate word or phrase in order to accomplish such intentions.

Section 5. Effective Date. This Ordinance shall become effective upon filing with the Department of State.

DONE AND ENACTED THIS _____ DAY OF_____, 2017.

BOARD OF COUNTY COMMISSIONERS
ESCAMBIA COUNTY, FLORIDA

BY:_____
D. B. Underhill, Chairman

ATTEST: PAM CHILDERS
Clerk to the Circuit Court

BY:_____
Deputy Clerk
(SEAL)

Approved as to form and legal sufficiency.
By/Title:_____
Date: 5/15/17

Enacted:

Filed with Department of State:

Effective:

Escambia County
Clerk's Original

4/20/2017 5:32 pm PH.

ORDINANCE 2017- 22

AN ORDINANCE OF ESCAMBIA COUNTY, FLORIDA AMENDING VOLUME I, CHAPTER 6, ARTICLE I, SECTION 6-4 OF THE ESCAMBIA COUNTY CODE OF ORDINANCES RELATING TO ALCOHOLIC BEVERAGES IN PUBLIC AREAS IN THE COMMERCIAL DISTRICT OF PENSACOLA BEACH; AMENDING SECTION 6-4(f) TO EXTEND THE SUNSET PROVISION; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION IN THE CODE; PROVIDING FOR AN EFFECTIVE DATE.

Verified By: D.K. Bruce

Date: 4/25/2017

WHEREAS, the County is authorized to establish and enforce regulations pertaining to alcoholic beverages pursuant to §125.01(1)(o) and (w) and Chapter 562, Florida Statutes; and

WHEREAS, on November 17, 2015, the Board of County Commissioners previously enacted Ordinance 2015-52, now codified as Chapter 6, Article I, Section 6-4 of the Escambia County Code of Ordinances, prohibiting the consumption of any alcoholic beverage or the possession of any alcoholic beverage in an open container on or upon public areas in the commercial district of Pensacola Beach; and

WHEREAS, the Board of County Commissioners finds that Sec. 6-4(f) relating to the *Sunset Provision* requires amendment to extend the effective date of the Ordinance through May 31, 2018; and

WHEREAS, the Board of County Commissioners further finds that the proposed amendment to Sec. 6-4(f) serves an important public purpose.

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF ESCAMBIA COUNTY, FLORIDA:

Section 1. Recitals. The foregoing recitals are true and correct and incorporated herein by reference.

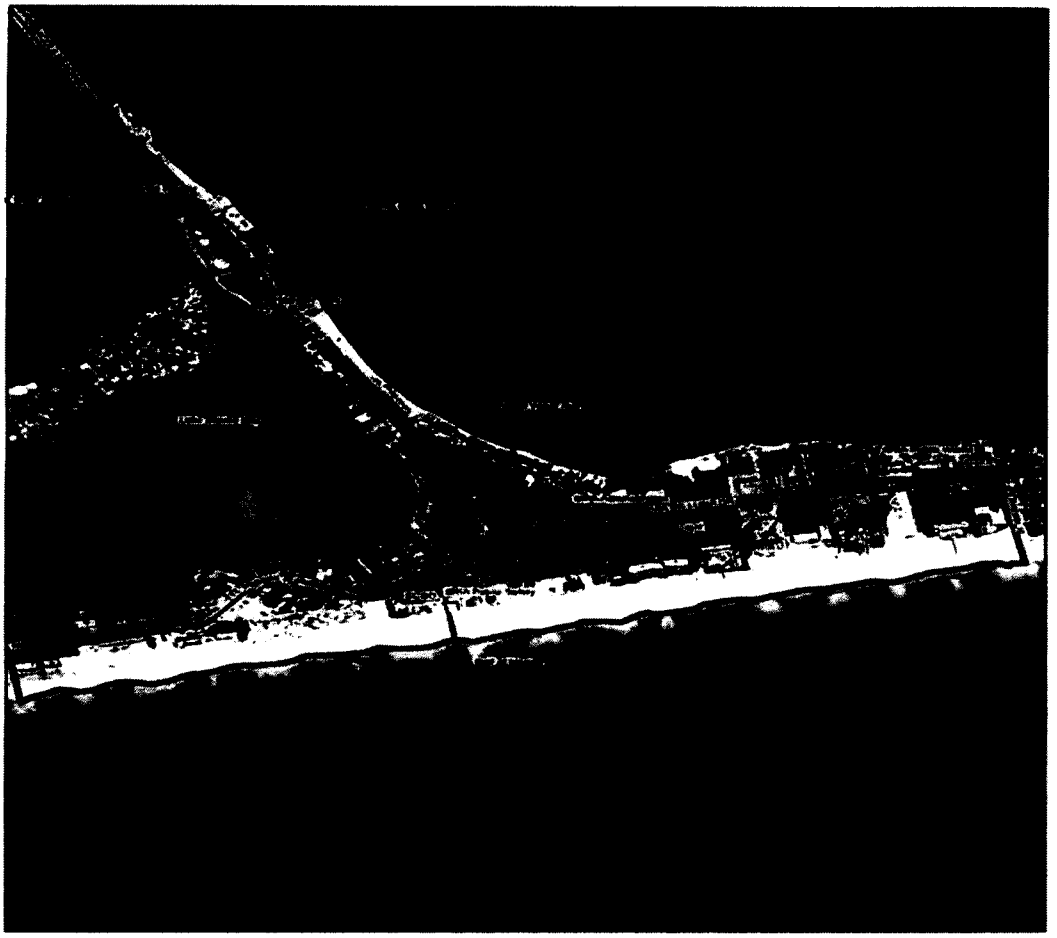
Section 2. Amendment. Volume 1, Chapter 6, Article I, Section 6-4(f) of the Escambia County Code of Ordinances is hereby amended as follows (words underlined are additions and words ~~stricken~~ are deletions):

(a) *Legislative intent.* The intent of this section is to prohibit the consumption of any alcoholic beverage or the possession of any alcoholic beverage in an open container on or upon public areas in the commercial district of Pensacola Beach, which will sustain the growth of tourism on Pensacola Beach by promoting a family-friendly atmosphere and discourage underage drinking and disorderly conduct in public areas within the commercial district of Pensacola Beach.

(b) *Definitions.* The terms "*alcoholic beverage*" and "*open container*" when used in this section shall have the same meanings as defined in section 6-61 of the Escambia County Code of Ordinances.

The term "*commercial district of Pensacola Beach*" when used in this section shall mean the area more particularly described as beginning at a point on the Northerly R/W line of Ft. Pickens Rd. and the Southeast

Corner of Block "C", La Caribe, being a subdivision recorded in Plat Book 15, Page 10 of the Public Records of Escambia County, Florida; thence depart said Northerly R/W line and run Northerly along the Easterly Boundary line of La Caribe Subdivision to the water's edge of Little Sabine Bay, thence run Northeasterly, Northerly and Northwesterly along the meanderings of said water's edge of Little Sabine Bay to the Bulkhead of the Bob Sikes Bridge at Pensacola Beach Blvd.; thence continue Easterly along said Bulkhead to the Southerly water's edge of Santa Rosa Sound; thence run Northeasterly, Southwesterly, Southerly, Southeasterly and Easterly along the meanderings of said water's edge of Santa Rosa Sound to a point lying on the extension of the Western Boundary of Lot 3, Block 3, Villa Primera, being a Subdivision recorded in Plat Book 2, Page 78 of the Public Records of Escambia County, Florida; thence Southerly along said Western Boundary of Lot 3 to the Southwest Corner of said Lot 3, Block 3, Villa Primera; thence Easterly along the Southern Boundary of said Lot 3, Block 3, a distance of 35 Ft. to the Northeast Corner of Lot 14, Block 3, Villa Primera Subdivision; thence Southerly along the Eastern Boundary of Lot 14, Block 3, a distance of 93.88 Ft. to the Northerly R/W line of Via De Luna Drive; thence Westerly along said Northerly R/W line of Via De Luna Dr. to a point of intersection with the Northerly extension of the Westerly R/W line of Avenida 10; thence Southerly along said Westerly extension, West R/W line and Southerly extension of Westerly R/W line to the water's edge of the Gulf of Mexico; thence Southwesterly along said water's edge of the Gulf of Mexico to a point of intersection with the Westerly Boundary line of Block H, First Addition to Villa Sabine, being a Subdivision recorded in Plat Book 5, Page 75 of the Public Records of Escambia County, Florida; thence Northwesterly along said Boundary line of Block H to the Northerly R/W of Fort Pickens Rd.; thence Northeasterly along said R/W to the Southeast Corner of Lot 1, Block A, Spanish Landing Subdivision, being a subdivision recorded in Plat Book 8, Page 24 of the Public Records of Escambia County, Florida; thence Northwesterly along the Easterly Boundary line of said Lot 1, Block A, Spanish Landing to the Southerly water's edge of Little Sabine Bay; thence Northeasterly and Easterly along the Southerly shoreline of said Little Sabine Bay to a point of intersection of the water's edge and the Westerly Boundary line of Deep Water Cove Condominium Phase I; thence Southeasterly along said Westerly Boundary line to the Northerly R/W line of Fort Pickens Rd.; thence Northeasterly along the Northerly R/W line of Fort Pickens Rd. to the Point of beginning. This area is comprised of 222.6 acres, and is generally depicted in the following map:



Pensacola Beach Core Area

N

(c) *Prohibition.* Except as otherwise provided herein, it shall be unlawful for any person to consume any alcoholic beverage or possess any alcoholic beverage in an open container on or upon any public parking lot, street, roadway, sidewalk, boardwalk, alleyway, paved or unpaved right-of-way, park, playground, recreational facility, or other public area located within the commercial district of Pensacola Beach that is not duly licensed to permit possession, consumption and sale of alcoholic beverages. With the exception of the alcohol-free zone on Pensacola Beach established pursuant to section 6-3 of the Escambia County Code of Ordinances, nothing in this section shall be construed to prohibit any person from legally possessing, consuming or selling an alcoholic beverage on sandy beach areas upland of the Gulf of Mexico, Santa Rosa Sound, or other navigable waterways. However, this restriction shall not apply between the hours of 10:00 p.m. and 6:00 a.m.

(d) *Exemption for special events.* This section shall not apply to bona fide special events for which a permit has been issued by the Santa Rosa Island Authority.

(e) *Enforcement and Penalty.* The Escambia County Sheriff and his or her deputies shall enforce violations of this section. Any person in violation of this provision shall be subject to the provisions of section 6-66 of the Escambia County Code of Ordinances.

(f) *Sunset provision.* This provision shall be enforced commencing on March 1, 2016, at 12:01 a.m. and shall stand repealed effective June 1, ~~2017~~2018, at 12:00 a.m. unless saved from repeal through reenactment by the board of county commissioners. During the last 90 days of the enforcement period, the board of county commissioners shall review the relevant crime, commerce, and quality of life statistics and evaluate the effectiveness of this section.

Section 3. Severability. If any section, sentence, clause or phrase of this Ordinance is held to be invalid or unconstitutional by any Court of competent jurisdiction then said holding shall in no way affect the validity of the remaining portions of this Ordinance.

Section 4. Inclusion in the Code. It is the intention of the Board of County Commissioners that the provisions of this ordinance shall become and be made a part of the Escambia County Code; and that the sections of this Ordinance may be renumbered or re-lettered and the word "ordinance" may be changed to "section", "article", or such other appropriate word or phrase in order to accomplish such intentions.

Section 5. Effective Date. This Ordinance shall become effective upon filing with the Department of State.

DONE AND ENACTED THIS 20th DAY OF April, 2017.

BOARD OF COUNTY COMMISSIONERS
ESCAMBIA COUNTY, FLORIDA

BY: _____
D.B. Underhill, Chairman

ATTEST: PAM CHILDERS
Clerk to the Circuit Court

BY: _____ Deputy Clerk

(SEAL)

Date Executed
4/25/2017

Approved as to form and legal sufficiency.

By/Title: _____
Date: 4/21/17

Enacted: April 20, 2017

Filed with Department of State: April 25, 2017

Effective: April 25, 2017

BOARD OF COUNTY COMMISSIONERS
Escambia County, Florida

Special BCC Meeting **6.**
Meeting Date: 05/30/2017
Issue: Mass Transit Contracts and System Direction
From: Paul Nobles, Purchasing Coordinator
Organization: Asst County Administrator - Lovoy
CAO Approval:

Information

RECOMMENDATION:

Recommendation Concerning Mass Transit Contract Awards - Paul R. Nobles, Senior Purchasing Coordinator, Office of Purchasing

That the Board take the following action concerning the Mass Transit Contracts:

A. Review the Mass Transit Fixed Route Service In-House Presentation and either:

1. Approve assuming the entire Fixed Route Service (ECAT) as a County In-House function by October 1, 2017; or
2. Reject the In-House request and approve the negotiated Agreement between Escambia County, Florida, and First Transit, LLC, per the terms and conditions of PD 16-17.039, Re-Solicit ECAT Management Contract;

B. Review the Mass Transit Paratransit Services (ECCT) In-House Presentation and either:

1. Approve assuming the entire Paratransit Service (ECCT) as a County In-House function by July 1, 2017; or
2. Reject the In-House request and approve the negotiated proposal Agreement between Escambia County, Florida, and First Transit, LLC, per the terms and conditions of PD 16-17.040, Re-Solicit Operator for Paratransit Services; or
3. Direct Staff to begin the formal transfer of the ECCT Service (less ADA service) back to the State of Florida Transportation Disadvantaged Commission, which the County would relinquish the responsibilities as the Community Transportation Coordinator (CTC) by June 30, 2017.

[Budgetary Impact:

This will vary based upon the Board's decision.

The FY18 Proposed Mass Transit Budget, presuming First Transit is selected to operate/manage ECAT and ECCT, is balanced by utilizing Capital (Bus Replacement)

funds to cover Operating Expenses. This is a short-term fix that may need to be addressed in future Fiscal Years based upon the Board's decision.]

BACKGROUND:

In 2012 the County entered into a 3-year (with 1- 2 year extension) contract with First Transit (FT) to manage ECAT. During this time the Paratransit Community Transportation Coordinator (CTC) and the operator was Pensacola Bay (BP). Due to much dissatisfaction with PB operation and the large number of complaints that the County received even though the County was not responsible. The service was discontinued with PB, and the county in 2014 entered into a 3-year (with 2 – 1 year extensions) contract with First Transit to manage the Paratransit Operation, later know as Escambia County Community Transportation.

Throughout the operation, there were concerns with the way that FT was operating the system. Direction was given to submit through Purchasing two Requests for Proposals (RFP); 1 for Fixed Route and 1 for Paratransit. On May 15th the County opened it is second set round of bid's since the first were compromised due to the brief amount of time staff had to put together, specifically the discrepancies with the RFP package.

The Bids can be found as backup to this recommendation as well as excerpts within the In-House presentation. Direction was also given to consider what the cost would be to bring ECAT and ECCT In-House. Presentation slides are attached to explain the what the impact would be to bring all of the transit services in-house.

One final option to consider is the County relinquishing the responsibility of the CTC back to the State. The State would, within 30 days and through an emergency hire process, bring on a new vendor to function as the CTC and that vendor would either provide the service as well or hire a provider. The Union contract "follows" the CTC and therefore the approx 35 current drivers would have first right of refusal for the new positions with the new provider, however those not in a driving position could lose their job.

It was also found that, throughout the state of Florida, there are 21 counties that function as the CTC for their area with 46 counties allowing the State to contract with a vendor to function as CTC and potentially the provider. Of the 47, 7 of the counties have a transit authority.

If the Board selects to hire First Transit for the ECAT and ECCT service the County would need to allocate the funding for both the ECAT and ECCT services.

Requests for Proposals for PD 16-17.039, Re-Solicit ECAT Management Contract and PD 16-17.040, Re-Solicit for Paratransit Services were both publicly noticed on Friday, March 31, 2017 to seven known firms. Responses were received from:
One firm for PD 16-17.039, Re-Solicit ECAT Management Contract; and
Three firms for PD 16-17.040, Re-Solicit for Paratransit Services on Monday, May 1, 2017.
The Selection/Negotiation Committee met on Friday, May 5, 2017 to review and select

the recommended firm. Negotiations were held on Monday, May 22, 2017.

BUDGETARY IMPACT:

This will vary based upon the Board's decision.

FY18 Proposed Mass Transit budget, presuming First Transit is selected to operate / manage ECAT and ECCT, is balanced by utilizing Capital (Bus Replacement) funds to cover Operating Expenses. This is a short term fix that may need to be addressed in future Fiscal Years based upon the Board's decision.

LEGAL CONSIDERATIONS/SIGN-OFF:

If the Board approves to hire First Transit for the ECAT and ECCT service, agreement will be prepared by County Attorney.
If the Board decides to bring ECAT and ECCT in-House and presuming the Labor Union Negotiations are successful no contract is required.

PERSONNEL:

All work associated with this recommendation was done in-house and no additional staff was required.

POLICY/REQUIREMENT FOR BOARD ACTION:

This recommendation is in compliance with the Code of Ordinances of Escambia County, FL 1999, Chapter 46, Finance, Article II Purchases and Contracts.

IMPLEMENTATION/COORDINATION:

If required, the Office of Purchasing will issue the Agreement prepared by the County Attorney's Office and associated Purchase Orders.

Attachments

ECAT / ECCT Presentation
ECAT/ ECCT Presentation Back Up Data
ECAT _ ECCT Presentation Back Up Info
16-17.040, Re-Solicit Operator for Paratransit Services Register of Propers
ECAT Insurance
ECAT Medical Premiums FY2012-FY2015
ECAT Personnel Information
ECAT Route Data
ECAT Union Health Insurance Claims Mar 2015 to Feb 2016
ECCT Personnel information
ECCT Rate Model 2017-2018
Fixed Route - Paratransit Questions_Statewide_051917
Florida County CTC Providers

Health Comparison- Transit to County
Questions related to mike lowery in-house presentation 10-17-13
Re_ Risk Management Information
Amy Lovoy Back Up Presentation
ECCT 6 mo. Extention Criteria
16-17.039, Re-Solicit ECAT Management Contract Register of Proposers
First Transit Complete Proposal for ECAT Management
First Transit ECAT Management Fee Proposal
First Transit Complete Proposal for Paratransit Services
First Transit Paratransit Services Fee Proposal

ECAT/ECCT

FIXED ROUTE AND PARATRANSIT PROPOSALS

BOARD OF COUNTY COMMISSIONERS

2017





ECAT In-House Cost

(Presuming Successful Union Negotiations)

	Current	Proposed
Management	$417,048	$300,447
Employee Pay	$4,248,670	$4,248,670
Retirement	$151,214	$365,482
Additional County Staff / Overhead	$351,432	$209,747
Risk Mgt (Work Comp / Vehicle Ins.)	$536,569	$453,419
Health Insurance	$1,643,384	$731,595
Retirement Incentive	$ 32,692	$0.00
Sick Leave Payout	$144,879	$227,581
Annual Leave Payout	$235,731	$253,053
Dental Insurance	56,474	25,534
Vision Insurance	14,661	0.00
Total	$7,832,754	$6,815,528

* With current Union Contract - Proposed = $7,705,586 (Savings to County of $127,168)

SAVINGS TO COUNTY = $ 1,017,226

Direction if Brought In-House

Direct staff to Negotiate Union Contracts (ECAT and ECCT) to meet BCC policy in the following areas:

- Employee availability
- Discipline
- Leave of Absence
- Job Postings and Promotions align with the County
- Overtime, to align with the county
- Bereavement Leave
- Jury duty
- Vacations ,Annual Leave
- Holidays
- Group Health Insurance
- Sick Leave
- 401K
- Attendance
- Part Time
- Reduction in staff/Re-employment
- Uniform as necessary
- Wage rates to be consistent with CDL operators / maintenance (this will require addressing parity throughout the County)
- Addressing the classifications and provisions in the labor agreement
- Retirement
- Media policy as the county
- Rehire Policy and Guidelines for bargaining

Note: Public Employees are not permitted to Strike

ECAT / First Transit Contract Cost

Excerpt from the May 1st, 2017 Proposal

Escambia County Cost Proposal Form for ECAT Proposals
PD 16-17.039 ECAT Management Contract

Current Year 5 $417,048

		Year 1 Amount	Year 2 Amount	Year 3 Amount
1	Proposed Base, Fixed Management Fee	$425,597	$435,565	$445,806

Amount at Risk for the Following Performance Measures reported Quarterly

	MEASURE	REQUIREMENT	PENALTY	Year 1 Amount Deducted	Year 2 Amount Deducted	Year 3 Amount Deducted
2	Actual Service Hours*	99.6% of Schedule Service Hours	If LESS than 99%	$2,500	$2,500	$2,500
3	Operator, Service and Mechanic Overtime Pay	Less than 6%	If EXCEEDS 10%	$2,500	$2,500	$2,500
4	Customer Satisfaction	Avg. 4/5 cummulative on Survey approved by ECAT	If LESS than 4/5	$2,500	$2,500	$2,500
5	Customer Complaint Tracking and Response	Reported quarterly; response within 2 business days	If EXCEEDS (2) days on (4) occassions in the reporting cycle	$2,500	$2,500	$2,500
6	Fare box revenue	100% of previous year collections	100% of shortfall will be remitted to the County within 90 days of end of fiscal year	N/A	N/A	N/A
	Total At-Risk (Sum of lines 2, 3, 4, 5, 6)					

All disincentives will be netted and billed against all incentives and management fees along with the following month's recurring management fee invoice.

Incentive Amount for the Following Performance Measures reported Annually

	TYPE	GOAL	MEASURE	Year 1 * Sharing %	Year 2 Sharing %	Year 3 Sharing %
6	Advertising Revenue	$310,000	Exceeded	20%	20%	20%
7	Gas Tax Reliance	Current 100%; Reduce 5% each year	Reduced 5%	10%	10%	10%

* Sharing % will be the share of the exceeded goal to be given as incentive to the Contractor Annually.
If an Incentive is paid; at least 50% of the bonus will be equally distributed to the Contractor's employees serving Escambia County.
Annually is the FY October to September

The expenses listed above are estimates based on the current service. First Transit will continue the current practice of invoicing ECAT for the actual cost of operating the service and will add a 4.0% overhead fee. Add to all actual costs

3% if Both Contracts are awarded to First Transit

INCREASE CONTRACT COST TO COUNTY = $ 8,549

ECCT In-House Cost

	Current	Proposed
ECCT Management	$189,578	$177,587
ECCT Employee Pay (Proposed includes Living Wage - $11.23)	$1,499,746	$1,738,015
Retirement	$0	$83,824
Additional County Staff	$0	$ 59,774
Risk Management	N/A *	$122,889
Health Insurance	$118,894	$ 115,737
Sub total Differential	$1,808,218	$2,297,826
Total Pay for Paratransit System	$2,660,974	$3,150,582

* Proprietary Information

MINIMUM ADDITIONAL COST TO COUNTY = $489,608

ECCT / First Transit Contract Cost

Excerpt from the May 1st, 2017 Proposal

Annual Expenses	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Driver Wages	$1,132,513	$1,170,498	$1,214,090	$1,253,553	$1,299,362	$6,070,016
Driver Taxes and Fringe	$243,224	$253,206	$264,677	$275,912	$288,333	1,325,352
Maintenance Wages	$163,050	$172,438	$183,196	$232,812	$219,403	970,899
Maintenance Taxes and Fringe	$8,375	$8,596	$8,824	$9,059	$9,300	44,153
Administrative Wages	$380,001	$386,997	$394,122	$401,378	$408,769	1,971,267
Administrative Taxes and Fringe	$66,976	$69,132	$71,373	$73,703	$76,121	357,304
Fuel	$0	$0	$0	$0	$0	-
Vehicle Insurance	$117,255	$119,114	$121,348	$123,670	$126,072	607,460
Maintenance Parts and Supplies	$139,858	$164,679	$189,410	$210,046	$232,420	936,414
Maintenance Tools and Equipment	$3,000	$3,000	$3,000	$3,000	$3,000	15,000
Vehicle Cleaning	$12,194	$12,387	$12,614	$12,846	$13,081	63,122
Radio Communications	$5,916	$5,916	$5,916	$0	$0	17,748
Safety and Training	$3,118	$3,116	$3,194	$3,274	$3,356	16,057
Recruiting and Hiring	$8,062	$6,864	$6,462	$6,330	$6,187	33,906
Facility Lease	$58,200	$59,655	$61,146	$62,675	$64,242	305,918
Utilities	$14,520	$14,883	$15,255	$15,636	$16,027	76,322
Telephone	$10,200	$10,455	$10,716	$10,984	$11,259	53,615
Scheduling Software	$99,162	$101,641	$104,182	$106,786	$109,456	521,227
Startup Expenses	$0	$0	$0	$0	$0	-
Misc Admin Expenses	$60,671	$61,589	$45,461	$43,411	$44,398	255,530
Region and Corporate Support	$109,839	$114,094	$118,043	$123,699	$127,425	593,100
Profit	$109,839	$114,094	$118,043	$123,699	$127,425	593,100
Total Contract Expense	$2,745,972	$2,852,354	$2,951,072	$3,092,475	$3,185,637	$14,827,511

	Year 3 Current
$	917,927.01
$	365,556.89
$	27,010.31
$	4,080.08
$	320,990.31
$	92,319.39
$	223,918.45
$	106,562.00
$	28,602.43
$	-
$	45,563.51
$	12,946.73
$	13,202.20
$	5,206.90
$	57,288.60
$	25,215.00
$	20,389.75
$	18,930.47
$	28,033.50
$	81,132.91
$	133,048.69
$	133,048.69
$	2,660,973.81

Proposal Costs include Living Wage - $11.23

INCREASE CONTRACT COST TO COUNTY = $ 84,998

Community Transportation Coordinator (CTC) – Paratransit

State to take over Responsibilities (30 day notice)

Pros

- State would handle hiring new CTC under emergency contract
- New CTC would provide paratransit service for Escambia County
- Reduce Cost

Cons

- Complaints would be States Responsibility – County would receive calls
- Potential loss of jobs for current employees

SAVINGS TO COUNTY = $ 39,040

Questions

SUMMARY

FIXED ROUTE

- **ECAT In-House - SAVINGS TO COUNTY = $ 1,017,226**
- **ECAT First Transit - INCREASE CONTRACT COST TO COUNTY = $ 8,549**

PARATRANSIT

- **ECCT In-House - MINIMUM ADDITIONAL COST TO COUNTY = $489,608**
- **ECCT First Transit - INCREASE CONTRACT COST TO COUNTY = $ 84,998**
- **County No longer CTC - SAVINGS TO COUNTY = $ 39,040**

ECAT SALARY COSTS (loaded)

Management (3)

Under Current Contract: **$ 417,048**

County DBM Applied:
1- Branch Dir –($42.00)
1-Div Mgr ($38.00)
2 Entry Div Mgr ($32.71) **$ 300,447**

Savings to County: *** $ 116,601**

*Includes Corporate Overhead

Operations, Maintenance, Drivers (127)

Current (with Rule 13{c}) **$6,019,310**

ECAT Current Contract Costs
Excerpt from April 1st, 2012 Contract

Year 1 $393,000	Monthly $32,750
Year 2 $393,000	Monthly $32,750
Year 3 $400,860	Monthly $33,405
Year 4 $408,876	Monthly $34,073
Year 5 $417,048	Monthly $34,754

ECAT First Transit Overall Proposed Cost Excerpt from May 1, 2017 Proposal

Annual Expenses	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Driver Wages	$2,840,640	$2,925,044	$3,008,426	$3,076,620	$3,145,624	$14,996,355
Driver Taxes and Fringe	$1,791,677	$1,872,708	$1,956,661	$2,040,410	$2,127,817	9,789,273
Maintenance Wages	$1,080,527	$1,100,060	$1,119,947	$1,140,193	$1,160,806	5,601,533
Maintenance Taxes and Fringe	$579,080	$603,698	$629,448	$656,386	$684,567	3,153,179
Administrative Wages	$762,993	$777,229	$791,731	$806,505	$821,556	3,960,014
Administrative Taxes and Fringe	$268,596	$279,330	$290,542	$302,256	$314,496	1,455,219
Fuel	$0	$0	$0	$0	$0	-
Vehicle Insurance	$279,756	$285,198	$290,618	$296,222	$302,018	1,453,813
Maintenance Parts and Supplies	$538,177	$602,189	$673,523	$743,377	$804,334	3,361,601
Maintenance Tools and Equipment	$40,804	$45,084	$49,838	$54,486	$58,547	248,759
Vehicle Cleaning	$20,485	$20,884	$21,272	$21,666	$22,066	106,373
Radio Communications	$0	$0	$0	$0	$0	-
Safety and Training	$13,500	$13,838	$14,183	$14,538	$14,901	70,960
Recruiting and Hiring	$11,935	$11,954	$11,679	$11,677	$11,667	58,911
Facility Lease	$0	$0	$0	$0	$0	-
Utilities	$107,100	$109,778	$112,522	$115,335	$118,218	562,953
Telephone	$86,100	$88,253	$90,459	$92,720	$95,038	452,570
Scheduling Software	$0	$0	$0	$0	$0	-
Startup Expenses	$0	$0	$0	$0	$0	-
Misc Admin Expenses	$150,422	$154,087	$157,844	$160,373	$164,320	787,046
Marketing Plan	$160,000	$164,000	$168,100	$172,303	$176,610	841,013
Printing of Schedules	$54,000	$55,350	$56,734	$58,152	$59,606	283,842
Total Contract Expense	$8,785,792	$9,108,682	$9,443,528	$9,763,220	$10,082,191	$47,183,412

ECCT SALARY COSTS (loaded)

Management (3)

Under Current Contract:	**$ 189,578**
County DBM Applied:	**$ 177,587**
Estimate 1 each:	
Entry Div Mgr ($32.71)	
Acct Tech ($12.48)	
Maint Super ($16.60)	
Savings to County:	**$ 11,991**

Operations, Maintenance, Drivers (37)

Current (with Rule 13{c})	**$1,319,032**

ECCT Current Per Trip Costs
Excerpt from October 8th, 2015 Contract

Annual Rates	Year 1	Year 2	Year 3	Year 4	Year 5
Rate per Trip					
Ambulatory	$25.82	$26.63	$27.35	$27.68	$28.43
Wheelchair	$35.43	$36.53	$37.53	$37.98	$39.00

ECCT Current Contract Costs
Excerpt from October 8th, 2015 Contract

Annual Expenses	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Driver Wages	$ 865,234.24	$ 891,191.27	$ 917,927.01	$ 945,464.82	$ 973,828.76	$ 4,593,646.09
Driver Taxes and Fringe	$ 330,354.19	$ 352,082.67	$ 365,556.89	$ 379,564.29	$ 394,128.30	$ 1,821,686.34
Maintenance Wages	$ 25,708.80	$ 26,351.52	$ 27,010.31	$ 27,685.57	$ 28,377.70	$ 135,133.90
Maintenance Taxes and Fringe	$ 3,768.72	$ 3,922.35	$ 4,080.08	$ 4,242.06	$ 4,408.43	$ 20,421.64
Administrative Wages	$ 305,523.20	$ 313,161.28	$ 320,990.31	$ 329,015.07	$ 337,240.45	$ 1,605,930.31
Administrative Taxes and Fringe	$ 84,246.11	$ 88,902.00	$ 92,319.39	$ 95,863.02	$ 99,537.92	$ 460,868.44
Fuel	$ 223,918.45	$ 223,918.45	$ 223,918.45	$ 223,918.45	$ 223,918.45	$ 1,119,592.23
Vehicle Insurance	$ 100,444.91	$ 103,458.26	$ 106,562.00	$ 109,758.86	$ 113,051.63	$ 533,275.66
Maintenance Parts and Supplies	$ 26,075.54	$ 27,816.35	$ 28,602.43	$ 29,471.57	$ 30,397.60	$ 142,363.48
Maintenance Tools and Equipment	$ -	$ -	$ -	$ -	$ -	$ -
Vehicle Cleaning	$ 43,368.00	$ 44,452.20	$ 45,563.51	$ 46,702.59	$ 47,870.16	$ 227,956.46
Radio Communications	$ 12,612.00	$ 12,777.30	$ 12,946.73	$ 13,120.40	$ 13,298.41	$ 64,754.84
Safety and Training	$ 12,566.04	$ 12,880.20	$ 13,202.20	$ 13,532.26	$ 13,870.56	$ 66,051.26
Recruiting and Hiring	$ 4,956.00	$ 5,079.90	$ 5,206.90	$ 5,337.07	$ 5,470.50	$ 26,050.36
Facility Lease	$ 54,000.00	$ 55,620.00	$ 57,288.60	$ 59,007.26	$ 60,777.48	$ 286,693.33
Utilities	$ 24,000.00	$ 24,600.00	$ 25,215.00	$ 25,845.38	$ 26,491.51	$ 126,151.88
Telephone	$ 19,600.00	$ 19,990.00	$ 20,389.75	$ 20,799.49	$ 21,219.48	$ 101,998.72
Scheduling Software	$ 18,544.00	$ 18,734.85	$ 18,930.47	$ 19,130.98	$ 19,336.51	$ 94,676.81
Startup Expenses	$ 28,033.50	$ 28,033.50	$ 28,033.50	$ -	$ -	$ 84,100.50
Misc Admin Expenses	$ 78,124.67	$ 79,610.22	$ 81,132.91	$ 76,026.99	$ 77,626.77	$ 392,521.55
Region and Corporate Support	$ 125,615.46	$ 129,587.91	$ 133,048.69	$ 134,693.67	$ 138,380.59	$ 661,326.32
Profit	$ 125,615.46	$ 129,587.91	$ 133,048.69	$ 134,693.67	$ 138,380.59	$ 661,326.32
Total Contract Expense	$ 2,512,309.29	$ 2,591,758.12	$ 2,660,973.81	$ 2,693,873.47	$ 2,767,611.78	$ 13,226,526.47

ECCT First Transit Per Trip Cost

Excerpt from the May 1st, 2017 Proposal

Base Bid

Annual Rates	Year 1	Year 2	Year 3	Year 4	Year 5
Rate per Trip					
Ambulatory	$34.33	$35.71	$37.02	$38.83	$40.09
Wheelchair	$46.86	$48.68	$50.40	$52.75	$54.46

Opt 1 (No Maint)

Annual Rates	Year 1	Year 2	Year 3	Year 4	Year 5
Rate per Trip					
Ambulatory	$31.27	$32.24	$33.12	$34.06	$35.22
Wheelchair	$43.12	$44.44	$45.64	$46.93	$48.52

Opt 2 (No Gas)

Annual Rates	Year 1	Year 2	Year 3	Year 4	Year 5
Rate per Trip					
Ambulatory	$30.86	$32.07	$33.18	$34.80	$35.84
Wheelchair	$42.62	$44.23	$45.72	$47.83	$49.28

Opt 3 (No Maint or Gas)

Annual Rates	Year 1	Year 2	Year 3	Year 4	Year 5
Rate per Trip					
Ambulatory	$27.80	$28.59	$29.28	$30.03	$30.98
Wheelchair	$38.88	$39.99	$40.96	$42.00	$43.34

State Take Over of CTC - Paratransit

- **First Transit Paratransit Cost Total (Year 1) - $2,660,974**

- **FY 17-18 ECAT Budget for ADA Paratransit - $1,309,500**

- **Funding from State TD Commission - $ 666,934**
- **Farebox - $ 225,500**
- **Outside Agency Funding - $ 420,000**
  - **(Grants, MTM, Council on Aging, Voc Rehab)**

- **Savings to County - $ 39,040**

ADDITIONAL FTE's NEEDED

(Loaded = Salary * 16% + $9,500)

ECAT

1	@ $52,834	H.R. (HR Associate II)
2	@ $42,748	Clerk (Account Spec IV/Payroll Spec II)
0.25	@ $86,902	Legal (Asst. Co. Attorney – NBC)
0.27	@ $46,197	Risk Mgt. (Risk Analyst)
0.75	@ $49,625	Information Technology (IT Specialist)

Approx. Total Cost = $209,747

ECCT

0.1	@ $46,197	Risk Mgt. (Risk Analyst)
0.25	@ $49,625	Information Technology (IT Specialist)
1	@ $42,748	Clerk (Account Spec IV/Payroll Spec II)

Approx. Total Cost = $ 59,773.95

ECAT/ECCT SALARY COSTS FRS IMPACT

ECAT (non-loaded)

- Management (County DBM)
  $ 234,436.8
- Operations & Drivers (Rule 13{c})
  $4,391,918

- Total Salaries = $4,626,354
  Total Additional FRS Cost to County Annually
- (Total Salary * 7.9%) = $365,482

ECCT

- Management (County DBM)
  $ 128,523
- Operations & Drivers (Rule 13{c})
  $ 932,540

- Total Salaries = $1,061,063
  Total Additional FRS Cost to County Annually
- (Total Salary * 7.9%) = $83,824

RISK MANAGEMENT
In-House Costs

ECAT

- Vehicle Liability - $291,566
- Worker's Comp - $161,853

TOTAL: $453,419

ECCT

- Vehicle Liability - $85,909
- Workers Comp - $36,980

TOTAL: $122,889

Combined total: $576,308

HEALTH INSURANCE
In-House Costs

ECAT

- Current - $1,714,519

County Cost: $1,234,999

Savings - $479,520

If Union agrees to County Insurance

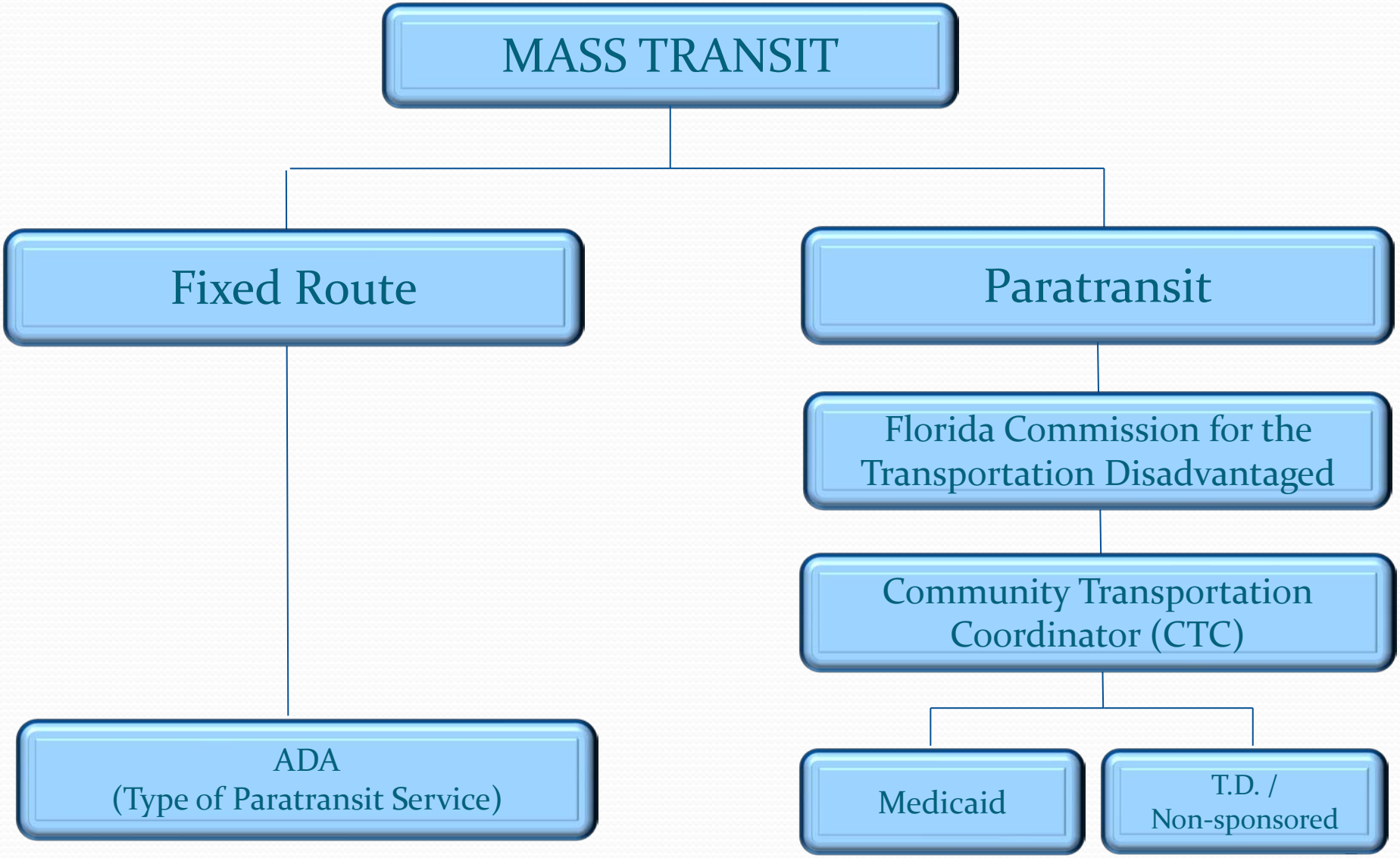
ECCT (Proprietary)

- Current
- Workers Comp - $36,980

TOTAL: $122,889

Combined total: $576,308

MASS TRANSIT STRUCTURE



TRANSIT PERSONNEL

ECAT – Fixed Route

MANAGEMENT TEAM
- -3 (FIRST TRANSIT)

OPERATIONS PERSONNEL
- -26 (Non-ATU)
- -4 Full Time CSR (1 ATU)

ECAT EMPLOYEES
- -13 Maintenance (ATU)
- -5 Maintenance (Non-ATU
- -66 Full Time Drivers (ATU)
- -7 Part Time Drivers (ATU)
- -10 P/T trolley Drivers (ATU)

ECCT – Paratransit

MANAGEMENT TEAM
- -3 (FIRST TRANSIT)

OPERATIONS PERSONNEL
- -6 (Non-ATU)

ECCT DRIVERS
- -35 (ATU)

BENEFITS MATRIX

Items	ECAT	ECCT	COUNTY
Paid bereavement leave	YES	ECAT	YES
Holiday pay (times regular pay)	2 1/2	2 1/2	NO
Clothing and tool allowances	YES	YES	YES
Employees with 20 years of service receive $908 / mo for health insurance for 5 years	YES	YES	NO
Employees reach top of pay after 36 months	YES	YES	NO
Significant leave for union president	YES	YES	NO
Lower employee contributions toward benefits	YES	YES	NO
Up to 15 total holidays available per year	YES	YES	YES
Grants Management	YES	YES	NO
Training (including FTA required)	YES	YES	Funding dependent

ECCT / PARATRANSIT

Management Company

CTC/County will manage the contract, and will be the arbitrator in all disputes to ensure the continuation and level of services pertaining to the contract.

Paratransit is responsible for providing transportation services to individuals who are Transportation Disadvantaged (TD), including ADA-Complementary, Non-Emergency transportation in Escambia County.

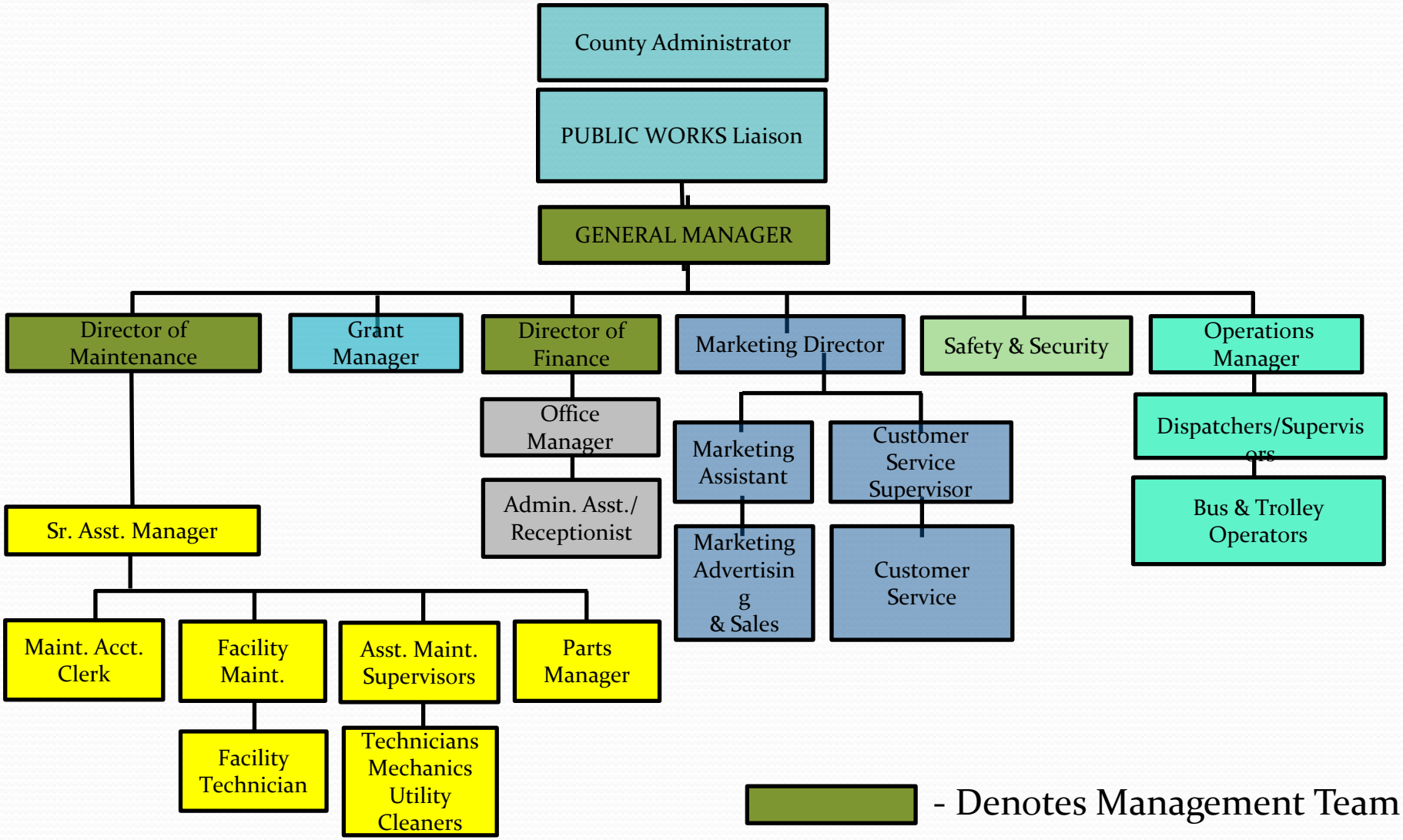
Personnel

All ECCT employees shall be the sole agents of the Management Company.

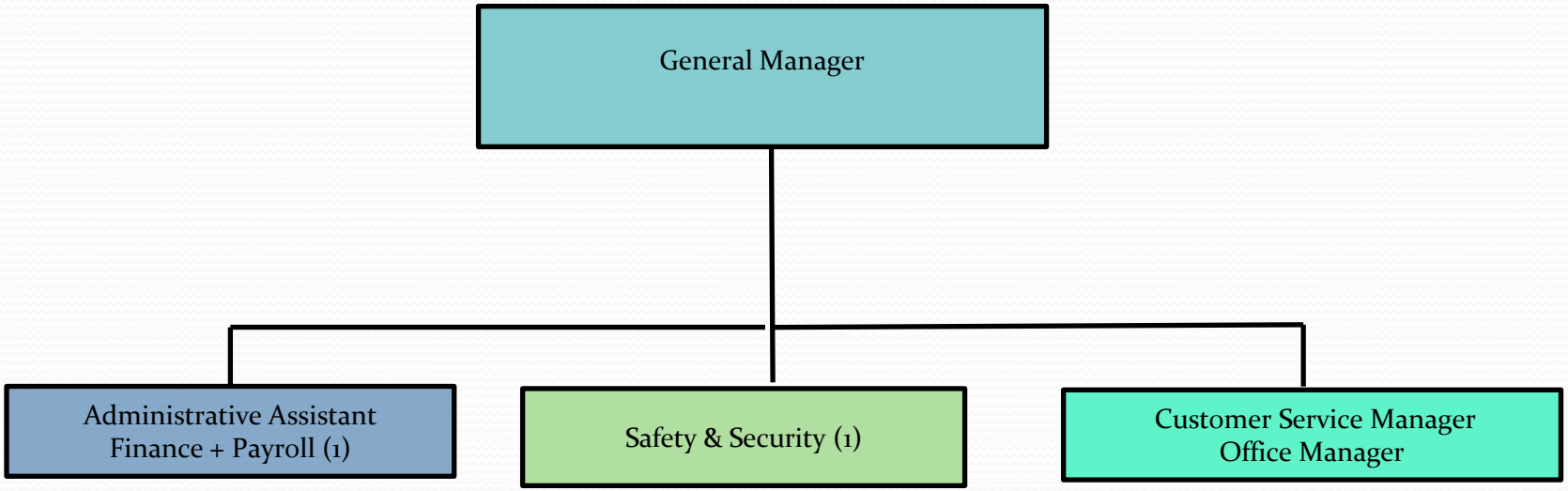
Maintenance

Management company shall be responsible for maintenance of ECCT vehicles and any other equipment incidental to the operation of the paratransit system.

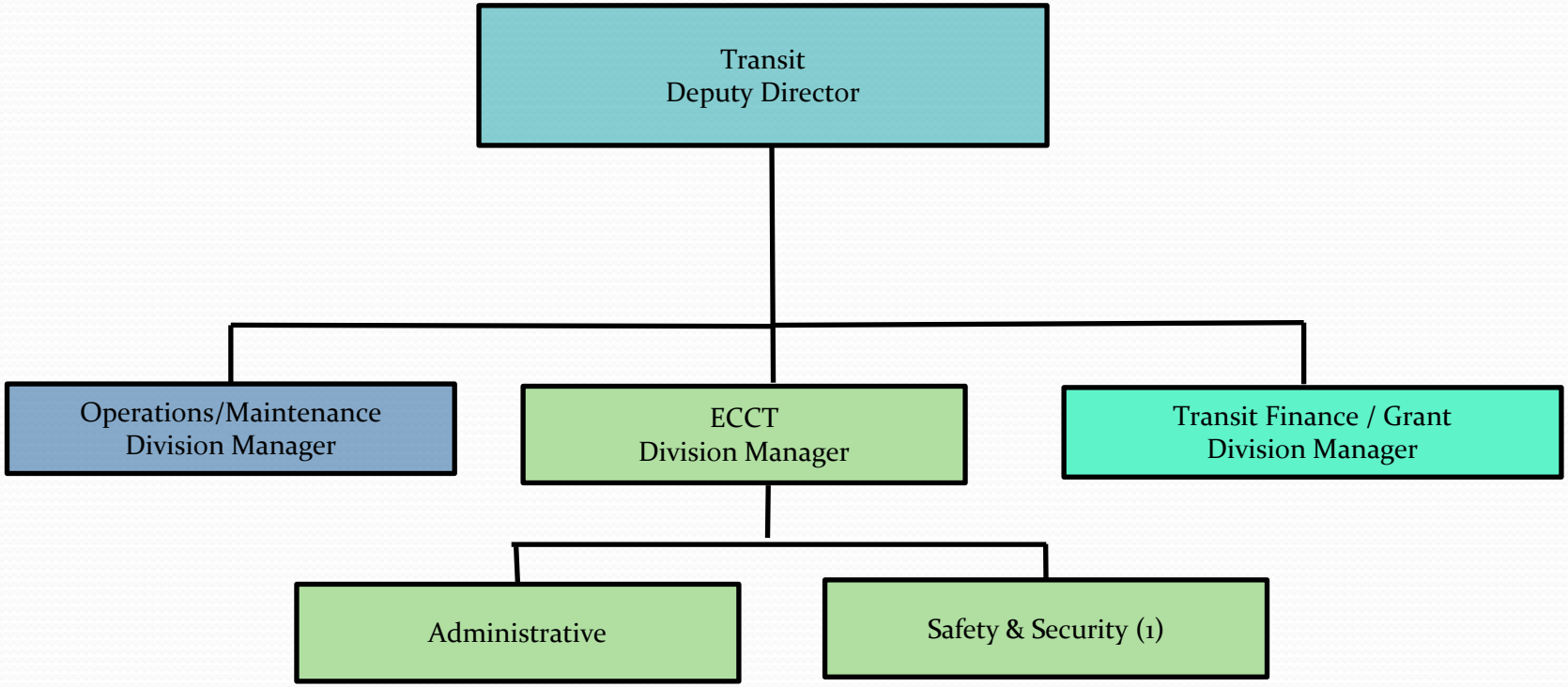
ECAT ORG CHART



ECCT ORG CHART



PROPOSED IN-HOUSE ORG CHART



CDL DRIVER WAGE COMPARISON

(County-wide)

77	ECAT Drivers (After 3 years) *	$38,542
23	Equipment Operators IV (ATU)	$34,590
37	Equipment Operators III (ATU)	$30,243
55	Equipment Operators II (ATU)	$25,979
14	Fleet Maintenance Workers (ATU)	$25,979
108	Firefighters	$30,687



* Step Program

0 to 24 mo- 75% of top rate	$	13.90 /hr
24 mo to 36 mo- 85% of top rate	$	15.75 /hr
36 mo top rate	$	18.53 /hr

NON-MEDICAL
DRIVER WAGE COMPARISON
(Non-CDL Drivers)

ARC Gateway	$17,680
AJ Taxi (no benefits)	$22,880
Tri-County CTC	$19,760
ECCT	$22,880



RULE 13{C} TRANSIT IMPACT

Any and all benefits, including but not limited to health insurance, leave, discipline, existing retirement (401K), etc. must transfer as per the existing contract between the ATU and First Transit.





HEALTH INSURANCE

Rule 13c requires maintenance of all benefits unless the union agrees to change. The AETNA insurance would need to continue if feasible.

The claim experience for the group is critical to determining the cost impact of their addition to our self-funded group. Based upon AETNA premium costs, ECAT/First Transit has unfavorable, higher claims per member than the current BCC employee pool.

COMBINED CURRENT MASS CONTRACT RESPONSIBILITY EXCERPTS

Management Company

Management Company shall set the number, function, qualifications, compensation and benefits.

Personnel

All ECAT/ECCT employees shall be the sole agents of the Management Company.

Maintenance

Management Company shall be responsible for maintenance of ECAT/ECCT vehicles and any other equipment incident to the operation of the transit system.

REGISTER OF PROPOSALS

Solicitation #PD 16-17.040– RE-Solicit Proposal for Operator for Para Transit Services

RFP due Date & Time: Monday, May 1, 2017 @ 2:00 p.m. CDT

COMPANY NAME	PHONE NUMBER	EMAIL ADDRESS	CONTACT PERSON
First Transit, Inc.	513-256-2372	vasti.amaro@firstgroup.com	Vasti Amaro
Innovative Transport & Logistics Solutions, LLC	850-291-0215	haroldgriffinjr@itlsolutions.co	Harold Griffin
Transitions Commute Solutions, LLC	321-527-1133	james.brown@transit4u.com	James M. Brown

SUBMITTALS RECEIVED BY:	Paul R. Nobles, Senior Purchasing Coordinator	DATE:	May 1, 2017
WITNESSED BY	Lori Kistler, SOSA	DATE:	May 1, 2017

Posted 5/1/2017 @ 4:00p.m., CDT

PRN/lk

COBBS ALLEN

2016 Exposure Analysis - Automobile Schedule

#	Fleet #	Year	Make	Model	Vehicle ID	Loc	Stated Amount	Seating	Class Code	Lic. #	Spec. Cause of Loss	Coll Ded.
1	Unit 16	2001	FORD	F250	1FDNF20F31ED78916	FL		3	7398A	196081		
2	Unit 17	2002	FORD	F150	1FTRX17L52KD70151	FL		3	7398A	207802		
3	Unit 20	2006	CHEVROLET	MALIBU	1G1ZS51896F262035	FL		5	7398A	240113		
4	Unit 19	2006	CHEVROLET	MALIBU	1G1ZS518X6F277594	FL		3	7398A	240114		
5	Unit 6	1993	FORD	F450 S/D	2FDLF47MOPCB38583	FL		9	7398A	136204		
6	Unit 18	2006	FORD	FREESTAR	2FMZA51696BA63797	FL		5	7398A	236789		
7	Unit 1	2000	CHEVROLET	SILVERADO 1500	2GCEC19V3Y1360767	FL		7	7398A	192140		
8	31	2013	DODGE	GRAND CARAVAN	2C4RDGBG2DR703674	FL	$ 20,959	7	7398A	196094	$10,000	$10,000
9	32	2013	DODGE	GRAND CARAVAN	2C4RDGBG4DR703675	FL	$ 20,959	7	7398A	NL	$10,000	$10,000
10	9824	1998	GILLIG	M11-T30-96	15GCA2110W1088847	FL		29	5183A	126226		
11	9825	1998	GILLIG	M11-T30-96	15GCA2112W1088848	FL		29	5183A	126277		
12	9823	1998	GILLIG	M11-T30-96	15GCA2119W1088846	FL		35	5183A	46396		
13	9926	1999	GILLIG	PHANTOM	15GCB2112X1089299	FL		35	5183A	V485972		
14	9928	1999	GILLIG	PHANTOM	15GCB2117X1089301	FL		35	5183A	V485974		
15	1043	2010	GILLIG	G27E102N2	15GGE2710A1092080	FL	$ 195,429	28	5183A	NL	$10,000	$10,000
16	1044	2010	GILLIG	G27E102N2	15GGE2710A1092081	FL	$ 195,429	28	5183A	NL	$10,000	$10,000
17	1045	2010	GILLIG	G27E102N2	15GGE2710A1092082	FL	$ 195,429	28	5183A	NL	$10,000	$10,000
18	1046	2010	GILLIG	G27E102N2	15GGE2710A1092083	FL	$ 195,429	28	5183A	NL	$10,000	$10,000
19	1047	2010	GILLIG	G27E102N2	15GGE2710A1092084	FL	$ 195,429	28	5183A	NL	$10,000	$10,000
20	1048	2010	GILLIG	G27E102N2	15GGE2710A1092085	FL	$ 195,429	28	5183A	NL	$10,000	$10,000
21	1049	2010	GILLIG	G27E102N2	15GGE2710A1092086	FL	$ 195,429	28	5183A	NL	$10,000	$10,000
22	1050	2010	GILLIG	G27E102N2	15GGE2710A1092087	FL	$ 195,429	28	5183A	NL	$10,000	$10,000
23	1051	2010	GILLIG	G27E102N2	15GGE2710A1092088	FL	$ 195,429	28	5183A	NL	$10,000	$10,000
24	1052	2010	GILLIG	G27E102N2	15GGE2710A1092089	FL	$ 195,429	28	5183A	NL	$10,000	$10,000
25	0636	2010	GILLIG	G29E102R2	15GGE291061090835	FL		28	5183A	TA0409		
26	0742	2007	GILLIG	G29E102R2	15GGE291071091287	FL	$ 38,571	28	5183A	TA4434	$10,000	$10,000
27	0631	2006	GILLIG	G29E102R2	15GGE291161090830	FL		28	5183A	TA0402		
28	0737	2007	GILLIG	G29E102R2	15GGE291171091282	FL	$ 38,571	28	5183A	TA4420	$10,000	$10,000

2016 Exposure Analysis - Automobile Schedule

COBBS ALLEN

#	Fleet #	Year	Make	Model	Vehicle ID	Loc	Stated Amount	Seating	Class Code	Lic. #	Spec. Cause of Loss	Coll Ded.
29	0632	2006	GILLIG	G29E102R2	15GGE291361090831	FL		28	5183A	TA0403		
30	0738	2007	GILLIG	G29E102R2	15GGE291371091283	FL	$ 38,571	28	5183A	TA4421	$10,000	$10,000
31	0633	2006	GILLIG	G29E102R2	15GGE291561090832	FL		28	5183A	TA0404		
32	0739	2007	GILLIG	G29E102R2	15GGE291571091284	FL	$ 38,571	28	5183A	TA4428	$10,000	$10,000
33	0634	2006	GILLIG	G29E102R2	15GGE291761090833	FL		28	5183A	TA0405		
34	0740	2007	GILLIG	G29E102R2	15GGE291771091285	FL	$ 38,571	28	5183A	TA4429	$10,000	$10,000
35	0635	2006	GILLIG	G29E102R2	15GGE291961090834	FL		28	5183A	TA0408		
36	1001	2010	CHEVROLET	C4500	1GBE4V1929F413105	FL	$ 15,000	18	5183B	NL	$10,000	$10,000
37	1002	2010	CHEVROLET	C4500	1GBE4V1959F413096	FL	$ 15,000	18	5183B	NL	$10,000	$10,000
38	105	2002	SUPREME	TROLLEY	4UZAAUBV12CK13909	FL		32	5583	207853		
39	107	2002	SUPREME	TROLLEY	4UZAAUBV82CK13910	FL		32	5583	207854		
40	34S	2013	VPG	MV-1	523MF1B65CM101422	FL	$ 51,020	Wheelchairs	5182B	TB8578	$10,000	$10,000
41	1455	2014	ELDORADO	PRT	1N9MNAC67EC084266	FL	$ 300,000	30	5583		$10,000	$10,000
42	1454	2014	ELDORADO	PRT	1N9MNAC65EC084265	FL	$ 300,000	30	5583		$10,000	$10,000
43	1453	2014	ELDORADO	PRT	1N9MNAC63EC084264	FL	$ 300,000	30	5583		$10,000	$10,000
44	1507	2015	Champion	Defender	5WEXWSKK2FH665254	FL	$ 100,000	22	5583		$10,000	$10,000
45	1501	2015	Champion	Defender	5WEXWSKK4FH665255	FL	$ 100,000	22	5583		$10,000	$10,000
46	1504	2015	Champion	Defender	5WEXWSKK6FH665256	FL	$ 100,000	22	5583		$10,000	$10,000
47	1505	2015	Champion	Defender	5WEXWSKK8FH665257	FL	$ 100,000	22	5583		$10,000	$10,000
48	1502	2015	Champion	Defender	5WEXWSKKXFH665258	FL	$ 100,000	22	5583		$10,000	$10,000
49	1503	2015	Champion	Defender	5WEXWSKK1FH665259	FL	$ 100,000	22	5583		$10,000	$10,000
50	1506	2015	Champion	Defender	5WEXWSKK8FH665260	FL	$ 100,000	22	5583		$10,000	$10,000
51	1003	2010	Chevrolet	C5500	1GBG5U1998F414766	FL	$ 20,000	18		203819	$10,000	$10,000
52	1556	2015	ELDORADO	Bus	1N9MNAC67FC084009	FL	$ 316,000	25	5583	BJB7790	$10,000	$10,000
53	1457	2014	ELDORADO	Bus	1N9MNAC67EC084381	FL	$ 316,000	30	5583		$10,000	$10,000
54	1458	2014	ELDORADO	Bus	1N9MNAC60EC084383	FL	$ 316,000	30	5583		$10,000	$10,000
55	1459	2014	ELDORADO	Bus	1N9MNAC60EC084382	FL	$ 316,000	29		TA9966		
56	108	2016	Classic Trolley	Open Oahu	4UZAB9DT1GCHE8153	FL	$ 217,618	41		TE4481		
57	109	2016	Classic Trolley	Open Oahu	4UZAB9DT3GCHE8154	FL	$ 217,618	41		TE4482		
58	110	2016	Classic Trolley	Open Oahu	4UZAB9DT5GCHE8155	FL	$ 217,618	41		TD9910		

	October 2015	November 2015	December 2015	January 2016	February 2016	March 2016	April 2016	May 2016	June 2016	July 2016	August 2016	September 2016	Total Year
51712 Driver - Med Chgs	118,975.00	126,362.00	130,796.47	126,362.53	122,984.33	121,627.52	128,367.68						875,475.53
51714 Driver - Med Deductions	(7,248.00)	(7,456.00)	(9,193.00)	(6,928.00)	(7,443.00)	(9,139.00)	(7,342.00)						(54,749.00)
53712 Maint - Medical Chgs	41,290.50	41,290.62	41,290.62	41,290.62	39,822.16	37,600.43	39,078.41						281,663.36
53714 Maint - Medical Deductions	(2,318.00)	(1,996.00)	(3,071.00)	(1,443.00)	(1,217.00)	(4,497.00)	(3,116.00)						(17,658.00)
72712 HQ Admin - Med Chgs	8,617.50	8,617.98	8,617.98	8,617.98	8,617.98	8,617.98	7,926.59						59,633.99
72714 HQ Admin - Med Ded	(1,490.00)	(1,415.00)	(1,936.00)	(1,490.00)	(1,490.00)	(1,861.00)	(1,362.00)						(11,044.00)
Total Medical Premiums	168,883.00	176,270.60	180,705.07	176,271.13	171,424.47	167,845.93	175,372.68	-	-	-	-	-	1,216,772.88
Total Employee Medical Deductions	(11,056.00)	(10,867.00)	(14,200.00)	(9,861.00)	(10,150.00)	(15,497.00)	(11,820.00)	-	-	-	-	-	(83,451.00)
Total Cost to County	157,827.00	165,403.60	166,505.07	166,410.13	161,274.47	152,348.93	163,552.68	-	-	-	-	-	1,133,321.88
Cost of Union Employees	150,699.50	158,200.62	159,823.09	159,282.15	154,146.49	145,591.95	156,988.09	-	-	-	-	-	1,084,731.89
Cost of Non Union Employees	7,127.50	7,202.98	6,681.98	7,127.98	7,127.98	6,756.98	6,564.59	-	-	-	-	-	48,589.99

	October 2014	November 2014	December 2014	January 2015	February 2015	March 2015	April 2015	May 2015	June 2015	July 2015	August 2015	September 2015	Total Year
51712 Driver - Med Chgs	86,965.69	89,161.91	87,157.33	87,760.86	86,477.65	85,378.55	85,341.03	91,330.39	93,317.00	91,801.00	94,985.49	99,710.10	1,079,387.01
51714 Driver - Med Deductions	(12,575.00)	1,481.00	(7,041.00)	(5,429.00)	(5,166.00)	(6,190.00)	(5,461.00)	(5,641.00)	(7,909.00)	(6,321.00)	(6,308.00)	(8,007.00)	(74,567.00)
53712 Maint - Medical Chgs	28,379.00	28,154.91	28,609.93	28,620.04	27,945.54	27,946.15	37,522.27	35,021.60	28,359.00	29,195.00	29,394.00	29,550.08	358,697.51
53714 Maint - Medical Deductions	(5,555.00)	448.00	(3,125.00)	(2,509.00)	(2,509.00)	(3,136.00)	(3,464.00)	(3,150.00)	(3,280.00)	(1,075.00)	(1,576.00)	(4,395.00)	(33,326.00)
72712 HQ Admin - Med Chgs	8,753.58	8,492.15	8,588.28	7,825.38	7,824.71	9,258.58	7,475.97	7,476.84	9,160.00	8,073.00	7,653.00	7,652.89	98,234.38
72714 HQ Admin - Med Ded	(1,491.00)	(1,491.00)	(2,003.00)	(1,578.00)	(1,578.00)	(1,971.00)	(1,119.00)	(1,279.00)	(1,599.00)	(821.00)	(1,280.00)	(1,672.00)	(17,882.00)
Total Medical Premiums	124,098.27	125,808.98	124,355.54	124,206.28	122,247.91	122,583.28	130,339.26	133,828.83	130,836.00	129,069.00	132,032.49	136,913.07	1,536,318.90
Total Employee Medical Deductions	(19,621.00)	438.00	(12,169.00)	(9,516.00)	(9,253.00)	(11,297.00)	(10,044.00)	(10,070.00)	(12,788.00)	(8,217.00)	(9,164.00)	(14,074.00)	(125,775.00)
Total Cost to County	104,477.27	126,246.98	112,186.54	114,690.28	112,994.91	111,286.28	120,295.26	123,758.83	118,048.00	120,852.00	122,868.49	122,839.07	1,410,543.90
Cost of Union	97,214.70	119,245.83	105,601.26	108,442.89	106,748.20	103,998.70	113,938.30	117,560.99	110,487.00	113,600.00	116,495.49	116,858.18	1,330,191.52
Cost of Non Union	7,262.58	7,001.15	6,585.28	6,247.38	6,246.71	7,287.58	6,356.97	6,197.84	7,561.00	7,252.00	6,373.00	5,980.89	80,352.38

	October 2013	November 2013	December 2013	January 2014	February 2014	March 2014	April 2014	May 2014	June 2014	July 2014	August 2014	September 2014	Total Year
51712 Driver - Med Chgs	51,955.05	57,130.82	52,863.34	77,355.67	84,100.43	81,831.93	78,584.63	81,824.44	81,841.29	82,919.60	76,442.45	77,551.19	884,400.85
51714 Driver - Med Deductions	(4,951.00)	(4,822.00)	(5,808.00)	(5,086.00)	(5,053.00)	(6,129.00)	(4,945.00)	(4,911.00)	(6,003.00)	(4,631.00)	(4,950.00)	(5,889.00)	(63,178.00)
53712 Maint - Medical Chgs	20,372.43	20,371.73	20,372.27	27,782.13	27,839.77	27,820.43	27,820.10	27,820.10	27,820.43	26,729.23	25,452.96	29,362.66	309,564.25
53714 Maint - Medical Deductions	(2,353.00)	(2,356.00)	(2,944.00)	(2,356.00)	(2,356.00)	(2,935.00)	(2,390.00)	(2,325.00)	(2,662.00)	(2,439.00)	(2,104.00)	(3,094.00)	(30,314.00)
72712 HQ Admin - Med Chgs	9,878.00	9,896.07	9,902.55	9,897.84	9,898.28	9,906.16	10,559.25	10,558.90	9,963.27	6,421.79	8,189.81	8,119.43	113,191.34
72714 HQ Admin - Med Ded	(1,736.00)	(1,744.00)	(2,179.00)	(1,744.00)	(1,744.00)	(2,189.00)	(1,868.00)	(1,966.00)	(2,030.00)	(1,971.00)	(1,398.00)	(2,276.00)	(22,845.00)
Total Medical Premiums	82,205.48	87,398.62	83,138.16	115,035.65	121,838.48	119,558.52	116,963.98	120,203.45	119,625.00	116,070.62	110,085.22	115,033.28	1,307,156.45
Total Employee Medical Deductions	(9,040.00)	(8,922.00)	(10,931.00)	(9,186.00)	(9,153.00)	(11,253.00)	(9,203.00)	(9,202.00)	(10,695.00)	(9,041.00)	(8,452.00)	(11,259.00)	(116,337.00)
Total Cost to County	73,165.48	78,476.62	72,207.16	105,849.65	112,685.48	108,305.52	107,760.98	111,001.45	108,930.00	107,029.62	101,633.22	103,774.28	1,190,819.45
Cost of Union	65,023.48	70,324.55	64,483.61	97,695.81	104,531.20	100,588.36	99,069.74	102,408.54	100,996.72	102,578.83	94,841.41	97,930.85	1,100,473.11
Cost of Non Union	8,142.00	8,152.07	7,723.55	8,153.84	8,154.28	7,717.16	8,691.25	8,592.90	7,933.27	4,450.79	6,791.81	5,843.43	90,346.34

	October 2012	November 2012	December 2012	January 2013	February 2013	March 2013	April 2013	May 2013	June 2013	July 2013	August 2013	September 2013	Total Year
51712 Driver - Med Chgs	44,347.73	55,007.75	49,141.05	49,271.95	44,590.49	46,724.16	50,538.11	46,736.06	44,129.96	46,742.01	45,422.30	45,418.73	568,070.30
51714 Driver - Med Deductions	(4,389.00)	(3,972.00)	(5,325.00)	(4,356.00)	(4,451.00)	(5,446.00)	(3,899.00)	(4,584.00)	(5,724.00)	(4,849.00)	(3,639.00)	(6,122.00)	(56,756.00)
53712 Maint - Medical Chgs	18,223.66	18,207.00	18,226.04	17,582.25	17,582.25	17,585.82	17,585.82	17,585.82	17,583.44	17,583.44	17,583.44	17,583.44	212,912.42
53714 Maint - Medical Deductions	(2,442.00)	(2,168.00)	(2,338.00)	(2,759.00)	(2,336.00)	(2,987.00)	(2,257.00)	(2,303.00)	(2,880.00)	(2,300.00)	(2,269.00)	(2,881.00)	(29,920.00)
72712 HQ Admin - Med Chgs	7,383.95	6,259.40	7,383.95	7,382.76	7,382.76	7,382.76	7,382.76	7,382.76	9,096.36	6,910.33	8,246.70	7,840.91	90,035.40
72714 HQ Admin - Med Ded	(1,456.00)	(1,365.00)	(1,686.00)	(1,384.00)	(1,366.00)	(1,877.00)	(1,448.00)	(1,453.00)	(1,946.00)	(1,520.00)	(1,391.00)	(1,786.00)	(18,678.00)
Total Medical Premiums	69,955.34	79,474.15	74,751.04	74,236.96	69,555.50	71,692.74	75,506.69	71,704.64	70,809.76	71,235.78	71,252.44	70,843.08	871,018.12
Total Employee Medical Deductions	(8,287.00)	(7,505.00)	(9,349.00)	(8,499.00)	(8,153.00)	(10,310.00)	(7,604.00)	(8,340.00)	(10,550.00)	(8,669.00)	(7,299.00)	(10,789.00)	(105,354.00)
Total Cost to County	61,668.34	71,969.15	65,402.04	65,737.96	61,402.50	61,382.74	67,902.69	63,364.64	60,259.76	62,566.78	63,953.44	60,054.08	765,664.12
Cost of Union	55,740.39	67,074.75	59,704.09	59,739.20	55,385.74	55,876.98	61,967.93	57,434.88	53,109.40	57,176.45	57,097.74	53,999.17	694,306.72
Cost of Non Union	5,927.95	4,894.40	5,697.95	5,998.76	6,016.76	5,505.76	5,934.76	5,929.76	7,150.36	5,390.33	6,855.70	6,054.91	71,357.40

Employee Number	Last Name	First Name	Job Title	Hire Date	Date of Current Job	Hourly Pay	Current Annual Salary	Hours Worked Per Year (FT = 40*52 weeks) (PT= 30*52 weeks)	Annual Employer 401k Contribution (10/1/15 - 9/30/16)	Type of Health Insurance	Current Annual Employer Health Contribution	Type of Dental Insurance	Current Annual Employer Dental Contribution	Type of Vision Insurance	Current Annual Employer Vision Contribution	Workers' Compensation Code	Type of Other Pay	Current Annual Amount of Other Pay	Accrued Annual Leave (in hours)	Accrued Sick Leave (in hours)
	Admin																N/A for all	N/A for all		
1	Davis	Fred	Advertising Sales	11/2/2015		$17.51		2080	$ -	Opt Out	$ -	Opt Out	$ -	Opt Out	$ -				80	98
2	Ellis	Tonya	Marketing Director	2/21/2011		N/A	$73,861.38		$ -	2 Employees + Children	$ 19,728.00	2 Employees + Children	$ 1,098.00	2 Employees + Children	$ 207.00				120	N/A
3	Leal	Somar	Office Manager	4/18/2016		$18.54		2080	$ -	Employee Only	$ 6,716.00	Opt Out	$ -	Opt Out	$ -				80	34
4	Ray	Samantha	Marketing Assistant	3/21/2016		$12.25		2080	$ -	Temp Employee	$ -	Temp Employee	$ -	Temp Employee	$ -				N/A	N/A
5	Stokes	Jacquita	Receptionist	4/14/2014		$11.14		2080	$ -	Employee Only	$ 7,500.00	Employee Only	$ 337.00	Opt Out	$ -				80	1
6	Verling	Ken	Maintenance (MT)		Management Team Pay				$ -	Employee + Spouse	$ 15,660.00	Employee + Spouse	$ 674.00	Employee + Spouse	$ 143.00				N/A	N/A
7	Walden	ANGELA	Customer Service	7/13/2015		$14.42		2080	$ -	Employee Only	$ 6,708.00	Employee Only	$ 337.00	Employee Only	$ 153.00				80	19.32
8	Weideman	Colette	Grant Manager	8/6/2012		N/A	$58,349.58		$ -	Employee Only	$ 7,500.00	Employee Only	$ 227.00	Employee Only	$ 153.00				80	N/A
9	Westfall	Danylle	Admin Assistant	6/4/2016		$13.76		2080	$ -	Employee Only	$ 6,708.00	Employee Only	$ 337.00	Employee Only	$ 73.00				80	2.61
10	Woolcock	Ted	Safety & Training	1/30/1991		N/A	$54,289.32		$ -	Employee + Spouse	$ 15,660.00	Employee + Spouse	$ 674.00	Employee + Spouse	$ 143.00				200	N/A
	Operations																			
1	Amory	Archibad	Operations Supervisor	4/28/2015		$18.53		2080	$ -	Opt Out	$ -	Opt Out	$ -	Opt Out	$ -				80	144
2	Bingham	Anna	Operations Supervisor	1/13/2014		$18.53		2080	$ -	Employee Only	$ 7,500.00	Opt Out	$ -	Employee + Spouse	$ 143.00				80	202
3	Capozzi	Jeff	Operations Manager	7/6/2015		N/A	$61,001.79		$ -	Employee Only	$ 7,500.00	Employee Only	$ 337.00	Employee Only	$ 73.00				80	N/A
4	Edgerton	Ken	Operations Supervisor	4/13/1977		$19.10		2080	$ -	Employee + Spouse	$ 15,660.00	Employee + Spouse	$ 674.00	Employee + Spouse	$ 143.00				240	400
5	McCall	Carl	Operations Supervisor	2/22/2010		$19.10		2080	$ -	Employee Only	$ 6,708.00	Employee Only	$ 337.00	Employee Only	$ 73.00				120	400
6	Thomas	Greg	Operations Supervisor	6/23/2010		$19.10		2080	$ -	Employee Only	$ 6,708.00	Employee Only	$ 337.00	Employee Only	$ 73.00				120	360
7	Barnes	Vincent	Safety & Training Operations Supervisor	4/30/1999		$20.80		2080	$ -	Opt Out	$ -	Employee Only	$ 337.00	Employee Only	$ 73.00				160	199
	Customer Service																			
1	Ard	Michael	Part Time Customer servi	6/27/2003		$10.11		1560	$ 374.58	N/A	$ -	N/A	$ -	N/A	$ -				N/A	N/A
2	Millender	Roberta	Customer service	10/2/2012		$11.11		2080	$ 858.39	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00				80	-7
3	Pullen	Joe	Customer service	1/17/2005		$10.11		2080	$ 1,078.83	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00				120	139
4	Sanchez	Liz	Customer service	9/8/2015		$10.11		2080	$ 196.15	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Opt Out	$ -				40	14
	Maintenance Admin / Techs / Building Grounds																			
1	Alverson	David	Maintenance Techs	4/21/1997		$25.24		2080	$ 2,871.77	Employee Only	$ 15,288.00	Employee + Spouse	$ 674.00	Employee + Spouse	$ 300.00				160	416
2	Barnes	Leslie	Parts Procurement	11/24/1997		N/A	$46,529.28		N/A	Employee Only	$ 7,500.00	Employee + Spouse	$ 674.00	Employee + Spouse	$ 143.00				160	N/A
3	Belcher	James	Assistant Maintenance M	1/9/2017		N/A	$51,500.00		N/A	2 Adults + Children	$ 19,728.00	2 Adults + Children	$ 1,098.00	2 Adults + Children	$ 207.00				40	N/A
4	Benefield	Antia	Maintenance Clerk	4/10/2017		$14.75		2080	N/A	New Employee	N/A	New Employee	$ -	New Employee	$ -				0	0
5	Brown	Vickie	Maintenance Techs	5/16/2016		$11.05		2080	$ 234.86	Opt Out	$ -	Opt Out	$ -	Opt Out	$ -				16	64
6	Bullock	David	Maintenance Techs	11/10/2014		$22.54		2080	$ 1,335.33	Employee + Spouse	$ 35,964.00	Employee + Spouse	$ 674.00	Employee + Spouse	$ 143.00				80	72
7	Cooper	Ronald	Maintenance Supervisor	1/7/2008		N/A	$60,934.80		N/A	Opt Out	$ -	Opt Out	$ -	Opt Out	$ -				120	N/A
8	Cooper	Curtis	Building/ Grounds	7/28/2017		$12.36		2080	$ 993.62	Employee Only	$ 7,500.00	Opt Out	$ -	Opt Out	$ -				80	48
9	Forsman	Patrick	Maintenance Techs	11/10/2008		$24.40		2080	$ 3,113.18	Employee Only	$ 15,288.00	Employee + Spouse	$ 674.00	Employee + Spouse	$ 143.00				120	96
10	Hall	David	Maintenance Techs	4/1/2012		$24.40		2080	$ 2,587.47											
11	Jackson	Aaron	Maintenance Techs	8/10/2016		$19.54		2080	$ 201.57	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00				8	56
12	Kilgo	Sean	Maintenance Techs	5/1/2016		$21.19		2080	$ 429.37	Opt Out	$ -	Opt Out	$ -	Opt Out	$ -				16	72
13	King	Glenn	Maintenance Supervisor	10/5/1986		N/A	$52,112.23		N/A	Employee Only	$ 7,500.00	2 Adults + Children	$ 1,098.00	Opt Out	$ -				240	N/A
14	King	Kevin	Building/ Grounds	3/21/2016		$16.48		2080	N/A	Opt Out	$ -	Opt Out	$ -	Opt Out	$ -				80	51
15	Mency	Larry	Building/ Grounds	10/19/2015		$12.36		2080	N/A	Opt Out	$ -	Opt Out	$ -	Opt Out	$ -				80	114
16	Michaud	Nick	Maintenance Techs	2/2/2015		$24.25		2080	$ 1,433.93	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00				40	96
17	Pitts	Kevin	Facilities Manager	11/30/1987		N/A	$$41,389.93		N/A	Employee Only	$ 7,500.00	Employee Only	$ 337.00	Employee Only	$ 73.00				200	N/A
18	Rhodes	Wesley	Maintenance Techs	3/5/2005		$22.69		2080	$ 1,358.10	Employee Only	$ 15,288.00	Employee + Children	$ 1,098.00	Opt Out	$ -				120	904
19	Roy	Robert	Maintenance Techs	8/25/2014		$24.40		2080	$ 1,655.09	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00				80	128
20	Scott	James	Maintenance Techs	10/1/2005		$16.64		2080	$ 878.16	2 Adults + Children	$ 45,780.00	2 Adults + Children	$ 1,098.00	2 Adults + Children	$ 207.00				120	58
21	Smith	Danny	Maintenance Techs	5/20/1985		$21.19		2080	$ 2,670.62	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00				240	364
22	Skinner	Latisha	Maintenance Techs	1/17/2017		$11.05		2080	$ -	N/A	$ -	N/A	$ -	N/A	$ -				N/A	N/A
23	Stanton	James	Maintenance Techs	7/19/1985		$24.25		2080	$ 1,449.70	Employee + Children	$ 28,524.00	Employee + Children	$ 1,098.00	Employee + Children	$ 207.00				240	212
24	Thomas	Bryant	Maintenance Techs	7/22/2005		Termed-Arbitration		2080	$ 906.30	N/A	$ -	N/A	$ -	N/A	$ -				N/A	N/A
25	Walden	Krystopher	Maintenance Techs	1/17/2017		$12.08		2080	$ -	Opt Out	$ -	Opt Out	$ -	Opt Out	$ -				0	24
26	Wise	Alan	Maintenance Techs	10/12/1984		$25.45		2080	$ 3,116.34	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00				240	1183
27	Young	Michael	Maintenance Techs	5/1/2016		$12.08		2080	$ 282.86	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00				16	69
	Part Time Bus Operators																			
1	Bynum	Veronica	Part Time Bus Operators	1/9/2017		$13.90		1560	$ -	N/A	$ -	N/a	$ -	N/A	$ -				N/A	N/A
2	Correa	Jessica	Part Time Bus Operators	1/9/2017		$13.90		1560	$ -	N/A	$ -	N/a	$ -	N/A	$ -				N/A	N/A
3	Debenedetto	Donna	Part Time Bus Operators	1/9/2017		$13.90		1560	$ -	N/A	$ -	N/a	$ -	N/A	$ -				N/A	N/A
4	Long	Robert	Part Time Bus Operators	6/6/2016		$13.90		1560	$ -	N/A	$ -	N/A	$ -	N/A	$ -				N/A	N/A
5	Moril	Vimonluck	Part Time Bus Operators	6/6/2016		$13.90		1560	$ -	N/A	$ -	N/A	$ -	N/A	$ -				N/A	N/A
6	Petersen	Ely	Part Time Bus Operators	1/9/2017		$13.90		1560	$ -	N/A	$ -	N/A	$ -	N/A	$ -				N/A	N/A
7	Warren	Cynthia	Part Time Bus Operators	1/9/2017		$13.90		1560	$ -	N/A	$ -	N/a	$ -	N/A	$ -				N/A	N/A
	Part Time Trolley																			
1	Allen	Patricia	Part Time Trolley	5/4/2003		$13.90		1560	$ 1,172.29	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00				120	554
2	Baker	Paul	Part Time Trolley	12/17/2007		$13.90		1560	$ 1,067.77	Employee Only	$ 15,288.00	Employee + Spouse	$ 674.00	Employee + Spouse	$ 143.00				80	121
3	Gonzalo	Feliciano	Part Time Trolley	4/8/2013		$13.90		1560	$ 470.95	Opt Out	$ -	Opt Out	$ -	Opt Out	$ -				80	143
4	Huffstetler	Laurie	Part Time Trolley	9/1/2015		$13.90		1560	$ 455.48	Opt Out	$ -	Opt Out	$ -	Opt Out	$ -				24	12
5	Marshall	Latonia	Part Time Trolley	9/1/2015		$13.90		1560	$ 642.84	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 153.00				24	26
6	Prindle	Chrystina	Part Time Trolley	3/30/2015		$13.90		1560	$ 484.87	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee + Spouse	$ 143.00				24	6
7	Tomlinson	Henry	Part Time Trolley	6/27/2002		$13.90		1560	$ 1,480.37	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00				120	162
8	Trantham	Cynthia	Part Time Trolley	9/1/2015		$13.90		1560	$ 659.53	Employee Only	$ 15,288.00	Employee + Spouse	$ 674.00	Employee Only	$ 153.00				24	46
9	Ulewicz	Richard	Part Time Trolley	10/6/2011		$13.90		1560	$ 508.85	Opt Out	$ -	Employee + Spouse	$ 674.00	Opt Out	$ -				80	16
10	Wolfe	Steven	Part Time Trolley	10/6/2011		$13.90		1560	$ 915.83	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00				80	28
	Bus Operators																			
1	Alexander	Phillip	Bus Operators	12/27/2002		$18.53		2080	$ 483.93	2 Adults + Children	$ 45,780.00	Employee + Children	$ 1,098.00	2 Adults + Children	$ 207.00				160	24
2	Archibald	Sophia	Bus Operators	8/19/1985		$18.53		2080	$ 680.40	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00				200	157
3	Bess	Jerome	Bus Operators	7/13/2015		$13.90		2080	$ 1,036.17	Employee + Spouse	$ 35,964.00	Employee + Spouse	$ 674.00	Opt Out	$ -				40	16
4	Boykins	Wanda	Bus Operators	5/26/1998		$18.53		2080	$ 2,369.54	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00				160	146
5	Bradshaw	Michell	Bus Operators	3/30/2015		$13.90		2080	$ 1,215.97	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 153.00				40	81.75
6	Brooks	Janet	Bus Operators	1/2/1997		$18.53		2080	$ 2,685.13	Employee Only	$ 15,288.00	Employee + Children	$ 1,098.00	2 Adults + Children	$ 433.00				200	986
7	Brooks	Michael	Bus Operators	9/15/2014		$13.90		2080	$ 2,095.65	Employee Only	$ 15,288.00	Employee + Children	$ 1,098.00	2 Adults + Children	$ 207.00				80	136
8	Broughton	Valerie	Bus Operators	5/7/2003		$18.53		2080	$ 253.54	Employee Only	$ 15,288.00	Employee + Children	$ 1,098.00	Employee + Spouse	$ 143.00				160	948
9	Brown	Queenie	Bus Operators	3/25/1999		$18.53		2080	$ 1,643.25	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00				160	536
10	Brown	Rory	Bus Operators	4/14/2014		$15.75		2080	$ 929.51	Employee + Children	$ 28,524.00	Employee + Spouse	$ 674.00	Employee + Spouse	$ 143.00				80	190
11	Burnett	Webbie	Bus Operators	8/9/2011		$18.53		2080	$ 2,629.04	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 153.00				80	184
12	Butler	Mary	Bus Operators	5/3/2003		$18.53		2080	$ 2,598.10	Employee + Children	$ 28,524.00	Employee + Spouse	$ 674.00	Employee + 1 Child	$ 300.00				160	8
13	Carter	Willie	Bus Operators	10/12/1974		$18.53		2080	$ 2,026.97	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00				240	2228
14	Coutu	Wan	Bus Operators	8/14/2006		$18.53		2080	$ 3,383.30	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 153.00				120	576
15	Crews	Ricky	Bus Operators	6/9/2014		$15.75		2080	$ 2,081.14	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00				80	180
16	Dees	Jevon	Bus Operators	5/4/2011		$18.53		2080	$ 1,346.83	Employee Only	$ 15,288.00	Employee + Children	$ 1,098.00	2 Adults + Children	$ 207.00				80	182
17	Devaughn	Lalonda	Bus Operators	1/13/2014		$18.53		2080	$ 1,040.27	Opt Out	$ -	Employee Only	$ 337.00	Employee + 1 Child	$ 300.00				80	108
18	Dixon	Adidas	Bus Operators	4/8/2011		$18.53		2080	$ 1,232.87	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00				80	120
19	English	Forest	Bus Operators	10/6/2011		$18.53		2080	$ 2,465.87	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 153.00				80	20
20	Ferguson	Margaret	Bus Operators	12/17/2007		$18.53		2080	$ 1,310.15	Employee Only	$ 15,288.00	Employee + Children	$ 1,098.00	2 Adults + Children	$ 207.00				120	26
21	Fillingim	Janet	Bus Operators	6/10/1985		$18.53		2080	$ 1,570.34	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00				240	22
22	Fox	Edna	Bus Operators	3/30/2015		$13.90		2080	$ 1,295.21	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00				40	54
23	Gibbs	Shaun	Bus Operators	2/12/1996		$18.53		2080	$ 2,497.12	Employee Only	$ 15,288.00	Employee + Children	$ 1,098.00	Employee + Children	$ 207.00				200	459
24	Gibson	Maureen	Bus Operators	7/13/2015		$13.90		2080	$ 533.06	Opt Out	$ -	Opt Out	$ -	Opt Out	$ -				40	82
25	Gray	Michael	Bus Operators	1/15/1980		$18.53		2080	$ 2,002.21	Employee + Spouse	$ 35,964.00	Employee + Spouse	$ 674.00	Employee + Spouse	$ 143.00				240	665
26	Hammonds	Misty	Bus Operators	5/9/2016		$13.90		2080	$ -	Opt Out	$ -	Opt Out	$ -	Opt Out	$ -				0	8
27	Herrin	Joseph	Bus Operators	4/22/2009		$18.53		2080	$ 2,161.82	Employee Only	$ 15,288.00	Employee + Children	$ 1,098.00	2 Adults + Children	$ 207.00				120	42
28	Jaquez	Ruben	Bus Operators	3/11/1997		$18.53		2080	$ 2,401.67	Opt Out	$ -	Employee Only	$ 337.00	Employee Only	$ 153.00				160	382
29	Jones	Vonnell	Bus Operators	5/15/1999		$18.53		2080	$ 2,322.37	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00				160	62
30	Kapcsos	Louis	Bus Operators	3/21/2016		$13.90		2080	$ -	Opt Out	$ -	Opt Out	$ -	Opt Out	$ -				N/A	0
31	King	Amey	Bus Operators	12/9/1998		$18.53		2080	$ 2,119.52	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 153.00				160	16
32	Kitchen	Robert	Bus Operators	1/25/2016		$13.90		2080	$ 860.09	Employee Only	$ 15,288.00	Employee + Spouse	$ 674.00	Employee Only	$ 73.00				16	32

33	Langdon	Kathy	Bus Operators	1/25/2016	$13.90	2080	$ 709.85	Employee Only	$ 15,288.00	Employee + Spouse	$ 674.00	Opt Out	$ -			16	29
34	Liddel	Cedric	Bus Operators	8/22/2011	$18.53	2080	$ 2,822.53	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee + Spouse	$ 143.00			80	160
35	Louma	Lisa	Bus Operators	4/14/2014	$15.75	2080	$ 1,111.26	Employee Only	$ 15,288.00	Employee + Children	$ 1,098.00	2 Adults + Children	$ 433.00			80	8
36	Lowery	Michael	Bus Operators	4/10/1995	$18.53	2080	$ 1,741.97	Employee + Children	$ 28,524.00	Employee + Children	$ 1,098.00	2 Adults + Children	$ 433.00			200	114
37	Lowery	Brigitte	Bus Operators	3/30/2015	$13.90	2080	$ 1,002.82	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 153.00			40	38
38	Luckey	Debra	Bus Operators	2/22/2010	$18.53	2080	$ 2,161.02	Employee Only	$ 15,288.00	Employee + Children	$ 1,098.00	Employee + Children	$ 207.00			120	70
39	Madison	Wanda	Bus Operators	5/7/2003	$18.53	2080	$ 1,165.99	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 153.00			160	74
40	Malone	Rosalyn	Bus Operators	5/7/2003	$18.53	2080	$ 2,580.65	Employee Only	$ 15,288.00	Employee + Spouse	$ 674.00	Employee + 1 Child	$ 300.00			160	262
41	Malone	Terrance	Bus Operators	11/19/2012	$18.53	2080	$ 2,455.33	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00			80	46
42	McCormick	Gwen	Bus Operators	9/9/1996	$18.53	2080	$ 2,649.74	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00			200	184
43	McIntrye	James	Bus Operators	8/24/2015	$18.53	2080	$ 2,007.68	Employee Only	$ 15,288.00	Employee + Spouse	$ 674.00	Employee + Spouse	$ 143.00			240	537
44	McWhite	Rashad	Bus Operators	7/26/2010	$18.53	2080	$ 1,235.57	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 153.00			120	32
45	Miller	Charles	Bus Operators	1/28/2000	$18.53	2080	$ 2,426.36	Opt Out	$ -	Employee + Spouse	$ 674.00	Employee + Spouse	$ 143.00			160	272
46	Moreno	Jose	Bus Operators	2/12/1996	$18.53	2080	$ 2,783.35	Employee + Spouse	$ 35,964.00	Employee + Spouse	$ 674.00	Employee + Spouse	$ 143.00			200	454
47	Prosser Elaine"	Ouida	Bus Operators	4/23/2009	$18.53	2080	$ 2,232.64	Opt Out	$ -	Employee + Children	$ 1,098.00	2 Adults + Children	$ 433.00			120	66
48	Quinn	Kathy	Bus Operators	8/16/2006	$18.53	2080	$ 1,293.77	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 153.00			120	16
49	Rich	Asia	Bus Operators	3/20/2016	$13.90	2080	$ -	Opt Out	$ -	Opt Out	$ -	Opt Out	$ -			0	8
50	Robinson	Lina	Bus Operators	5/30/2013	$18.53	2080	$ 1,805.22	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee + Spouse	$ 300.00			80	36
51	Rodgriquez	Oscar	Bus Operators	3/30/2015	$13.90	2080	$ 1,922.84	Opt Out	$ -	Employee + Spouse	$ 674.00	Employee + Spouse	$ 300.00			40	184
52	Simmons	Ernest	Bus Operators	4/8/2013	$18.53	2080	$ 2,622.75	Employee Only	$ 15,288.00	Employee + Spouse	$ 674.00	Employee + Spouse	$ 300.00			80	268
53	Smith	John	Bus Operators	5/4/2011	$18.53	2080	$ 2,297.87	Employee + Children	$ 28,524.00	Employee + Spouse	$ 674.00	Employee + 1 Child	$ 143.00			80	478
54	Smith	Shalonda	Bus Operators	8/9/2011	$18.53	2080	$ 636.11	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 153.00			80	84
55	Stallworth	Jerry	Bus Operators	6/10/1985	$18.53	2080	$ 2,440.21	2 Adults + Children	$ 45,780.00	Employee + Children	$ 1,098.00	2 Adults + Children	$ 433.00			240	20
56	Stallworth	Dewitt	Bus Operators	6/16/1999	$18.53	2080	$ 2,655.23	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 153.00			160	35
57	Stanberry	Alice	Bus Operators	8/12/1985	$18.53	2080	$ 2,430.78	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00			240	48
58	Stanton	Maryann	Bus Operators	5/1/1995	$18.53	2080	$ 2,515.82	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00			200	352
59	Thomas	Shantia	Bus Operators	1/25/2016	$13.90	2080	$ 1,148.99	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 153.00			24	68
60	Threat	Stephanie	Bus Operators	1/25/2016	$13.90	2080	$ 409.23	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 153.00			8	88
61	Weekley	Bernie	Bus Operators	Aug-08	$18.53	2080	$ 1,170.89	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00			120	16
62	Wheeler-Hicks	Lucinda	Bus Operators	7/13/2015	$13.90	2080	$ 1,903.57	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 153.00			40	140
63	White	Jerry	Bus Operators	9/3/1996	$18.53	2080	$ 2,419.37	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00			200	172
64	White	Charles	Bus Operators	8/13/2001	$18.53	2080	$ 2,477.58	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00			160	740
65	Wiggins	Elaine	Bus Operators	6/2/1998	$18.53	2080	$ 439.10	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 153.00			160	0
66	Williams	Alfornette	Bus Operators	7/18/1985	$18.53	2080	$ 2,397.99	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00			240	140
67	Wires	Arlene	Bus Operators	7/26/2010	$18.53	2080	$ 1,983.90	Employee Only	$ 15,288.00	Employee Only	$ 337.00	Employee Only	$ 73.00			120	16
					2042.63		**$ 151,214.02**		**$ 1,643,384.00**		**$ 56,474.00**		**$ 14,661.00**				

FY 2017 YTD Supplemental Backup

Route		Passengers	Revenue Hours	Revenue Miles	Farebox Revenue	Revenue per Passenger	Riders per Hour	Rider per Mile
1	ECAT/PINE FOREST/MOBILE HWY	45,212	1,656.0	23580	$ 33,832.66	$ 0.75	27	1.92
2	ECAT/CERVANTES/MYRTLE GROVE	60,796	2,773.3	44074.8	$ 49,687.04	$ 0.82	22	1.38
31	CORDOVA MALL / 12TH AVENUE	15,867	1,759.5	24418.8	$ 11,330.15	$ 0.71	9	0.65
32	9TH AVENUE / DOWNTOWN	20,163	1,989.0	19890	$ 11,934.87	$ 0.59	10	1.01
41	EAST PENSACOLA HEIGHTS	1,868	1,714.0	22987.8	$ 1,573.97	$ 0.84	1	0.08
43	UWF / SCENIC HEIGHTS/PSC	36,079	2,643.3	50022.7	$ 32,035.86	$ 0.89	14	0.72
44	T STREET	35,200	1,833.8	23070.6	$ 26,547.59	$ 0.75	19	1.53
45	MLK/DAVIS HWY	88,952	6,424.8	91178.4	$ 67,269.42	$ 0.76	14	0.98
47	MONTCLAIR/OAKW. TR	39,009	2,759.3	43588.2	$ 34,687.32	$ 0.89	14	0.89
48	BAPTIST HOSPITAL/DOWNTOWN	33,684	1,813.9	26342.4	$ 22,790.70	$ 0.68	19	1.28
50	HIGHWAY 29	36,059	3,638.9	50885.8	$ 29,080.14	$ 0.81	10	0.71
51	OLD PALAFOX	29,079	1,766.9	29665.4	$ 20,878.60	$ 0.72	16	0.98
52	CORDOVA MALL / PENSACOLA STATE COLLEGE	66,879	3,135.3	26537	$ 50,811.18	$ 0.76	21	2.52
55	BARRANCAS/BEACH HAVEN/NAVY PT	43,545	1,680.8	31613.4	$ 33,399.60	$ 0.77	26	1.38
57	NATTC/CORRY/DOWNTOWN	11,402	1,777.9	25206.3	$ 8,113.48	$ 0.71	6	0.45
58	DOWNTOWN/VA/NAVY HOS./TARGET@SORRENTO	14,746	2,004.5	29330.1	$ 11,395.75	$ 0.77	7	0.50
59	NAS EXPRESS	13,943	2,137.8	51237.2	$ 20,678.67	$ 1.48	7	0.27
60	ECAT/CENTURY COURTHOUSE	3,421	735.8	30353.4	$ 6,173.76	$ 1.80	5	0.11
61	PENSACOLA BEACH	3,454	459.0	15260.4	$ 4,843.72	$ 1.40	8	0.23
63	CROSSTOWN/MICHIGAN/AIRPORT	18,329	2,190.5	34813.8	$ 17,092.45	$ 0.93	8	0.53
64	BEACH JUMPER	2,466	1,138.8	15322.5	$ 734.50	$ 0.30	2	0.16
591	NAS AIRPORT	1,134	918.0	30992.4	$ 1,479.06	$ 1.30	1	0.04
	All Fixed Route	**621,287**	**46,951**	**740,371**	**$ 496,370.49**	**$ 0.80**	**13**	**0.84**

FY 2016 YTD Supplemental Backup

Route		Passengers	Revenue Hours	Revenue Miles	Farebox Revenue	Revenue per Passenger	Riders per Hour	Rider per Mile
1	ECAT/PINE FOREST/MOBILE HWY	87,227	3,458.4	46480.8	$ 69,667.00	$ 0.80	25	1.88
2	ECAT/CERVANTES/MYRTLE GROVE	124,316	5,027.4	89807.2	$ 92,723.89	$ 0.75	25	1.38
31	CORDOVA MALL / 12TH AVENUE	12,964	1,771.0	24578.4	$ 8,585.57	$ 0.66	7	0.53
32	9TH AVENUE / DOWNTOWN	18,616	2,002.0	20020	$ 11,529.74	$ 0.62	9	0.93
41	OLD	9,788	1,412.0	19086.4	$ 6,974.16	$ 0.71	7	0.51
41	EAST PENSACOLA HEIGHTS	1,705	1,726.4	23149.8	$ 1,286.97	$ 0.75	1	0.07
42	FAIRFIELD DRIVE	76,034	2,192.7	32086.5	$ 56,834.51	$ 0.75	35	2.37
43	UWF / SCENIC HEIGHTS/PSC	71,345	4,808.9	101232.5	$ 58,700.31	$ 0.82	15	0.70
44	T STREET	66,391	3,843.7	45882.9	$ 48,427.37	$ 0.73	17	1.45
45	MLK/DAVIS HWY	178,813	12,523.5	175990.2	$ 133,515.33	$ 0.75	14	1.02
47	MONTCLAIR/OAKW. TR	74,257	5,018.4	87532	$ 60,600.52	$ 0.82	15	0.85
48	BAPTIST HOSPITAL/DOWNTOWN	66,762	3,827.4	53003.6	$ 43,443.97	$ 0.65	17	1.26
50	HIGHWAY 29	74,695	6,022.1	102453.4	$ 57,287.07	$ 0.77	12	0.73
51	OLD PALAFOX	62,717	3,700.2	60474.2	$ 45,086.79	$ 0.72	17	1.04
52	CORDOVA MALL / PENSACOLA STATE COLLEGE	62,091	2,943.0	27770.4	$ 44,196.32	$ 0.71	21	2.24
55	BARRANCAS/BEACH HAVEN/NAVY PT	89,872	3,789.8	65512.2	$ 69,725.24	$ 0.78	24	1.37
57	NATTC/CORRY/DOWNTOWN	22,564	3,542.0	55211.8	$ 28,218.12	$ 1.25	6	0.41
58	DOWNTOWN/VA/NAVY HOS./TARGET@SORRENTO	26,911	4,066.5	56475.6	$ 21,287.49	$ 0.79	7	0.48
59	NAS EXPRESS	30,974	3,928.1	109626.95	$ 47,728.34	$ 1.54	8	0.28
60	ECAT/CENTURY COURTHOUSE	8,835	1,843.1	60480	$ 15,563.58	$ 1.76	5	0.15
61	PENSACOLA BEACH	7,921	1,058.3	28629	$ 10,347.99	$ 1.31	7	0.28
63	CROSSTOWN/MICHIGAN/AIRPORT	40,112	3,755.1	70233	$ 35,234.75	$ 0.88	11	0.57
64	BEACH JUMPER	7,418	1,298.6	22307	$ 2,112.83	$ 0.28	6	0.33
66	NAVY FED	6,246	447.2	6240	$ 11,722.59	$ 1.88	14	1.00
591	NAS AIRPORT	3,164	2,040.5	55685.8	$ 4,728.43	$ 1.49	2	0.06
	All Fixed Route	**1,231,738**	**86,046**	**1,439,950**	**$ 985,528.88**	**$ 0.80**	**14**	**0.86**

FY 2015 YTD Supplemental Backup

Route		Passengers	Revenue Hours	Revenue Miles	Farebox Revenue	Revenue per Passenger	Riders per Hour	Rider per Mile
1	ECAT/PINE FOREST/MOBILE HWY	87,382	3,743.3	46515.3	$ 62,920.72	$ 0.72	23	1.88
2	ECAT/CERVANTES/MYRTLE GROVE	127,352	4,745.4	90619.2	$ 100,231.40	$ 0.79	27	1.41
41	12TH AVENUE	22,159	2,725.3	37547.2	$ 16,214.53	$ 0.73	8	0.59
42	FAIRFIELD DRIVE	164,353	4,798.4	65560.75	$ 123,959.31	$ 0.75	34	2.51
43	CORDOVA/PJC/UWF	83,725	4,435.3	105097.2	$ 75,285.47	$ 0.90	19	0.80
44	T STREET	61,284	4,067.7	40685.4	$ 44,668.91	$ 0.73	15	1.51
45	MLK/DAVIS HWY	197,331	13,189.4	196933.5	$ 145,920.14	$ 0.74	15	1.00
47	MONTCLAIR/OAKW. TR	74,760	4,338.8	83480.8	$ 66,709.76	$ 0.89	17	0.90
48	BAPTIST HOSPITAL/DOWNTOWN	74,588	4,106.7	52320.8	$ 48,718.96	$ 0.65	18	1.43
50	HIGHWAY 29	71,806	5,362.4	106670.2	$ 58,712.21	$ 0.82	13	0.67
51	OLD PALAFOX	65,218	3,809.7	57678.4	$ 46,329.04	$ 0.71	17	1.13
55	BARRANCAS/BEACH HAVEN/NAVY PT	108,279	3,899.7	65497.9	$ 91,351.94	$ 0.84	28	1.65
57	NATTC/CORRY/DOWNTOWN	26,379	3,635.4	56322.7	$ 17,782.10	$ 0.67	7	0.47
58	DOWNTOWN/VA/NAVY HOS./TARGET@SORRENTO	30,629	4,420.7	58803.9	$ 23,619.92	$ 0.77	7	0.52
59	NAS EXPRESS	41,878	3,416.4	133709.25	$ 58,022.98	$ 1.39	12	0.31
60	ECAT/CENTURY COURTHOUSE	8,530	1,986.8	61479	$ 15,798.37	$ 1.85	4	0.14
61	PENSACOLA BEACH	8,012	1,200.0	28383.3	$ 11,000.58	$ 1.37	7	0.28
63	CROSSTOWN/MICHIGAN/AIRPORT	41,303	3,850.3	73536	$ 39,560.08	$ 0.96	11	0.56
64	BEACH JUMPER	10,464	1,266.6	15025.2	$ 1,414.89	$ 0.14	8	0.70
65	BIG LAGOON CONNECTOR	-	-	0	$ -			-
591	NAS AIRPORT	1,777	2,035.4	49920.05	$ 2,054.93	$ 1.16	1	0.04

FY 2014 YTD Supplemental Backup

Route		Passengers	Revenue Hours	Revenue Miles	Farebox Revenue	Revenue per Passenger	Riders per Hour	Rider per Mile
1	ECAT/PINE FOREST/MOBILE HWY	87,705	3,546.0	45972	$ 66,155.43	$ 0.75	25	1.91
2	ECAT/CERVANTES/MYRTLE GROVE	137,996	5,880.1	88670	$ 102,042.69	$ 0.74	23	1.56
41	12TH AVENUE	25,738	2,534.7	36443	$ 18,965.29	$ 0.74	10	0.71
42	FAIRFIELD DRIVE	172,768	7,045.2	64857	$ 122,733.44	$ 0.71	25	2.66
43	CORDOVA/PJC/UWF	82,761	5,615.6	102168	$ 71,523.85	$ 0.86	15	0.81
44	T STREET	63,005	3,792.1	42202	$ 44,985.19	$ 0.71	17	1.49
45	MLK/DAVIS HWY	193,626	13,734.8	174952	$ 141,141.87	$ 0.73	14	1.11
47	MONTCLAIR/OAKW. TR	77,094	5,371.4	81173	$ 66,640.95	$ 0.86	14	0.95
48	BAPTIST HOSPITAL/DOWNTOWN	70,871	3,734.2	50383	$ 47,140.33	$ 0.67	19	1.41
50	HIGHWAY 29	71,403	7,699.3	104723	$ 60,659.35	$ 0.85	9	0.68
51	OLD PALAFOX	69,097	3,637.0	56891	$ 49,784.00	$ 0.72	19	1.21
55	BARRANCAS/BEACH HAVEN/NAVY PT	110,859	3,648.5	64832	$ 94,633.09	$ 0.85	30	1.71
57	NATTC/CORRY/DOWNTOWN	25,388	3,753.2	54180	$ 17,466.03	$ 0.69	7	0.47
58	DOWNTOWN/VA/NAVY HOS./TARGET@SORRENTO	26,871	4,532.8	54630	$ 20,930.24	$ 0.78	6	0.49
59	NAS EXPRESS	31,996	4,773.1	92750	$ 47,027.74	$ 1.47	7	0.34
60	ECAT/CENTURY COURTHOUSE	9,812	1,707.7	59335	$ 17,555.13	$ 1.79	6	0.17
61	PENSACOLA BEACH	6,901	1,140.3	29700	$ 9,090.52	$ 1.32	6	0.23
63	CROSSTOWN/MICHIGAN/AIRPORT	43,109	5,672.7	68814	$ 39,160.61	$ 0.91	8	0.63
64	BEACH JUMPER	4,586	2,198.3	56407	$ 4,077.64	$ 0.89	2	0.08
65	BIG LAGOON CONNECTOR	39	456.2	15552	$ 7.05			-
591	NAS AIRPORT	2,227	2,650.0	57726	$ 2,678.54	$ 1.20	1	0.04
59, 64 and 591		38809	9621.4	206883	$ 53,783.92	$ 1.39	4	0.19

	FY2013	FY2014	FY2015	YTD FY2016	YTD FY2017
TOTAL RIDERSHIP	1,360,954	1,315,961	1,307,209	1,231,738	621,287
TOTAL FAREBOX REVENUE	$ 1,084,318.18	$ 1,049,686.06	$ 1,050,276.24	$ 985,528.88	$ 496,370.49
REVENUE MILES	1,461,436	1,402,359	1,425,786	1,439,950	740,371
REVENUE HOURS	102,843	93,961	81,034	86,046	46,951
REVENUE PER RIDER	$0.80	$0.80	$0.80	$0.80	$0.80
RIDERS PER REVENUE HOURS	13	14	16	14	13
RIDERS PER REVENUE MILE	0.93	0.94	0.92	0.86	0.84

Number of Stops in the City	366
Number of Stops in the County	715
Total Number of Stops	1081

Last update to include March 2017

	2017	2017
Month	**Farebox**	**Ridership**
October	$ 76,843.65	108,747
November	$ 77,100.73	96,854
December	$ 77,803.38	100,006
January	$ 82,217.04	102,761
February	$ 81,668.22	103,297
March		
April		
May		
June		
July		
August		
September		
Totals	$ 395,633.02	511,665
Operating Expenses	$ 4,162,071.27	
Ratio	9.5%	

Experience Exhibit

Firstgroup America, Inc.
Effective October 01, 2016

Policyholder Number - 727756
Group Number - 727757

- This exhibit displays the historical experience used in the development of the rates.
- Claims displayed are incurred claims and have been adjusted and completed.
- Based on customer size by experience rating group, claims over a certain threshold are removed to normalize the claims experience in order to minimize large yearly fluctuations.
- Fully-insured HMO or QPOS experience is provided in those sites with an average of 100 or more employees during the experience period and where experience is used in the development of the renewal rates for that site.
- Claims experience includes National Advantage Program access fees (for savings achieved on covered claims with non-network providers and on high dollar, in-network facility claims).
- Experience includes conversion claim expenses for individuals who have converted to an individual medical conversion policy.
- Effective with Rx claims incurred in 2011, Rx Claims & Adjusted Rx Claims are calculated by applying discounts from Average Wholesale Prices to enrollees' utilization, rather than using actual amounts paid.

PPO

Historical Experience

Month	Members	Total Medical FFS/Caps	**Adjusted Med FFS/Caps**	Rx Claims	**Adjusted Rx Claims**
Mar-15	93	$236,685	**$236,685**	$6,239	**$6,064**
Apr-15	97	39,013	**39,013**	8,157	**7,929**
May-15	96	28,248	**28,248**	7,750	**7,533**
Jun-15	101	65,641	**65,641**	7,015	**6,819**
Jul-15	101	69,873	**69,873**	9,543	**9,276**
Aug-15	101	84,335	**84,335**	7,502	**7,292**
Sep-15	102	49,290	**49,290**	8,027	**7,802**
Oct-15	111	63,577	**63,577**	7,419	**7,211**
Nov-15	111	56,988	**56,988**	9,327	**9,066**
Dec-15	112	61,414	**61,414**	8,790	**8,544**
Jan-16	109	74,753	**74,753**	9,650	**9,650**
Feb-16	108	55,045	**55,045**	6,734	**6,734**
TOTALS	**1,242**	$884,862	**$884,862**	$96,153	**$93,919**

Employee Number	Last Name	First Name	Job Title	Hire Date	Hourly Pay
	Admin				
1	Alsubaie	Alejandrina	Admin Assistant	9/8/2014	$17.16
2	Moorer	Setrina	ADA Coordinator/Customer Service	6/3/2014	$12.75
	Operations				
1	Lorge	Toby	Operations Supervisor	10/22/2015	$15.00
2	Lucas	Eric	Saftey & Training Supervisor	6/16/2016	$15.00
	Customer Service				
1	Leonard	Michael	Scheduler/Customer Service	6/8/2014	$12.36
2	Williams	Tonya	Customer service	3/21/2016	$12.00
3	Davis	Lorinda	Customer service	5/17/2016	$12.00
4			Customer service		$11.00
Maintenance Admin / Techs / Building Grounds					
1	Quiles	Antonio	Maintnance Utility	6/27/2016	$11.00
	Part Time Bus Operators				
1			Part Time Bus Operators		
2			Part Time Bus Operators		
	Bus Operators				
1	Averhart	Stephanie	Bus Operators	6/8/2014	$9.50
2	Baldridge	Emmet	Bus Operators	12/19/2016	$9.50
3	Blanton	Rodney	Bus Operators	6/8/2014	$12.73
4	Clausell	Calvin	Bus Operators	5/9/2016	$9.50
5	Cole	Victoria	Bus Operators	6/7/2014	$12.73
6	English	Melvin	Bus Operators	12/15/2014	$10.20

7	Gray	John	Bus Operators	8/17/2015	$9.70
8	Green	Valerie	Bus Operators	7/25/2016	$9.50
9	Harris	Theresa	Bus Operators	3/13/2017	$9.50
10	Harris	Troy	Bus Operators	6/7/2014	$12.73
11	Hicks	Darrell	Bus Operators	11/7/2016	$9.50
12	Hollins	Johnnie	Bus Operators	11/30/2016	$9.50
13	Huff	Pamela	Bus Operators	10/10/2014	$10.20
14	James	Ada	Bus Operators	6/7/2014	$12.73
15	Jeffries	Susan	Bus Operators	6/7/2014	$12.73
16	Jenkins	Tenedra	Bus Operators	6/7/2014	$12.73
17	Kapcsos	Louis	Bus Operators	3/21/2016	$9.70
18	Keller	Edwin	Bus Operators	7/25/2016	$9.50
19	Lovette	Tarah	Bus Operators	6/8/2014	$12.73
20	Lymons	Charles	Bus Operators	6/8/2014	$12.73
21	Matos	Tara	Bus Operators	6/7/2014	$12.73
22	McIntyre	Victor	Bus Operators	8/8/2014	$12.73
23	Michael	Lakeisha	Bus Operators	6/8/2014	$12.73
24	Mills	Ricky	Bus Operators	1/18/2017	$9.50
25	Powell	Angela	Bus Operators	3/13/2017	$9.50
26	Rich	Jamecca	Bus Operators	6/7/2014	$12.73
27	Richard	Joseph	Bus Operators	6/8/2014	$10.50
28	Roberts	Johndra	Bus Operators	6/7/2014	$12.73
29	Sutton	Bettie	Bus Operators	6/7/2014	$12.73
30	Thomas	Annie	Bus Operators	6/7/2014	$12.73
31	Virgin	Latina	Bus Operators	6/7/2014	$12.73
32	Washington	Innis	Bus Operators	11/7/2016	$9.50
33	White	Jessie	Bus Operators	3/13/2017	$9.50
34	Williams	Monisha	Bus Operators	6/7/2014	$12.73
35	Williams	Nakeem	Bus Operators	8/14/2014	$10.50

Hours Worked Per Year	Annual Employer 401k Contribution	Type of Medical Coverage	Current Annual Employer Health Contribution	Type of Dental Insurance	Current Annual Employer Dental Contribution
2080	N/A	Opt Out	$ -	Opt Out	$ -
2080	N/A	Opt Out	$ -	Employee Only	$ 28.10
2080	N/A	Opt Out	$ -	Opt Out	$ -
2080	N/A	Opt Out	$ -	Opt Out	$ -
2080	$ -	Opt Out	$ -	Opt Out	$ -
2080	$ -	Opt Out	$ -	Opt Out	$ -
2080	$ -	Employee Only	$ 559.72	Employee Only	$ 28.10
2080	$ -	Opt Out	$ -	Opt Out	$ -
2080	$ -	Opt Out	$ -	Opt Out	$ -
1560	$ -	N/A	$ -	N/a	$ -
1560	$ -	N/A	$ -	N/a	$ -
2080	$ -	Employee Only	$ 559.72	Employee Only	$ 18.93
2080	$ -	Opt Out	$ -	Employee Only	$ 28.10
2080	$ -	Opt Out	$ -	Opt Out	$ -
2080	$ -	Employee Only	$ 625.15	Employee Only	$ 28.10
2080	$ -	Opt Out	$ -	Employee Only	$ 18.93
2080	$ -	Employee Only	$ 625.15	Employee Only	$ 28.10

2080	$	-	Opt Out	$	-	Opt Out	$	-
2080	$	-	Opt Out	$	-	Opt Out	$	-
2080	$	-	Probation Period	$	-	Probation Period	$	-
2080	$	-	Opt Out	$	-	Opt Out	$	-
2080	$	-	Opt Out	$	-	Opt Out	$	-
2080	$	-	Opt Out	$	-	Opt Out	$	-
2080	$	-	Employee Only	$	625.15	Employee Only	$	28.10
2080	$	-	Employee Only	$	559.72	Employee Only	$	18.93
2080	$	-	Employee Only	$	559.72	Employee Only	$	18.93
2080	$	-	Employee Only	$	559.72	Employee Only	$	18.93
2080	$	-	Employee Only	$	559.72	Employee Only	$	18.93
2080	$	-	Opt Out	$	-	Employee + Spouse	$	56.24
2080	$	-	Opt Out	$	-	Employee Only	$	28.10
2080	$	-	Opt Out	$	-	Employee Only	$	28.10
2080	$	-	Employee Only	$	625.15	Employee + Children	$	38.98
2080	$	-	Employee Only	$	625.15	Employee Only	$	28.10
2080	$	-	Employee Only	$	559.72	Employee Only	$	28.10
2080	$	-	Employee Only	$	559.72	Employee + Children	$	38.98
2080	$	-	Opt Out	$	-	Opt Out	$	-
2080	$	-	Opt Out	$	-	Employee + Spouse/DP	$	56.24
2080	$	-	Employee Only	$	559.72	Employee Only	$	28.10
2080	$	-	Opt Out	$	-	Employee + Child	$	56.24
2080	$	-	Employee Only	$	559.72	Employee Only	$	18.93
2080	$	-	Opt Out	$	-	Employee + Child	$	56.24
2080	$	-	Opt Out	$	-	Opt Out	$	-
2080	$	-	Opt Out	$	-	Opt Out	$	-
2080	$	-	Probation Period	$	-	Probation Period	$	-
2080	$	-	Employee Only	$	625.15	Employee + Spouse	$	28.10
2080	$	-	Employee Only	$	559.72	Employee Only	$	28.10

Type of Vision Insurance	Current Annual Employer Vision Contribution	Workers' Compensation Code	Type of Other Pay	Current Annual Amount of Other Pay	Accrued Annual Leave (in hours)
			N/A for all	N/A for all	
Opt Out	$ -				
Employee Only	$ 12.77				
Opt Out	$ -				
Opt Out	$ -				
Opt Out	$ -				
Opt Out	$ -				
Opt Out	$ -				
Opt Out	$ -				
Opt Out	$ -				
N/A	$ -				
N/A	$ -				
Employee Only	$ 6.11				
Opt Out	$ -				
Opt Out	$ -				
Employee Only	$ 12.77				
Employee Only	$ 12.77				
Employee Only	$ 12.77				

Opt Out	$	-
Opt Out	$	-
Probation Period	$	-
Opt Out	$	-
Opt Out	$	-
Opt Out	$	-
Employee Only	$	6.11
Employee Only	$	6.11
Employee Only	$	6.11
Employee Only	$	6.11
Employee Only	$	6.11
Opt Out	$	-
Employee Only	$	12.77
Employee Only	$	12.77
Employee + Children	$	25.07
Employee Only	$	6.11
Opt Out	$	-
Employee + Children	$	25.07
Opt Out	$	-
Employee + Spouse/DP	$	11.99
Employee Only	$	6.11
Opt Out	$	-
Employee Only	$	6.11
Employee + Child	$	25.07
Opt Out	$	-
Opt Out	$	-
Probation Period	$	-
Opt Out	$	6.11
Employee Only	$	6.11

Accrued Sick Leave (in hours)

Preliminary Information Worksheet

Version 1.4

CTC Name:	Escambia County Community Transportation
County (Service Area):	Escambia County
Contact Person:	Don Christian
Phone #	850-595-3436

Check Applicable Characteristic:

ORGANIZATIONAL TYPE:

- (•) Governmental
- ( ) Private Non-Profit
- ( ) Private For Profit

NETWORK TYPE:

- (•) Fully Brokered
- ( ) Partially Brokered
- ( ) Sole Source

Once completed, proceed to the Worksheet entitled "Comprehensive Budget"

Comprehensive Budget Worksheet

Version 1.4

CTC: **Escambia County Community Transportation**
County: **Escambia County**

1. *Complete applicable **GREEN** cells in columns 2, 3, 4, and 7*

	Prior Year's **ACTUALS** from July 1st of **2015** to June 30th of **2016**	Current Year's **APPROVED** Budget, **as amended** from July 1st of **2016** to June 30th of **2017**	Upcoming Year's **PROPOSED** Budget from July 1st of **2017** to June 30th of **2018**	% Change from Prior Year to Current Year	Proposed % Change from Current Year to Upcoming Year	Confirm whether revenues are collected as a system subsidy VS a purchase of service at a unit price. Explain Changes in Column 6 That Are > ± 10% and Also > ± $50,000
1	2	3	4	5	6	7
REVENUES (CTC/Operators ONLY / Do **NOT** include coordination contractors!)						
Local Non-Govt						
Farebox	$ 180,000	$ 175,000	$ 225,500	-2.8%	28.9%	Farebox is used as subsidy or match. Collected by operator
Medicaid Co-Pay Received						
Donations/ Contributions						
In-Kind, Contributed Services						
Other						
Bus Pass Program Revenue						
Local Government						
District School Board						Projected funding (County) ADA transportation $1,009,400.00 / Projected funding (County) $372,039.00 for transportation services to be used as subsidy or match requirement for Trip & Equipment Grant. Dramatic increase in ADA trips increasing county to increase contributions towards ADA trips
Compl. ADA Services	$ 619,883	$ 630,000	$ 1,009,400	1.6%	60.2%	
County Cash	$ 630,000	$ 662,440	$ 372,216	5.1%	-43.8%	
County In-Kind, Contributed Services						
City Cash						
City In-kind, Contributed Services						
Other Cash						
Other In-Kind, Contributed Services						
Bus Pass Program Revenue						
CTD						
Non-Spons. Trip Program	$ 657,565	$ 666,934	$ 666,934	1.4%	0.0%	Funds allocated for Trip & Equipment Grant for transportation serives (non-sponsored transportation services at a rate per trip/mile.
Non-Spons. Capital Equipment						
Rural Capital Equipment						
Other TD (specify in explanation)						
Bus Pass Program Revenue						
USDOT & FDOT						
49 USC 5307	$ 300,000	$ 300,000	$ 300,000	0.0%	0.0%	Funds to be used for operations. No 5311 will be received this year. All 5311 will be allocated to fixed route
49 USC 5310						
49 USC 5311 (Operating)	$ 55,000	$ 50,000	$ -	-9.1%	-100.0%	
49 USC 5311(Capital)						
Block Grant						
Service Development						
Commuter Assistance						
Other DOT (specify in explanation)						
Bus Pass Program Revenue						
AHCA						
Medicaid			$ 48,000			The county will be contracting with brokers to provide trips for MTM
Other AHCA (specify in explanation)						
Bus Pass Program Revenue						
DCF						
Alcoh, Drug & Mental Health						
Family Safety & Preservation						
Comm. Care Dis./Aging & Adult Serv.						
Other DCF (specify in explanation)						
Bus Pass Program Revenue						
DOH						
Children Medical Services						
County Public Health						
Other DOH (specify in explanation)						
Bus Pass Program Revenue						
DOE (state)						
Carl Perkins						Projected funds to be used for trips at a similar rate. Dramatic decrease in current year over prior year service.
Div of Blind Services						
Vocational Rehabilitation	$ 32,310	$ 35,600	$ 9,000	10.2%	-74.7%	
Day Care Programs						
Other DOE (specify in explanation)						
Bus Pass Program Revenue						
AWI						
WAGES/Workforce Board						
Other AWI (specify in explanation)						
Bus Pass Program Revenue						
DOEA						
Older Americans Act						Projected funds to be used for trips at a similar rate. Dramatic decrease in current year over prior year service.
Community Care for Elderly						
Other DOEA (specify in explanation)	$ 85,000	$ 86,000	$ 63,000	1.2%	-26.7%	
Bus Pass Program Revenue						
DCA						
Community Services						

Comprehensive Budget Worksheet

Version 1.4

CTC: **Escambia County Community Transportation**
County: **Escambia County**

1. *Complete applicable **GREEN** cells in columns 2, 3, 4, and 7*

	Prior Year's **ACTUALS** from July 1st of **2015** to June 30th of **2016**	Current Year's **APPROVED** Budget, **as amended** from July 1st of **2016** to June 30th of **2017**	Upcoming Year's **PROPOSED** Budget from July 1st of **2017** to June 30th of **2018**	% Change from Prior Year to Current Year	Proposed % Change from Current Year to Upcoming Year	Confirm whether revenues are collected as a system subsidy VS a purchase of service at a unit price. Explain Changes in Column 6 That Are > ± 10% and Also > ± $50,000
1	2	3	4	5	6	7
Other DCA (specify in explanation)						
Bus Pass Admin. Revenue						
APD						
Office of Disability Determination						Due to lack of payment, discontinued service of APD
Developmental Services						
Other APD (specify in explanation)	$ 32,000	$ 55,000	$ -	71.9%	-100.0%	
Bus Pass Program Revenue						
DJJ						
(specify in explanation)						
Bus Pass Program Revenue						
Other Fed or State						
xxx						
xxx						
xxx						
Bus Pass Program Revenue						
Other Revenues						
Interest Earnings						
xxxx						
xxxx						
Bus Pass Program Revenue						
Balancing Revenue to Prevent Deficit						
Actual or Planned Use of Cash Reserve						
Balancing Revenue is Short By =						
Total Revenues =	**$2,591,758**	**$2,660,974**	**$2,694,050**	**2.7%**	**1.2%**	

EXPENDITURES (CTC/Operators ONLY / Do **NOT** include Coordination Contractors!)						
Operating Expenditures						
Labor						CTC contracts with First Transit for both ADA service & Demand Response service.
Fringe Benefits						
Services						
Materials and Supplies						
Utilities						
Casualty and Liability						
Taxes						
Purchased Transportation:						
Purchased Bus Pass Expenses						
School Bus Utilization Expenses						
Contracted Transportation Services	$ 2,591,758	$ 2,660,975	$ 2,694,050	2.7%	1.2%	
Other						
Miscellaneous						
Operating Debt Service - Principal & Interest						
Leases and Rentals						
Contrib. to Capital Equip. Replacement Fund						
In-Kind, Contributed Services	$ -	$ -	$ -			
Allocated Indirect						
Capital Expenditures						
Equip. Purchases with Grant Funds						
Equip. Purchases with Local Revenue						
Equip. Purchases with Rate Generated Rev.						
Capital Debt Service - Principal & Interest						
Total Expenditures =	**$2,591,758**	**$2,660,975**	**$2,694,050**	2.7%	1.2%	

Once completed, proceed to the Worksheet entitled "Budgeted Rate Base"

Comprehensive Budget Worksheet

Version 1.4

CTC: **Escambia County Community Transportation**
County: **Escambia County**

*1. Complete applicable **GREEN** cells in columns 2, 3, 4, and 7*

	Prior Year's **ACTUALS** from July 1st of **2015** to June 30th of **2016**	Current Year's **APPROVED** Budget, **as amended** from July 1st of **2016** to June 30th of **2017**	Upcoming Year's **PROPOSED** Budget from July 1st of **2017** to June 30th of **2018**	% Change from Prior Year to Current Year	Proposed % Change from Current Year to Upcoming Year	Confirm whether revenues are collected as a system subsidy VS a purchase of service at a unit price. Explain Changes in Column 6 That Are > ± 10% and Also > ± $50,000
1	2	3	4	5	6	7

Budgeted Rate Base Worksheet

Version 1.4

CTC: **Escambia County Community Transportation**

County: **Escambia County**

1. *Complete applicable **GREEN** cells in column 3; **YELLOW** and **BLUE** cells are automatically completed in column 3*
2. *Complete applicable **GOLD** cells in column and 5*

	Upcoming Year's **BUDGETED** Revenues from July 1st of **2017** to June 30th of **2018**	What amount of the Budgeted Revenue in col. 2 will be generated at the rate per unit determined by this spreadsheet, OR used as local match for these type revenues?	Budgeted Rate Subsidy Revenue **EX**cluded from the Rate Base	What amount of the Subsidy Revenue in col. 4 will come from funds to purchase equipment, OR will be used as match for the purchase of equipment?
	1	2	3	4	5
REVENUES (CTC/Operators ONLY)				
Local Non-Govt				
Farebox	$ 225,500		$ 225,500	
Medicaid Co-Pay Received	$ -		$ -	
Donations/ Contributions	$ -		$ -	
In-Kind, Contributed Services	$ -	$ -	$ -	
Other	$ -		$ -	
Bus Pass Program Revenue	$ -	$ -	$ -	
Local Government				
District School Board	$ -	$ -	$ -	
Compl. ADA Services	$ 1,009,400	$ -	$ 1,009,400	
County Cash	$ 372,216	$ 74,104	$ 298,112	
County In-Kind, Contributed Services	$ -	$ -	$ -	
City Cash	$ -		$ -	
City In-kind, Contributed Services	$ -	$ -	$ -	
Other Cash	$ -	$ 1,009,400	$ (1,009,400)	
Other In-Kind, Contributed Services	$ -	$ -	$ -	
Bus Pass Program Revenue	$ -	$ -	$ -	
CTD				
Non-Spons. Trip Program	$ 666,934	$ 666,934	$ -	$ -
Non-Spons. Capital Equipment	$ -	$ -	$ -	$ -
Rural Capital Equipment	$ -	$ -	$ -	$ -
Other TD	$ -		$ -	
Bus Pass Program Revenue	$ -	$ -	$ -	
USDOT & FDOT				
49 USC 5307	$ 300,000	$ -	$ 300,000	
49 USC 5310	$ -	$ -	$ -	$ -
49 USC 5311 (Operating)	$ -		$ -	
49 USC 5311(Capital)	$ -	$ -	$ -	$ -
Block Grant	$ -	$ -	$ -	
Service Development	$ -	$ -	$ -	
Commuter Assistance	$ -	$ -	$ -	
Other DOT	$ -		$ -	
Bus Pass Program Revenue	$ -	$ -	$ -	
AHCA				
Medicaid	$ 48,000	$ 48,000	$ -	
Other AHCA	$ -		$ -	
Bus Pass Program Revenue	$ -	$ -	$ -	
DCF				
Alcoh, Drug & Mental Health	$ -	$ -	$ -	
Family Safety & Preservation	$ -	$ -	$ -	
Comm. Care Dis./Aging & Adult Serv.	$ -	$ -	$ -	
Other DCF	$ -		$ -	
Bus Pass Program Revenue	$ -	$ -	$ -	
DOH				
Children Medical Services	$ -	$ -	$ -	
County Public Health	$ -	$ -	$ -	
Other DOH	$ -		$ -	
Bus Pass Program Revenue	$ -	$ -	$ -	
DOE (state)				
Carl Perkins	$ -	$ -	$ -	
Div of Blind Services	$ -	$ -	$ -	
Vocational Rehabilitation	$ 9,000	$ 9,000	$ -	
Day Care Programs	$ -	$ -	$ -	
Other DOE	$ -		$ -	
Bus Pass Program Revenue	$ -	$ -	$ -	
AWI				
WAGES/Workforce Board	$ -	$ -	$ -	
AWI	$ -		$ -	
Bus Pass Program Revenue	$ -	$ -	$ -	
DOEA				
Older Americans Act	$ -	$ -	$ -	
Community Care for Elderly	$ -	$ -	$ -	
Other DOEA	$ 63,000		$ 63,000	
Bus Pass Program Revenue	$ -	$ -	$ -	
DCA				
Community Services	$ -	$ -	$ -	
Other DCA	$ -		$ -	
Bus Pass Program Revenue	$ -	$ -	$ -	
APD				
Office of Disability Determination	$ -	$ -	$ -	
Developmental Services	$ -	$ -	$ -	
Other APD	$ -		$ -	
Bus Pass Program Revenue	$ -	$ -	$ -	
DJJ				
DJJ	$ -		$ -	
Bus Pass Program Revenue	$ -	$ -	$ -	

local match req.

$	74,104
$	-
$	-
$	-
$	-

YELLOW cells
are NEVER Generated by Applying Authorized Rates

BLUE cells
Should be funds generated by rates in this spreadsheet

GREEN cells

MAY BE Revenue Generated by Applying Authorized Rate per Mile/Trip Charges

Fill in that portion of budgeted revenue in Column 2 that will be GENERATED through the application of authorized per mile, per trip, or combination per trip plus per mile rates. Also, include the amount of funds that are Earmarked as local match for Transportation Services and NOT Capital Equipment purchases.

If the Farebox Revenues are used as a source of Local Match Dollars, then identify the appropriate amount of Farebox Revenue that represents the portion of Local Match required on any state or federal grants. This does not mean that Farebox is the only source for Local Match.

Please review all Grant Applications and Agreements containing State and/or Federal funds for the proper Match Requirement levels and allowed sources.

GOLD cells

Fill in that portion of Budgeted Rate Subsidy Revenue in Column 4 that will come from Funds Earmarked by the Funding Source for Purchasing Capital Equipment. Also include the portion of Local Funds earmarked as Match related to the Purchase of Capital Equipment if a match amount is required by the Funding Source.

Budgeted Rate Base Worksheet

Version 1.4

CTC: **Escambia County Community Transportation**

County: **Escambia County**

1. *Complete applicable **GREEN** cells in column 3; **YELLOW** and **BLUE** cells are automatically completed in column 3*
2. *Complete applicable **GOLD** cells in column and 5*

	Upcoming Year's **BUDGETED** Revenues from July 1st of **2017** to June 30th of **2018**	What amount of the Budgeted Revenue in col. 2 will be generated at the rate per unit determined by this spreadsheet, OR used as local match for these type revenues?	Budgeted Rate Subsidy Revenue **EX**cluded from the Rate Base	What amount of the Subsidy Revenue in col. 4 will come from funds to purchase equipment, OR will be used as match for the purchase of equipment?
	1	**2**	**3**	**4**	**5**
Other Fed or State				
xxx	$ -		$ -	
xxx	$ -		$ -	
xxx	$ -		$ -	
Bus Pass Program Revenue	$ -	$ -	$ -	
Other Revenues				
Interest Earnings	$ -	$ -	$ -	
xxxx	$ -		$ -	
xxxx	$ -		$ -	
Bus Pass Program Revenue	$ -	$ -	$ -	
Balancing Revenue to Prevent Deficit				
Actual or Planned Use of Cash Reserve	$ -	$ -	$ -	
Total Revenues =	**$ 2,694,050**	**$ 1,807,438**	**$ 886,612**	**$ -**

EXPENDITURES (CTC/Operators ONLY)

$ 886,612

Amount of Budgeted Operating Rate Subsidy Revenue

Operating Expenditures	
Labor	$ -
Fringe Benefits	$ -
Services	$ -
Materials and Supplies	$ -
Utilities	$ -
Casualty and Liability	$ -
Taxes	$ -
Purchased Transportation:	
Purchased Bus Pass Expenses	$ -
School Bus Utilization Expenses	$ -
Contracted Transportation Services	$ 2,694,050
Other	$ -
Miscellaneous	$ -
Operating Debt Service - Principal & Interest	$ -
Leases and Rentals	$ -
Contrib. to Capital Equip. Replacement Fund	$ -
In-Kind, Contributed Services	$ -
Allocated Indirect	$ -
Capital Expenditures	
Equip. Purchases with Grant Funds	$ -
Equip. Purchases with Local Revenue	$ -
Equip. Purchases with Rate Generated Rev.	$ -
Capital Debt Service - Principal & Interest	$ -
	$ -
Total Expenditures =	**$ 2,694,050**
minus **EXCLUDED** Subsidy Revenue =	$ 886,612
Budgeted Total Expenditures **INCLUDED** in Rate Base =	$ 1,807,438
Rate Base Adjustment[1] =	
Adjusted Expenditures Included in Rate Base =	**$ 1,807,438**

$

[1] Rate Base Adjustment Cell

If necessary and justified, this cell is where you could optionally adjust proposed service rates up or down to adjust for program revenue (or unapproved profit), or losses from the Actual period shown at the bottom of the Comprehensive Budget Sheet. This is not the only acceptable location or method of reconciling for excess gains or losses. If allowed by the respective funding sources, excess gains may also be adjusted by providing system subsidy revenue or by the purchase of additional trips in a period following the Actual period. If such an adjustment has been made, provide notation in the respective exlanation area of the Comprehensive Budget tab.

[1] The Difference between Expenses and Revenues for Fiscal Year: **2015 - 2016**

Once Completed, Proceed to the Worksheet entitled "Program-wide Rates"

Worksheet for Program-wide Rates

CTC: **Escambia County (** Version 1.4
County: **Escambia County**

*1. Complete Total Projected Passenger Miles and ONE-WAY Passenger Trips (**GREEN** cells) below*

Do NOT include trips or miles related to Coordination Contractors!
Do NOT include School Board trips or miles UNLESS…….
INCLUDE all ONE-WAY passenger trips and passenger miles related to services you purchased from your transportation operators!
Do NOT include trips or miles for services provided to the general public/private pay UNLESS..
Do NOT include escort activity as passenger trips or passenger miles unless charged the full rate for service!
Do NOT include fixed route bus program trips or passenger miles!

PROGRAM-WIDE RATES

Total Projected **Passenger** Miles =	826,564
Rate Per Passenger Mile =	**$ 2.19**
Total Projected **Passenger** Trips =	87,386
Rate Per Passenger Trip =	**$ 20.68**

Fiscal Year

2017 - 2018

Avg. Passenger Trip Length = 9.5 Miles

Rates If No Revenue Funds Were Identified As Subsidy Funds

Rate Per Passenger Mile =	**$ 3.26**
Rate Per Passenger Trip =	**$ 30.83**

Once Completed, Proceed to the Worksheet entitled "Multiple Service Rates"

Vehicle Miles
The miles that a vehicle is scheduled to or actually travels from the time it pulls out from its garage to go into revenue service to the time it pulls in from revenue service.

Vehicle Revenue Miles (VRM)
The miles that vehicles are scheduled to or actually travel while in revenue service. Vehicle revenue miles exclude:

Deadhead
Operator training, and
Vehicle maintenance testing, as well as
School bus and charter services.

Passenger Miles (PM)
The cumulative sum of the distances ridden by each passenger.

Worksheet for Multiple Service Rates

CTC: Escambia Count Version 1.4
County: Escambia County

1. Answer the questions by completing the GREEN cells starting in Section I for all services
2. Follow the DARK RED prompts directing you to skip or go to certain questions and sections based on previous answers

SECTION I: Services Provided

	Ambulatory	Wheelchair	Stretcher	Group
1. Will the CTC be providing any of these Services to transportation disadvantaged passengers in the upcoming budget year?.....	(●) Yes ( ) No	(●) Yes ( ) No	(●) Yes ( ) No	( ) Yes (●) No
	Go to Section II for Ambulatory Service	Go to Section II for Wheelchair Service	Go to Section II for Stretcher Service	STOP! Do NOT Complete Sections II - V for Group Service

SECTION II: Contracted Services

	Ambulatory	Wheelchair	Stretcher	Group
1. Will the CTC be contracting out any of these Services TOTALLY in the upcoming budget year?....	(●) Yes ( ) No	(●) Yes ( ) No	(●) Yes ( ) No	( ) Yes (●) No
	Answer # 2 for Ambulatory Service	Answer # 2 for Wheelchair Service	Answer # 2 for Stretcher Service	Do Not Complete Section II for Group Service
2. If you answered YES to #1 above, do you want to arrive at the billing rate by simply dividing the proposed contract amount by the projected Passenger Miles / passenger trips?.....	(●) Yes ( ) No	(●) Yes ( ) No	( ) Yes (●) No	( ) Yes (●) No
				Do NOT Complete Section II for Group Service
	Leave Blank	Leave Blank	Leave Blank	
3. If you answered YES to #1 & #2 above, how much is the proposed contract amount for the service?	$ 1,814,133	$ 829,730		
How many of the total projected Passenger Miles relate to the contracted service?	619,923	206,641		
How many of the total projected passenger trips relate to the contracted service?	65,540	21,846		
Effective Rate for **Contracted Services:**	Ambulatory	Wheelchair	Stretcher	Group
per **Passenger Mile** =	$ 2.93	$ 4.02		
per **Passenger Trip** =	$ 27.68	$ 37.98		
	Go to Section III for Ambulatory Service	Go to Section III for Wheelchair Service	Go to Section III for Stretcher Service	Do NOT Complete Section II for Group Service
4. If you answered # 3 & want a Combined Rate per Trip PLUS a per Mile add-on for 1 or more services, INPUT the Desired per Trip Rate (but must be less than per trip rate in #3 above =	Combination Trip and Mile Rate			
Rate per Passenger Mile for Balance =	$ 2.93	$ 4.02		
	STOP! Do NOT Complete Sections III - V for Ambulatory Service	STOP! Do NOT Complete Sections III - V for Wheelchair Service	Leave Blank and Go to Section III for Stretcher Service	Do NOT Complete Section II for Group Service

SECTION III: Escort Service

Worksheet for Multiple Service Rates

CTC: Escambia Count Version 1.4
County: Escambia County

1. Answer the questions by completing the GREEN cells starting in Section I for all services
2. Follow the DARK RED prompts directing you to skip or go to certain questions and sections based on previous answers

1. Do you want to charge all escorts a fee?..... ○ Yes ◉ No

Skip #2 - 4 and Section IV and Go to Section V

2. If you answered Yes to #1, do you want to charge the fee per passenger trip OR ……..
per passenger mile?..... ◉ Pass. Trip ○ Pass. Mile — Leave Blank

3. If you answered Yes to # 1 and completed # 2, for how many of the projected Passenger Trips / Passenger Miles will a passenger be accompanied by an escort? — Leave Blank

4. How much will you charge each escort?..... — Leave Blank

SECTION IV: Group Service Loading

Do NOT Complete Section IV

1. If the message "You Must Complete This Section" appears to the right, what is the projected total number of Group Service Passenger Miles? (otherwise leave blank).....

……. And what is the projected total number of Group Vehicle Revenue Miles?

Loading Rate 0.00 to 1.00

SECTION V: Rate Calculations for Mulitple Services:

1. Input Projected Passenger Miles and Passenger Trips for each Service in the GREEN cells and the Rates for each Service will be calculated automatically
   * Miles and Trips you input must sum to the total for all Services entered on the "Program-wide Rates" Worksheet, MINUS miles and trips for contracted services IF the rates were calculated in the Section II above
   * Be sure to leave the service BLANK if you answered NO in Section I or YES to question #2 in Section II

RATES FOR FY: 2017 - 2018

		Ambul	Wheel Chair	Stretcher	Group (Leave Blank)	
Projected Passenger Miles (excluding totally contracted services addressed in Section II) =	826,564	619,923	206,641		0	
Rate per Passenger Mile =		$1.86	$3.18	$0.00	$0.00 per passenger	$0.00 per group
Projected Passenger Trips (excluding totally contracted services addressed in Section II) =	87,386	65,540	21,847			
Rate per Passenger Trip =		$17.55	$30.08	$0.00	$0.00 per passenger	$0.00 per group

2 If you answered # 1 above and want a COMBINED Rate per Trip PLUS a per Mile add-on for 1 or more services,…

Combination Trip and Mile Rate

	Ambul	Wheel Chair	Stretcher	Group (Leave Blank)	
…INPUT the Desired Rate per Trip (but must be less than per trip rate above) =					$0.00
Rate per Passenger Mile for Balance =	$1.86	$3.18	$0.00	$0.00 per passenger	$0.00 per group

Rates If No Revenue Funds Were Identified As Subsidy Funds

Worksheet for Multiple Service Rates

1. Answer the questions by completing the GREEN cells starting in Section I for all services
2. Follow the DARK RED prompts directing you to skip or go to certain questions and sections based on previous answers

CTC: **Escambia Count** Version 1.4
County: **Escambia County**

	Ambul	Wheel Chair	Stretcher	Group	
Rate per Passenger Mile =	**$2.77**	**$4.74**	**$0.00**	**$0.00** per passenger	**$0.00** per group
	Ambul	**Wheel Chair**	**Stretcher**	**Group**	
Rate per Passenger Trip =	**$26.16**	**$44.84**	**$0.00**	**$0.00** per passenger	**$0.00** per group

Program These Rates Into Your Medicaid Encounter Data

Name	Email	Is your Mass Transit System operated locally or regionally?	If locally, is it operated by County, a city within County or another entity?	If the Countyoperates the system, is your fixed route transit system operated with in-house forces, by contracted mgmt company, or combination?	If the County operates system, is paratransit system operated with in-house forces, by contracted mgmt company or combination	Do you have a Union related to Transit? If so fixed route only, paratransit only or both?	What is the starting pay for fixed route drivers? What is the starting pay of paratransit drivers?	Are your fixed route drivers full time or part time /as needed/at will?	Are your paratransit drivers full time or part time/as needed/at will?	Are health/retirement/etc benefits offered to the fixed route employees?	Are health/retirement /etc benefits offered to the paratransit route employees?
Chris Walton	cwalton@broward.org	Locally	County	In-house and some contracted services	Contracted	Yes, fixed route only	Will send pay scale	Full and Part Time	Contracted	Yes	Contractor is required to pay living wage, which has a health care component
Jim Freeman	JimFreeman@polk-county.net			All public transit services are managed and operated by the Lakeland Area Mass Transit District through an Interlocal Agreement							
Mary Moskowitz	mary.moskowitz@osceola.org			Per FS 343.64 the existing regional transportation service for Osceola County is provided by the Central Florida Regional Transportation Authority d/b/a LYNX. The County does not operate any additional local or regional transit services.							
Kurt Scheible	kscheible@ridepcpt.com	Locally	County	Fixed Route - In House	Partly in-house and vendored trips (no contracted company) We are moving to an in-house system	Teamsters is our Union and they represent both paratransit and fixed route.	$12.67	All drivers are F/T (exept one PT - offical classification is relief driver)	Full Time	All drivers receive benefits expet the one part time employee	All drivers receive all benefits
Robbie Chartier	rchartier@co.okeechobee.fl.us			Santa Rosa only provides Transportation Disadvantaged and Rural Transportation Services through our contractor Tri-County							
Connie Conley	conley-connie@levycounty.org			Levy County does not have mass transit/fixed route transportation. Door to door, paratransit services are provided county wide by the County							
Rocky Burke	rburke@scgov.net	Locally	County	In-house and some contracted services	Contracted Mgmt Company	Amalgamated Transit Union represents fixed route bus operators only as paratransit is contracted out.	Fixed Route - $13.40 Paratransit - $11.75	Full time	Combination - contracted	Yes	Yes/Contractor
Robert Presnell	rpresnell@gadsdencountyfl.gov			The Big Bend Transit Services provides these services through a number of grants in Gadsden County. The BOCC does have a $50,000 annual contract with them for a shuttle service in Quincy.							
Tony Gomillion	tonyg@santarosa.fl.gov			Santa Rosa only provides Transportation Disadvantaged and Rural Transportation Services through our contractor Tri-County							
Paul Carlisle	pcarlisle@myglades.com			No mass transit. We have Goodwheels as a service provided for CTD and non-emergency medical transport. The services are varied, but under utilized.							
David Edwards	dedwards@mywakulla.com			No mass transit system. The BCC contributes to the Senior Center for transportation services for seniors.							
Michael Moron	michael@franklincountyflorida.com			Do not have a mass transit system and we use Gulf Transportaion, Inc. for low income residents.							
Charles Chapman	cchapman@hendryfla.net			No mass transit. We have Goodwheels as a service provided for CTD and non-emergency medical transport. The services are varied, but under utilized.							
Don Butler	dbutler@gulfcounty-fl.gov			No mass transit system. The only transportation other than taxi's is provided by Gulf Transportation, Inc., which is primarily for low income clients to travel for medical services, food and legal services and etc.							
Randy Oliver	randy.oliver@citrusbocc.com	Locally	Citrus County BCC	All operations are operated with Citrus County Board of County Commissioner employees	Both our deviated fixed route and paratransit service are county employees	Teamsters Local 79 is available to both paratransit and deviated fixed route drivers that choose to join	$11.42 for all	Both FT and PT depending on coverage needed	Both FT and PT depending on coverage needed	Yes, if they work over 30 hours per week	Yes, if they work over 30 hours per week
Parrish Barwick	pbarwick@jeffersoncountyfl.gov			No mass transit system. Local assitance from Leon County and veterans							

Phil Matson	pmatson@ircgov.com	Locally	System is operated by the Senior Resource Association (SRA) of Indian River County, a private non-profit organization under an agreement with the County	System is operated by the Senior Resource Association (SRA) of Indian River County, a private non-profit organization under an agreement with the County	The SRA operates both the fixed route and the paratransit servces on behalf of the County	No	Fixed Route - $10.25 Paratransit - $9.75	Full time	Combination of FT and PT	Yes	Yes (Full time only)
William Steele	william.steele@mymanatee.org	Local operations - we cross county lines with fixed route services	Manatee County Government	In House Forces	In House Forces	No union representation	Both - $13.41	Full time and a complement of 7 are OPS (they work either fixed route or paratransit, as needed)	Full time and a complement of 7 are OPS (they work either fixed route or paratransit, as needed)	Yes, health care benefits and FRS	Yes, health care benefits and FRS
Louie Goodin	hamiltoncounty@windstream.net			Hamilton does not have mass transit. Closes thing we have is Suwannee Valley Transit Authority serving Hamilton, Columbia, and Suwannee counties special needs customers.							

County	CTC	County	CTC	Authority	County	CTC	Authority
Bay	Yes	Alachua	No		Indian	No	
Brevard	Yes	Baker	No		Lee	No	
Broward	Yes	Bradford	No		Madison	No	
Charlotte	Yes	Calhoun	No		Marion	No	
Citrus	Yes	Clay	No		Martin	No	
Collier	Yes	Columbia	No		Monroe	No	
Escambia	Yes	Desoto	No		Nassau	No	
Flagler	Yes	Dixie	No		Okeechobee	No	
Hillsborough	Yes	Duval	No	Yes	Orange	No	Yes
Lake	Yes	Franklin	No		Osceola	No	Yes
Levy	Yes	Gadsden	No		Pinellas	No	Yes
Liberty	Yes	Gilchrist	No		Polk	No	Yes / Tax District
Manatee	Yes	Glades	No		Putnam	No	
Miami-Dade	Yes	Gulf	No		Saint Johns	No	
Okaloosa	Yes	Hamilton	No	Yes	Santa Rosa	No	
Palm Beach	Yes	Hardee	No		Seminole	No	Yes
Pasco	Yes	Hendry	No		Suwannee	No	Yes
Saint Lucie	Yes	Hernando	No		Taylor	No	
Sarasota	Yes	Highlands	No		Union	No	
Sumter	Yes	Holmes	No		Volusia	No	
Leon	Yes	Jackson	No		Walton	No	
		Jefferson	No		Washington	No	
		Lafayette	No		Wakulla	No	
CTC	**21**				**Not CTC**	**46**	
					Authority	**8**	

			ECAT PPO – UNION ONLY	ECAT MAP 1	ECAT MAP 2 POS	County PPO 1352	County PPO 1552	County HSA 1168	County SA 1169
Deductible									
	Individual								
		In-Network	$150.00	$2,500.00	$1,500	$750	$500	$2,100	
						750 – Combined w/IN	750 – Combine d w/IN		
		Out-of-Netw	$300.00	$5,000.00	$3,000			$4,200	
	Family	In-Network	$300.00	$5,000.00	$3,000	$2,250	$1,500		$4,200
		Out-of-Netw	$600.00	$10,000.00	$6,000	$2,250	$1,500		$8,400
Max out of Pocket									
	Individual	In-Network	$3,000.00	$5,500.00	$4,000	$3,000	$2,000	$2,100	
		Out-of-Netw	$6,000.00	$11,000.00	$8,000	$3,000	$2,000	$8,400	
	Family	In-Network	$6,000.00	$11,000.00	$8,000	$9,000	$6,000		$4,200
		Out-of-Netw	$12,000.00	$22,000.00	$16,000	$9,000	$6,000		$16,800
Health Care Providers									
	Primary	In-Network	$30.00	5% after ded	20% co-insur	$20 co-pay	15 co-pay	Deductible	eductible
		Out-of-Netw	50% co-insur	50% after de	50% co-insur	Ded + 40%	ed + 40%	Ded + 40%	d + 40%
	Specialist	In-Network	$40.00	5% after ded	20% co-insur	Ded + 20%	30 co-pay	Deductible	eductible
		Out-of-Netw	50% co-insur	50% after de	50% co-insur	Ded + 40%	ed + 20%	Ded + 40%	d + 40%
	Other Practitio	In-Network	$40.00		20% co-insur	Ded + 20%	30 co-pay	Deductible	eductible
		Out-of-Netw	50% co-insur		50% co-insur	Ded + 40%	ed + 40%	Ded + 20%	d + 20%
	Preventive Ca	In-Network	No Charge	Plan pays 10	No Charge	$20 co-pay	15 co-pay	No Charge	Charge
		Out-of-Netw	50% co-insur	Not Covered	Not Covered	40% co-insur	% co-insur	% co-insur	co-insur
Diagnostic Te	Independent C	In-Network	$40.00	5% after ded	20% co-insur	No Charge	lo Charge	Deductible	eductible
		Out-of-Netw	50% co-insur	50% after de	50% co-insur	Ded + 40%	ed + 40%	Ded + 20%	d + 20%
	Independent D	In-Network	$40.00	Not listed		$100 co-pay	00 co-pay	Deductible	eductible
		Out-of-Netw	50% co-insur	Not listed		Ded + 40%	ed + 40%	Ded + 20%	d + 20%
	Imaging (CT/PET scans MRIs)	In-Network	$40.00	Not listed	20% co-insur				
		Out-of-Netw	50% co-insur	Not Listed	50% co-insur				
	Physician Of	In-Network		25% after ded		Ded + 20%	30 co-pay	Deductible	eductible
		Out-of-Network		50% after ded		$100 co-pay	00 co-pay	Ded + 20%	d + 20%
	Independent	In-Network				$100 co-pay	00 co-pay	Deductible	eductible
		Out-of-Network				Ded + 20%	ed + 20%	Deductible	eductible
Drugs									

Generic								
Retail	In-Network	$10.00	25% co-insur $10 min; $25 max	25% co-insur $10 max $25	$15.00	$15.00	Deductible	eductible
	Out-of-Netw	50% co-insur after co-pay/$10 retail	Not Covered	Not Covered	50% coinsur	% coinsur	In-Ded & 50% co-insur	In-Ded & 50% co-insur
Mail	In-Network	$20.00	25% co-insur $25 min; $62.50 max	25% co-insur 25$ max $62.50	$40 co-pay	$40 co-pa	Deductible	Deductible
	Out-of-Network		Not Covered	Not Covered	50% coinsur	% coinsur	In-Ded & 50% co-insur	In-Ded & 50% co-insur
Preferred Brand								
Retail	In-Network	$20.00	25% co-insur $20 min; $50 max	25% co-insur $20 max $50	$30 co-pay	$30 co-pa	Deductible	Deductible
	Out-of-Netw	50% co-insur after co-pay/$20 retail	Not Covered	Not Covered	50% coinsur	% coinsur	In-Ded & 50% co-insur	In-Ded & 50% co-insur
Mail	In-Network	$40.00	25% co-insur $50.00 min; $125 max	25 % co-insur $50 max $125	$75 co-pay	$75 co-pa	Deductible	Deductible
	Out-of-Netw	50% co-insur after co-pay/$40 retail	Not Covered	Not Covered	50% coinsur	% coinsur	In-Ded & 50% co-insur	In-Ded & 50% co-insur
Non-Preferred Brand								
Retail	In-Network	$40.00	25% co-insur $30 min; $70 max	25% co-insur $30 max $70	$50 co-pay	$50 co-pa	Deductible	Deductible

		Out-of-Netw	50% co-insur after co-pay/$40 retail	Not Covered	Not Covered	50% coinsur	% coinsur	In-Ded & 50% co-insur	In-Ded & 50% co-insur
	Mail	In-Network	$80.00	25% co-insur $75 min; $175 max	25% co-insur $75 - $175	$125 co-pa	$125 co-p	Deductible	Deductible
		Out-of-Network		Not Covered	Not Covered	50% coinsur	% coinsur	In-Ded & 50% co-insur	In-Ded & 50% co-insur
	Specialty	In-Network	Applicable cost as noted above for generic or brand	Not listed	Applicable cost as noted above for generic or brand drugs	Specialty drugs are subject to the coast share based on applicable drug tier. (retail)	Specialty drugs are subject to the coast share based on applicable drug tier. (retail)	Specialty drugs are subject to the coast share based on applicable drug tier. (retail)	Specialty drugs are subject to the coast share based on applicable drug tier. (retail)
		Out-of-Netw	Not Covered	Not Listed	Not Covered	Specialty drugs are subject to the coast share based on applicable drug tier. (retail)	Specialty drugs are subject to the coast share based on applicable drug tier. (retail)	Specialty drugs are subject to the coast share based on applicable drug tier. (retail)	Specialty drugs are subject to the coast share based on applicable drug tier. (retail)
Outpatient Surgery									
	Facility Fee Ambulatory S	In-Network	20 % co-insur	25% after de	20% co-insur	$100 co-pa	$100 co-p	Deductible	Deductible

					Ded + 40% co-insur	Ded & 40% co-insur	Ded + 20% co-insur	Ded + 20% co-insur
	Out-of-Netw	50% co-insur	25% after de	50% co-insur				
Out Patient Ho	In-Network			20% co-insur	$150 co-pa	$150 co-p	Deductible	Deductible
	Out-of-Network			50% co-insur	$350 co-pa	$350 co-p	In- Ded	In-Ded
Physician/surgeon Fees		20 % co-insur	Not Listed					
					Ded + 20% co-insur	Ded & 20% co-insur		
	In-Network	50% co-insur	Not Listed	20% co-insur			Deductible	Deductible
	Out-of-Network			50% co-insur				
Ambulatory S	Out-of-Network				40% co-ins	% co-insur	20% co-ins	20% co-insur
								In-Network
					Ded + 20% co-insur	Ded + 20% co-insur	In-Network Deductible	Deducti ble
Hospital	Out-of-Network							
Immediate Medical Care								
					$100 co-pay + 20% coinsur	$100 co-pay + 20% coinsur		
Emergency Rc	In-Network	$150.00 co-pay	25% after de	20% co-insur			Deductible	Deductible
					$100 co-pay + 20% coinsur	$100 co-pay + 20% coinsur		
	Out-of-Netw	$150.00 co-pay	25% after de	20% co-insur			Deductible	Deductible
					Ded + 20% co-insur	Ded + 20% co-insur		
Emergency M	In-Network	20 % co-insur	25% after de	20% co-insur			Deductible	eductible
								In-Network
					Ded + 20% co-insur	Ded + 20% co-insur	In-Network Deductible	Deducti ble
	Out-of-Netw	20 % co-insur	50% after de	20% co-insur				
					Ded + 20% co-insur			
Urgent Care	In-Network	$35.00 co-pay	25% after de	20% co-insur		eductible	Deductible	Deductible

Hospital Stay		Out-of-Netw	50% co-insur	50% after de	50% co-insur	Ded + 20% co-insur	Ded + $30 co-pay	Deductible	Deductible	
	Facility Fee	In-Network	$500.00 co-pay	25% co-insur	20% co-insur	$750 per s	$500 per	Deductible	Deductible	
		Out-of-Netw	50% co-insur	50% co-insur	50% co-insur	Ded & 40% co-insur	Ded & 40% co-insur	Ded + 20% co-insur	Ded + 20% co-insur	
	Physician/surg	In-Network	20 % co-insur	25% after de	20% co-insur	Ded & 20% co-insur	Ded & 20% co-insur	Deductible	In-Network Deductible	
		Out-of-Netw	50% co-insur	25% after de	50% co-insur	Ded & 20% co-insur	Ded & 20% co-insur	Deductible	In-Network Deductible	
Mental/Behavioral/Substance Abuse										
	Mental/Behavi	In-Network	$40.00 co-pay/	25% co-insur	20% co-insur	No Charge	No Charg	Deductible	Deductible	
		Out-of-Netw	50% co-insur	50% co-insur	50% co-insur	40% co-ins	40% co-ir	In Network	In Network	Ded
	Mental/Behavi	In-Network	$500.00 co-pay	25% co-insur	20% co-insur	No Charge	No Charg	Deductible	Deductible	
		Out-of-Netw	50% co-insur	50% co-insur	50% co-insur	Physician Services – No Charge Hospital 40% co-insur	Physician Services – No Charge Hospital 40% co-insur	Physician Services – No Charge Hospital 20% co-insur	Physician Services – No Charge Hospital 20% co-insur	
	Substance Us	In-Network	$40.00 co-pay/	25% co-insur	20% co-insur	No Charge	No Charg	Deductible	Deductible	
		Out-of-Netw	50% co-insur	50% co-insur	50% co-insur	40% co-ins	40% co-ir	In Network Ded	In Network	Ded
	Substance use	In-Network	$500.00 co-pay	25% co-insur	20% co-insur	No Charge	No Charg	Deductible	Deductible	

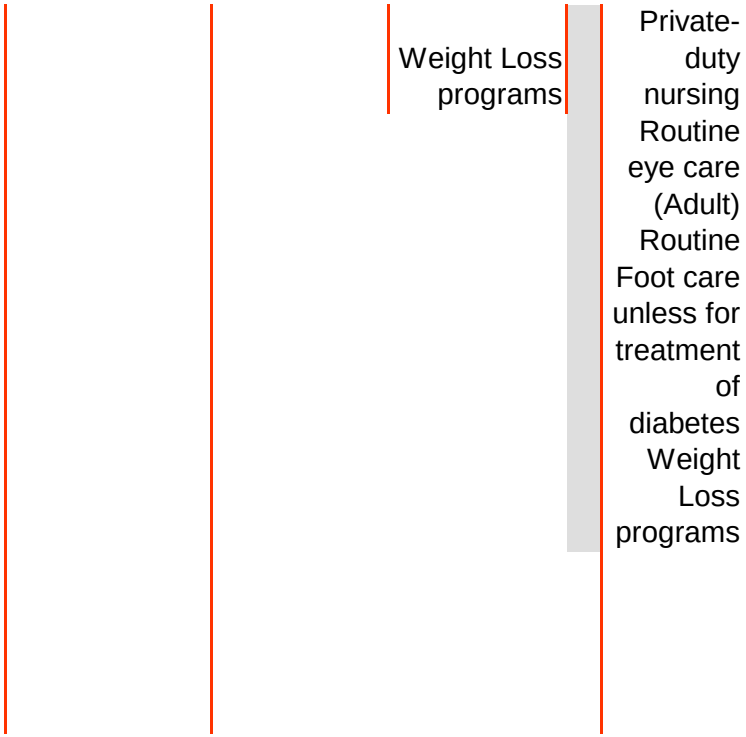
						Physician Services – No Charge Hospital 40% co-insur	Physician Services – No Charge Hospital 40% co-insur	Physician Services – No Charge Hospital 20% co-insur	Physician Services – No Charge Hospital 20% co-insur
		Out-of-Netw	50% co-insur	50% co-insur	50% co-insur				
Pregnant									
	Prenatal and p	In-Network	No Charge	No Charge	No Charge		$30 co-pa	Deductible Ded + 20% co-insur	Deductible Ded + 20% co-insur
		Out-of-Netw	50% co-insur	50% after de	50% co-insur				
							Physician Services: Ded + 20%; Hospital $500	Physician Services: Ded + 20%; Ded + 40% co-insur	
	Delivery and a	In-Network	$500.00 co-pay	25% after de	20% co-insur				
		Out-of-Netw	50% co-insur	50% after de	50% co-insur				
Special Health Needs									
	Home Health (	In-Network	20 % co-insur after $400 co-pay/visit		20% co-insur	Ded & 20% co-insur	Ded & 20% co-insur	Deductible	Deductible
		Out-of-Netw	50% co-insur		50% co-insur	Ded + 40% co-insur	Ded + 40% co-insur	Ded & 20% co-insur	Ded & 20% co-insur
	Rehab Service	In-Network	$40.00 co-pay/visit		20% co-insur	Ded + 20% co-insur	$30 co-pa	Deductible	Deductible

									Physician Services Deductible and 20% Co-insur Outpatient Rehab Center: Deductible
								Physician Services Deductible and 20% Co-insur Outpatient Rehab Center: Deductible	
							Ded + 40% co-insur	Ded + 40% co-insur	
	Out-of-Netw	50% co-insur			50% co-insur				
Habilitation Se	In-Network	$40.00 co-pay/visit			20% co-insur		Not Covered	Not Covered	Not Covere Not Covered
	Out-of-Netw	50% co-insur			50% co-insur		Not Covered	Not Covered	Not Covere Not Covered
							Ded + 20% co-insur	Ded & 20% co-insur	
Skilled Nursin	In-Network	20 % co-insur after $500 co-pay/stay			20% co-insur				Deductible Deductible
							Ded + 40% co-insur	Ded + 40% co-insur	Ded & 20% co-insur Ded & 20% co-insur
	Out-of-Netw	50% co-insur			50% co-insur				
							Ded + 20% co-insur	Ded & 20% co-insur	
Durable Medic	In-Network	20 % co-insur	25% after de		20% co-insur				Deductible Deductible
							Ded + 40% co-insur	Ded + 40% co-insur	Ded & 20% co-insur Ded & 20% co-insur
	Out-of-Netw	50% co-insur	50% after de		50% co-insur				
		20 % co-insur after $500 co-pay/visit for inpatient; 20% co-insur for							
							Ded + 20% co-insur	Ded & 20% co-insur	
Hospice Servi	In-Network	OP			20% co-insur				Deductible Deductible
							Ded + 40% co-insur	Ded + 40% co-insur	Ded & 20% co-insur Ded & 20% co-insur
	Out-of-Netw	50% co-insur			50% co-insur				
Child Needs									

Eye Exam	In-Network	No Charge	Not Covered	Not Covered	Not Cover	Not Covere	Not Covered	
	Out-of-Netw	50% co-insur	Not Covered	Not Covered	Not Cover	Not Covere	Not Covered	
Glasses	In-Network	Not Covered	Not Covered	Not Covered	Not Cover	Not Covere	Not Covered	
	Out-of-Netw	Not Covered	Not Covered	Not Covered	Not Cover	Not Covere	Not Covered	
Dental Check-	In-Network	Not Covered	Not Covered	Not Covered	Not Cover	Not Covere	Not Covered	
	Out-of-Netw	Not Covered	Not Covered	Not Covered	Not Cover	Not Covere	Not Covered	

Not Covered

Acupuncture	Acupuncture	Acupuncture
Bariatric Surgery	Bariatric Surgery	Bariatric Surgery
Cosmetic Surgery	Cosmetic Surgery	Cosmetic Surgery
Dental Care (Adults & Child)	Dental Care (Adults)	Dental Care (Adults)
Glasses (Child)	Routine eye care (Adult)	Habilitation Services
Hearing Aids	Hearing Aids	Hearing Aids
Long-Term Care	Long-Term Care	Infertility treatment
Non-emergency care when traveling outside the US	Pediatric dental check-up	Long-Term Care
Private-duty nursing	Pediatric glasses	Pediatric dental check-up
Routine Foot care	Non-emergency care when traveling outside the US	Pediatric eye exam
Weight Loss programs	Routine Foot care	Pediatric glasses


Weight Loss programs
Private-duty nursing
Routine eye care (Adult)
Routine Foot care unless for treatment of diabetes
Weight Loss programs

George Touart
Interim County Administrator

October 17, 2013

Mr. Michael Lowery
President, Local 1395
Amalgamated Transit Union
3300 North Pace Blvd., Suite 309
Pensacola, FL 32505

Mr. Lowery:

On Thursday, October 10, 2013, the Board of County Commissioners was provided a presentation from staff regarding the possible cost impact of making Escambia County Area Transit employees county employees. Apparently, after you had been given a chance to see the staff presentation, you approached some Board members with an offer to renegotiate your contract to avoid some of the issues associated with the operation of DOL rule 13c. The purpose of this letter is to identify the extent to which you would agree to modify your contract.

The key issue with the County Commissioners is to assure that basic parity of compensation and benefits can be maintained if ECAT became a county department and its employees become county employees. For parity to be maintained, I ask you to respond to each question noted below:

1. Are you willing to amend Article 1, Section 1, to reflect that the ECAT employees would be public employees without the right to strike?

2. Are you willing to amend Article 2, Section 1, to match BCC probationary periods?

3. Are you willing to amend Article 2, Section 3, to have the same availability as other county unions to new employees?

4. Are you willing to amend Article 4, regarding discipline, to match BCC policies and other labor agreements?

5. Are you willing to amend Article 7, relating to Union Officials, to match the language of other BCC labor agreements?

6. Are you willing to amend Article 8, Leave of Absence, to reflect BCC policies as the other BCC labor agreements do?

7. Are you willing to amend Article 10, Job Postings and Promotions, to align with BCC policies?

8. Are you willing to amend Article 13, Safety and Training, to align with BCC policies including the items regarding the Accident/Incident Review Board?

9. Are you willing to amend Article 14, Paydays, to align with procedures and requirements of the Clerk and Comptroller for Escambia County?

10. Are you willing to amend Article 15, Overtime, to align with BCC policies?

11. Are you willing to amend Article 16, Jury Pay, to align with BCC policies?

12. Are you willing to amend Article 17, Bereavement Leave, to align with BCC policies?

13. Are you willing to amend Article 18, Vacations, to align with the BCC policies regarding Annual Leave including accruals rates and limits?

14. Are you willing to amend Article 19, Holidays, to reflect BCC policies and the operating requirements of ECAT?

15. Are you willing to amend Article 20, Group Health and Welfare, to conform with BCC policies regarding health and welfare plans, including contribution levels and coverage parameters?

16. Are you willing to amend Article 21, Sick Leave, to conform to BCC policies?

17. Are you willing to delete Article 22, regarding 401K funds, and agree to the termination of such plan with no expectation of a replacement plan with BCC?

18. Are you willing to amend Article 24, Attendance, to confirm with BCC policies and disciplinary procedures?

19. Are you willing to amend Article 27, Reduction in Personnel/Re-Employment, to conform to BCC policies?

20. Are you willing to amend Article 28, Part-Time Bus Operators, to conform to BCC policies regarding part time employees?

21. Are you willing to amend Article 34, Uniforms, as necessary to confirm with BCC uniform policies?

22. Are you willing to amend Article 35, Wage Rates – Operators, to be consistent with other CDL operators of BCC and their pay range assignment and progression method?

23. Are you willing to amend Article 37, Reduction in Personnel/ Re-employment – Maintenance, to conform to BCC policies?

24. Are you willing to amend Article 38, Classification/Job Descriptions, to be consistent with similar classifications currently working with BCC?

25. Are you willing to amend Article 39, Uniforms and Tools, to align with policies currently applicable to similar employees of BCC?

26. Are you willing to amend Article 40, Wage Rate Per Classifications – Maintenance, to align with the compensation of similar employees currently working with BCC?

27. Are you willing to amend Article 41, Maintenance Education and Training, to conform to policies of BCC?

28. Are you willing to amend Articles 42, 43 and 44, addressing certain classifications and special provisions of the labor agreement, to conform to BCC policies in all respects?

29. Are you willing to amend Article 45, Retirement, to conform to BCC policies and to reflect participation in the Florida Retirement System?

30. Are you willing to amend Article 46, Media Policy, to conform to BCC policies?

31. Are you willing to eliminate Article 49, Prior Agreements?

32. Are you willing to amend Article 51, Duration of Agreement, to a term more in keeping with the BCC?

33. Are you willing to eliminate Article 52, Rehire Policy and Guidelines for Bargaining Unit Employees?

Please understand that when the question is asked in the second person it is referring to Local 1395 and its membership and not your personal views on each item. The critical information is whether the membership will ratify changes to articles as noted herein.

Your response to these questions is key to further consideration regarding the future of ECAT. Please respond in writing to me by October 31, 2013.

Sincerely,

George Touart
Interim County Administrator

GT:sh

Cc: Board of County Commissioners
Alison Rogers, County Attorney
Tom Turner, Human Resources Department Director

From: Donald A. Christian III
To: Robert E. Dye
Cc: David V. Forte; Colby S. Brown; Donald A. Christian III
Subject: Re: Risk Management Information
Date: Tuesday, May 16, 2017 5:51:19 PM
Attachments: image001.png
image002.jpg
image001.png
image002.jpg

Thanks Rob greatly appreciated.
Don.

Sent from my Verizon Wireless 4G LTE Droid
On May 16, 2017 4:48 PM, "Robert E. Dye" <redye@co.escambia.fl.us> wrote:
Don,
I can tell you the Vehicle insurance cost but you will have to get the WC from First Transit.
The Vehicle insurance premium was $291,565.99
Bob
Robert E. (Bob) Dye
Escambia County BOCC
Office of Risk Management
221 Palafox Place, Suite 200
Pensacola, FL 32502
redye@myescambia.com
Tel: (850) 595-4769
Cell: (850) 554-2768

From: Donald A. Christian III
Sent: Tuesday, May 16, 2017 4:10 PM
To: Robert E. Dye
Cc: Colby S. Brown; David V. Forte
Subject: Risk Management Information

Bob,
Concerning the In House presentation, Colby and I have a question on slide 2 concerning Risk Management. Do you have the current cost?
Thanking you in advance.

Don Christian III
Program Manager for Transit, CTC Coordinator,
ADA Traffic SRTS Sidewalks & Calming
Public Works Department - Transportation & Traffic Ops. Division
Work: 850-595-3436 Cell: 850-554-2007 dachrist@co.escambia.fl.us
MyEscambia2

Basic Assumptions

- There would be no change in salaries and wages.
- All employees would migrate to the Florida Retirement System (FRS), and the County would not contribute any funding to the current 401k
- All employees would have the employees to participate in the County's health/life/dental/vision benefit program at the same rate as other County employees.
- Costs are based on employees' current rate of pay.

Cost Differentials ECAT to County

	County	ECAT
FRS/Pension	$365,481.99	$151,214.02
Health Insurance	731,594.52	1,643,384.00
Dental Insurance	25,534.04	56,474.00
Vision Insurance	0.00	14,661.00
Retirement Incentive	0.00	32,691.60
Sick Leave Payout	227,581.29	144,879.29
Annual Leave Payout	253,052.64	235,731.37
Workers Comp’	141,357.00	245,003.00
Total	**$ 1,744,601.48**	**$ 2,524,038.28**

Cost Differentials ECCT to County

	County	ECCT
FRS/Pension	$83,823.73	$0.00
Health Insurance	115,737.36	118,893.84
Dental Insurance	5,980.46	9,608.76
Vision Insurance	0.00	2,772.36
Retirement Incentive	0.00	0.00
Sick Leave Payout		
Annual Leave Payout		
Workers' Comp	51,102.70	?
Total	$256,644.25	$131,274.96

* ECCT will match up to 4% of an employees' contributions to a 401k; however none of the employees currently contribute.

Paid Holidays

- County employees = 13
- ECAT employees = 15 *
- ECCT employees = 12

*Three of these holidays are earned over the first 2 years of employment.

Paid Annual Leave

Year	ECAT	County	ECCT
1	40	96	40
2	80	96	40
3	80	96	40
4	80	96	40
5	80	96	80
6	120	120	80
7	120	120	80
8	120	120	80
9	120	120	80
10	120	120	120
11	120	144	120
12	160	144	120
13	160	144	120
14	160	144	120
15	160	144	160
16	160	168	160
17	160	168	160
18	160	168	160
19	160	168	160
20	200	168	160
21	200	180	160
22	200	180	160
23	200	180	160
24	200	180	160
25	200	180	160
26	200	192	160
27	200	192	160
28	200	192	160
29	200	192	160
30	240	192	160
Total	**4,600**	**4,500**	**3,720**

Paid Sick Leave

- County = 96 hours per year
- ECAT = 96 hours per year
- ECCT = 0 hours per year

Other Items

- ECAT employees progress from the beginning of the pay scale to the top of the pay scale in 36 months.

- ECCT employees progress from the beginning of the pay scale to the top of the pay scale in 48 months.

- ECCT employees must work over 40 hours before OT is earned. For ECAT employees vacation, holidays and union business are counted as hours worked for purposes of calculating OT.
  - An ECAT employee will earn OT for all hours worked in excess of their daily shift regardless if they work 40 hours during a work week.
  - ECAT employees will be paid 2.5 times their hourly rate for all holiday or vacation days worked.

- Both ECAT (3 days plus 1 additional for travel more than 300 miles away) and ECCT (3 days) employees are granted paid bereavement leave independent of sick or annual leave.

April 12, 2017

Don Christian III
Program Manager for Transit, CTC Coordinator,
ADA Traffic SRTS Sidewalks & Calming
Public Works Department - Transportation & Traffic Ops. Division

RE: ECCT Extension and Outstanding Issues Proposal

Dear Don:

Shannon Borst forwarded your April 3, 2017 email to me, regarding certain costs pursuant to the Agreement to Provide Paratransit Transportation Services, dated May 15, 2014 (the "Agreement"), the First Amendment to the Agreement, dated August of 2015, approved and signed by the BCC October 27, 2015, (the "First Amendment") and the Lease Agreement for Paratransit Vehicles, dated March 19, 2015, BBC approved March 19, 2015, (the "Lease"). First Transit agrees with your statement in the email regarding the following:

- The County owes First Transit $161,069 for Route Match errors
- First Transit owes the County $40,816 for gas escalation
- First Transit owes the County $56,928 for maintenance pursuant to the Agreement, for the period from June 2014 to March 31, 2015

However, as you acknowledged in your email, First Transit does not agree with the County's position that First Transit is responsible for the cost of maintenance of County vehicles after March 31, 2015. Our position remains that the parties intended to eliminate maintenance costs when the rate model was renegotiated in 2015 and the Agreement was amended, and the line item "Maintenance Parts and Supplies" was reduced to reflect that elimination. Therefore, First Transit does not agree with your statement in your email that it owes the County $131,872 for maintenance performed from April 1, 2015 to present.

In addition, with respect to amounts owed by the County to First Transit, Section 2.2 of the Agreement provides that:

> ECAT, as agent for the County, shall be responsible to determine eligibility for ADA Complementary Paratransit Service under governing federal law and guidelines and to authorize any Rider to receive the benefit of services under this agreement.

To date, for the period from June 2014 through March 2017, First Transit, and not ECAT, has performed these services for the County and therefore the County owes First Transit the sum of $125,709 for reimbursement of the ADA Manager position.

To settle this matter and move forward with a six-month extension, First Transit proposes the following:

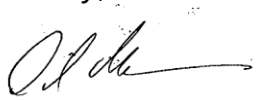
- County to pay First Transit $161,029 for the route match errors.
- First Transit to pay the County $40,816 for gas escalation as well as future gas escalation amounts as per the Agreement
- First Transit to pay County a one-time payment of $56,928 for maintenance from June 2014 through March 31, 2015.
- County to rescind all maintenance invoices and claims from April 1, 2015 going forward and including the remaining term of the Agreement, as amended, and during the proposed extension period of the Agreement.
- First Transit will rescind all claims for reimbursement of the ADA Manager position under the Agreement, as amended, and during the proposed extension period of the Agreement.

In the alternative, to settle this matter and move forward with a six-month extension, First Transit would also agree to the following:

- County to pay First Transit $161,029 for the route match errors.
- First Transit to pay the County $40,816 for gas escalation as well as future gas escalation amounts as per the Agreement.
- First Transit to pay the County a one-time payment of $56,928 for maintenance from June 2014 through March 31, 2015
- First Transit, as part of a good faith effort to find an amenable solution to this disagreement, will pay the County a one-time payment of $131,872 as requested by the County. This payment would in no way be considered an admission of any obligation on the part of First Transit and would be contingent upon the County's acceptance of and agreement to pay First Transit the one-time sum of $125,709 for reimbursement of the ADA Manager position from June 2014 through March 31, 2017.
- The County would agree that it would make no further claims for maintenance costs for prior or continued operation during the remaining term of the Agreement, including through the proposed extension period of the Agreement, and First Transit would agree to make no further reimbursement requests for the ADA Manager position during the remaining term of the Agreement, including the proposed extension of the Agreement.

We believe that either of these scenarios present a path forward for the County and First Transit to continue its business relationship in a manner that makes sense for each party. I ask that we conclude this matter quickly so we can continue providing quality ADA services in the community.

Sincerely,



Dave Van Fossen
Region Vice President

REGISTER OF PROPOSALS

Solicitation #PD 16-17.039 – Re-Solicit ECAT Management Services

RFP due Date & Time: Monday, May 1, 2017 @ 2:00 p.m., CDT

COMPANY NAME	PHONE NUMBER	EMAIL ADDRESS	CONTACT PERSON
First Transit	513-256-2372	Vasti.amaro@firstgroup.com	Vasti Amaro

SUBMITTALS RECEIVED BY: Paul R. Nobles, Senior Purchasing Coordinator DATE: May 1, 2017

WITNESSED BY Lori Kistler, SOSA DATE: May 1, 2017

Posted 5/1/2017 @ 4:00p.m., CDT

PRN/lk

Original

ECAT Fixed Route Management Services

May 1, 2017



First Transit

First Transit, Inc.
600 Vine Street, Suite 1400
Cincinnati, OH 45202
Phone: 513-241-2200
Fax: 513-684-8852

April 27, 2017

Office of Purchasing, Room 11.101
213 Palafox Place
Pensacola, FL 32502
Matt Langley Bel III Building
Attn: Paul Nobles

Re: Specification No. PD16-17.039, Escambia County, ECAT Management Contract

Dear Mr. Nobles,

First Transit is pleased to have the opportunity to participate in Escambia County's current procurement for the ECAT Management Contract. As your partner in the provision of these services since 2012, no one understands this operation, your expectations and our shared customers like First Transit. If selected to continue as your management firm, we will provide the high quality transportation management services you have come to expect from us at a fair price. Although we are proud of the accomplishments our partnership has seen, we will work continuously to improve our service delivery to the County and our shared customers.

With more than 60 years of transportation operations and management experience, we stand on our record of performance and commitment to safety and quality. First Transit understands the unique and complex nature of the ECAT operation. First Transit is experienced in the successful management and operation of fixed route operations in various communities throughout North America and the United Kingdom, with extensive experience in the State of Florida.

Escambia County's fixed route services, through the management provided by First Transit, will continue to offer high-quality, safe and reliable transportation to its ridership while economically and efficiently providing value to the County.

Escambia County will benefit from the selection of First Transit and our enhanced services:

- A truly seamless transition with no disruption in service to Escambia County or the ECAT ridership

- Knowledgeable, experienced Escambia leadership team who knows the service, the community and our shared customers, led by our experienced General Manager, Mike Crittenden
- Expertise of region and corporate support staff in important aspects like maintenance, technology, HR, labor relations, grants, etc.
- Our comprehensive safety programs and training processes provide professional training for operators that will lead to delivery of safe, customer-oriented services
- The power of our national network of managers and transportation professionals, providing instant information sharing on a variety of transit matters
- Our company's recognition for safety and quality operations awarded by APTA and the National Safety Council
- Additional cost savings offered through the renewal of ECAT and ECCT services with First Transit, as detailed in our proposal

We are extremely excited about the possibility of strengthening our partnership with Escambia County with a new contract for these important transportation management services. Should you have questions concerning any aspect of our proposal or wish to schedule a meeting to discuss the ability of First Transit and our management team to continue to successfully manage for fixed route services, please feel free to contact Vasti Amaro, Director of Business Development, at (513) 256-2372, vasti.amaro@firstgroup.com. We look forward to discussing our proposal with you.

Sincerely,

Bradley A. Thomas

President

First Transit, Inc.

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SECTION 2

Technical Proposal



First Transit

2. Technical Proposal

The technical proposal is a narrative which addresses the scope of work, the proposed approach to the work, the schedule of the work, and any other information called for by the RFP which the proposer deems relevant.

First Transit and Escambia County – A Progressive Partnership



As a company, First Transit's history, shared with Escambia County since 2012, has been one of growth, innovation, and quality service achievement. We are extremely proud of the progressive partnership we have developed with Escambia County and the accomplishments we have seen together in the management of ECAT.

Together, our vision has always been focused on providing top quality service that keeps our customers at the heart of everything we do. When we create an atmosphere that provides each individual, whether customer, employee or the general public, the respect and dignity they deserve, we achieve this vision.

Our Escambia County location is a model operation for First Transit – achieving outstanding accomplishments in reliability, safety, and customer service that serves as an example of success to other First Transit locations. Our partnership has adapted and grown with the changing needs of our ridership and the transportation system. Together, we will continue to achieve our shared goals for the system's success.

As the successful provider of these management services, we have unique insight into the passengers' preferences, the

6

Years of collaborative partnership between First Transit and Escambia County

County's expectations and goals, a familiarity with the geographic location and potential service challenges. Our First Transit leadership team brings a depth of experience and understanding of these services that none of our competitors can touch.

First Transit is poised to continue our outstanding partnership with you as you look to the future of ECAT services. **We celebrate our past successes with the County as we continue to plan for more success in the future.**

Our Accomplishments

Nothing is more important to our qualifications to provide Escambia County Transit Management services than our proven experience for the County. First Transit is proud of the many accomplishments we have seen as your transportation provider, just a few of which include:



- Worked collaboratively with the County to achieve the highest rated Triennial Review on record for Escambia County
- Implemented First Transit policy and incentives for ASE Blue Seal certification, resulting in Blue Seal Shop Certification within months of contract inception, as well as increase in Blue Seal Certified Technicians
    - We are proud that the maintenance shop for Escambia County fixed route services, led by Maintenance Manager Ken Vierling, is both ASE Blue Seal Certified and Silver LEAN certified
- Incorporation of additional services, including (3) Pensacola Beach Trolley and Express Trolley for UWF campus
- Our contributions that assisted in the County receiving marketing awards including "Best of the Best" recognitions from the Florida Public Transit Association at their annual conference in 2015, including the "Fall in Love with ECAT" campaign

- First Transit staff from the Escambia County location participated in the Safety Summit presented by the Florida Public Transit Association, in partnership with the Center for Urban Transportation Research, leading workshops

Looking Ahead

Although we are proud of our performance in the provision of Escambia County Transit Management services, we will always strive for continual improvement, working very hard to exceed your expectations and goals for this service. In the new contract period, we will continue to provide the safe, customer-focused, high quality transportation services you have come to expect from us, with meaningful enhancements to continue to improve our service delivery. We will also continue looking forward with new technologies, methods and initiatives to take transit services to the next level. This includes:

- Continuing to work directly with Escambia County on increasing ridership opportunities, including provisions for the addition of service to accommodate the new Pensacola Beach Ferry
- Commitment to further improve all bus stop shelters, including the addition of USB charging ports and solar lights at all locations
- Further enhance our marketing relationship with ECAT, leveraging First Transit talent and Corporate Purchasing Agreements to increase advertisement revenue
- Implementation of the paperless shop initiative at our Escambia County Maintenance Shop, equipping all technicians with tablets to increase access to valuable information, streamline the communication process and to promote sustainability
- First Transit is proud of both our ECAT management services and ECCT operations, and would like to opportunity to continue our relationship with both. If Escambia County chooses to renew both ECAT and ECCT contracts, First Transit can offer an additional savings of $120,000 annually
- Renewed efforts by First Transit management staff to work together with the ATU 1395 to promote a healthy, inclusive work environment for all employees

Addressing the Scope of Work

As the current successful management firm for fixed route services in Escambia County, we clearly understand the requirements as described in the Scope of Work. As demonstrated throughout our proposal, we will continue to provide all oversight and tools to see that ECAT provides the safest, most customer-focused and most reliable services

possible for the passengers in Escambia County. For more information on our understanding of the project, including the approach and schedule of work, please see Section 2-3 Project Understanding. For more information on our operations and management plan, please see Sections 2-4 Methodology of the Project and 2-5 Management Plan for the Project.

SECTION 3

Cost Proposal



First Transit

3. Cost Proposal

The Cost proposal is a presentation of the proposer's total offering price, including the estimated cost for providing each component of the required goods or services and the completion of the Cost Proposal Form containing "at-risk" cost factors must be included to be considered responsive.

Please refer to our **Cost Proposal** found on the subsequent pages of this proposal section.

Subcontractors

First Transit is planning to continue to utilize a subcontractor for janitorial services, American Facility Services, as over the new contract term. We have budgeted $6,900 for these services in the first year.

Assumptions

If it is Escambia County's desire that the contractor pay for all expenses and then charge back the County as a pass-thru expense, First Transit will add a 4.0% overhead fee for all of First Transit-provided services (i.e. medical insurance, vehicle insurance, worker's compensation).

First Transit assumes that Escambia County will provide all fuel for the ECAT service.

First Transit works closely with Escambia County to develop marketing promotions that occasionally include free or reduced fares, First Transit does not assume responsibility for farebox deviations due to these campaigns or any reductions in service as requested by the County.

Escambia County Cost Proposal Form for ECAT Proposals
PD 16-17.039 ECAT Management Contract

		Year 1 Amount	Year 2 Amount	Year 3 Amount
1	Proposed Base, Fixed Management Fee	$425,597	$435,565	$445,806

Amount at Risk for the Following Performance Measures reported Quarterly

	MEASURE	REQUIREMENT	PENALTY	Year 1 Amount Deducted	Year 2 Amount Deducted	Year 3 Amount Deducted
2	Actual Service Hours*	99.6% of Schedule Service Hours	If LESS than 99%	$1,000	$1,000	$1,000
3	Operator, Service and Mechanic Overtime Pay	Less than 6%	If EXCEEDS 10%	$1,000	$1,000	$1,000
4	Customer Satisfaction	Avg. 4/5 cummulative on Survey approved by ECAT	If LESS than 4/5	$1,000	$1,000	$1,000
5	Customer Complaint Tracking and Response	Reported quarterly; response within 2 business days	If EXCEEDS (2) days on (4) occassions in the reporting cycle	$1,000	$1,000	$1,000
6	Fare box revenue	100% of previous year collections	100% of shortfall will be remitted to the County within 90 days of end of fiscal year	N/A	N/A	N/A
	Total At-Risk (Sum of lines 2, 3, 4, 5, 6)					

All disincentives will be netted and billed against all incentives and management fees along with the following month's recurring management fee invoice.

Incentive Amount for the Following Performance Measures reported Annually

	TYPE	GOAL	MEASURE	Year 1 * Sharing %	Year 2 Sharing %	Year 3 Sharing %
6	Advertising Revenue	$310,000	Exceeded	20%	20%	20%
7	Gas Tax Reliance	Current 100%; Reduce 5% each year	Reduced 5%	10%	10%	10%

* Sharing % will be the share of the exceeded goal to be given as incentive to the Contractor Annually.
If an Incentive is paid; at least 50% of the bonus will be equally distributed to the Contractor's employees serving Escambia County.
Annually is the FY October to September

Authorized Signature: _____.
Date: April 27, 2017.
Title: Bradley A. Thomas, President

Escambia County, Florida
Fixed Route Services (PD 16-17.039)
May 1, 2017

Annual Expenses	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Driver Wages	$2,840,640	$2,925,044	$3,008,426	$3,076,620	$3,145,624	$14,996,355
Driver Taxes and Fringe	$1,791,677	$1,872,708	$1,956,661	$2,040,410	$2,127,817	9,789,273
Maintenance Wages	$1,080,527	$1,100,060	$1,119,947	$1,140,193	$1,160,806	5,601,533
Maintenance Taxes and Fringe	$579,080	$603,698	$629,448	$656,386	$684,567	3,153,179
Administrative Wages	$762,993	$777,229	$791,731	$806,505	$821,556	3,960,014
Administrative Taxes and Fringe	$268,596	$279,330	$290,542	$302,256	$314,496	1,455,219
Fuel	$0	$0	$0	$0	$0	-
Vehicle Insurance	$279,756	$285,198	$290,618	$296,222	$302,018	1,453,813
Maintenance Parts and Supplies	$538,177	$602,189	$673,523	$743,377	$804,334	3,361,601
Maintenance Tools and Equipment	$40,804	$45,084	$49,838	$54,486	$58,547	248,759
Vehicle Cleaning	$20,485	$20,884	$21,272	$21,666	$22,066	106,373
Radio Communications	$0	$0	$0	$0	$0	-
Safety and Training	$13,500	$13,838	$14,183	$14,538	$14,901	70,960
Recruiting and Hiring	$11,935	$11,954	$11,679	$11,677	$11,667	58,911
Facility Lease	$0	$0	$0	$0	$0	-
Utilities	$107,100	$109,778	$112,522	$115,335	$118,218	562,953
Telephone	$86,100	$88,253	$90,459	$92,720	$95,038	452,570
Scheduling Software	$0	$0	$0	$0	$0	-
Startup Expenses	$0	$0	$0	$0	$0	-
Misc Admin Expenses	$150,422	$154,087	$157,844	$160,373	$164,320	787,046
Marketing Plan	$160,000	$164,000	$168,100	$172,303	$176,610	841,013
Printing of Schedules	$54,000	$55,350	$56,734	$58,152	$59,606	283,842
Total Contract Expense	$8,785,792	$9,108,682	$9,443,528	$9,763,220	$10,082,191	$47,183,412

The expenses listed above are estimates based on the current service. First Transit will continue the current practice of invoicing ECAT for the actual cost of operating the service and will add a 4.0% overhead fee.

SECTION 4

Qualification



First Transit

SECTION 4

QUALIFICATIONS

4. Qualifications

The response to the minimum qualification requirements contained below is a list of the minimum qualification requirements prescribed for the RFP. Proposers must provide documentation which demonstrates their ability to satisfy all of the minimum qualification requirements. Proposers who do not meet the minimum qualification requirements or who fail to provide supporting documentation will not be considered for award. If a prescribed format or required documentation for the response to minimum qualification requirements is stated below, proposers must use said format and supply said documentation.

Leveraging our Company-Wide Qualifications to Benefit Escambia County

In addition to our extensive experience with Escambia County identified in Section 2: Technical Proposal and our specific qualifications related to fixed route services and Florida transportation clients in Section A. Qualifications/Statement of Qualifications, we offer the following as demonstration of our expertise, as included throughout this section:

- ***Company Introduction** – Escambia County will continue to benefit from First Transit's more than 60 years in the transportation industry and the financial stability of a world-wide transportation leader*
- ***First Transit's History** – Our company's history demonstrates the growth of First Transit our commitment to continual improvement service quality*
- ***Our Vision and Values** – In line with Escambia County's vision and values, these concepts have built the foundation upon which First Transit provides unmatched service to our clients and passengers*
- ***Experience Overview** – First Transit's experience proves our ability to provide safe, reliable, high quality fixed route management services*

Company Introduction

First Transit, Inc. supplies precision, efficiency, innovation, and all-around expertise to both public and private transportation systems. For over 60 years, First Transit has had hands-on experience with nearly every facet of transportation operations, maintenance, and administration. As the nation's leading provider of public transportation contracting and management services, we know transit.

Headquartered in Cincinnati, Ohio, First Transit operates in 320 locations, carrying approximately 350 million passengers annually throughout the United States in 39 states, Puerto Rico, U.S. Virgin Islands, India, Panama and four Canadian provinces. Each day, our managers address the complexities in today's challenging political, economic, social, and operational environments.



First Transit's business practices are designed to offer our customers exceptional customer service, an award-winning safety program, and the highest satisfaction that comes from quality throughout our operations.

By leveraging the unique talents of the professionals in each business unit across the breadth of the company, First Transit participates on assignments of all types, sizes and scopes. Applied in many operating environments, our varied skills include:

- Traditional fixed route and ADA paratransit services under management contracts or turnkey operational contracts
- ADA call centers services and brokerage services for human service transportation
- Flexible Route
- Rural and Urban Transit Systems
- University Transportation Services
- Airport Shuttle Services
- Maintenance and facilities management
- Alternative fuel operations, including electric, hybrid, and compressed gas powered coaches

First Transit's History

Our firm's growth is a direct result of the willingness to embrace change and the desire to build partnerships to achieve common goals.

Founded in 1955 as American Transportation Enterprises, First Transit has had several acquisitions and name iterations. In 1999, the firm was acquired by FirstGroup, plc, our

UK-based parent company, and became First Transit (242 contracts and over 11,200 transit vehicles in the US).

FirstGroup is the largest international surface transportation group in the world – with strengths across all five divisions. Sister companies include First Student (54,000 school buses in North America), First Vehicle Services (manages and maintains nearly 38,000 vehicles in North America), Greyhound (20 million passengers annually), UK Bus (1/5 of all local bus service in the UK), and UK Rail (the UK's largest rail operator).

Our name has changed periodically, but our forward-thinking corporate culture of developing our people, leveraging our expertise, and sharing our best practices has always been - and continues to be - steadfast.

With a long and proud tradition in the world of public transportation, First Transit stands behind our promise of superior level of service, performance, and support that is second to none in our industry.

Our Vision and Values

Our Vision: Provide solutions for an increasingly congested world, keeping people moving and communities prospering.



With the world's population now exceeding seven billion and more people living closer together, the problems of congestion multiply and the need for creative transport solutions increases. At the same time, customers expect higher levels of service with greater efficiencies. First Transit is up to the challenge.

First Transit understands transportation systems are the lifeblood of communities — and we work in partnership with customers to help our communities thrive. FirstGroup has grown to become the leading transport operator in the UK and North America. Every day on both sides of the Atlantic, we are relied on to connect communities, making it easier for millions of people to live their lives.

Every one of our 117,000 employees works hard to deliver vitally important services for our passengers. Each year 2.5 billion passengers rely on FirstGroup to get to work, education, to visit family and friends, and much more. Our services open up opportunities and experiences and help to create strong, vibrant and sustainable local economies. Our goal is to be the organization to solve the problems of our increasingly congested world and to help people, communities and society to prosper.

At First Transit, we achieve this through employees holding strong to our five core values and exemplifying these values every day. We demonstrate our **commitment to our customers**, with over 95% on-time performance as a company. Our **dedication to safety** is displayed as we begin every meeting with a safety message. We **set the highest standards** for ourselves and each other, demonstrated by having more ASE Certified maintenance shops than any other competitor. We **support each other** with regional management teams standing ready to aid local managers with daily challenges. We **hold each other accountable** for our performance with our Dashboard application, displaying performance data at a glance.



Experience Overview

With 320 contracts in 39 states, Puerto Rico, India, Panama and four Canadian provinces, First Transit **sets the standard for excellence** in transportation. Global in scale and local in approach, we carry approximately 350 million passengers across more than 390 million miles annually. First Transit has approximately 16,000 employees and operates 11,200 buses/vehicles. We are a market leader in each of our core business segments:



- Fixed route
- Paratransit
- Shuttle (University, Airport, Commercial)
- Transportation Call Centers

Each and every day for more than 60 years, First Transit managers and employees deliver safe, high quality, cost effective service in challenging political, economic, social, and operating environments. With the **best safety record in the industry, the highest customer service standards and the best training available**, First Transit offers our customers the optimal solution for their transportation needs.

With innovative technologies like **Paperless Shops** to increase the efficiency and accuracy of our maintenance workflow and reporting and our proprietary **Info-Suite Applications** to optimize operational parameters, we keep our customers on the cutting edge of the transportation industry. By working with our partners to introduce new fleets, powered by alternative fuels when possible and endorsing

.19 AFR

First Transit leads the way in safety, with an NTD accident frequency rating of only .19 per 100,000 miles in 2015-16.

the latest in clean engine technology, First Transit achieved a 6.7% reduction carbon emissions.

Proven Performance

Although the sheer number of our contracts is impressive, what is really important is the quality of service First Transit has brought to each and every one of our locations, the strong relationships with our clients and the improved transportation services for our shared customers.

LONGEVITY

Nothing illustrates First Transit's strength as a transportation provider like the number of customers who choose to stay with First Transit, renewing contracts with us over and over again. When First Transit makes a promise to our customers, we stand by it. Many of our clients have been with First Transit for decades.

In FY 2015-16, 96% of our current customers chose to renew/extend contracts with First Transit when they expired.

AWARDS AND RECOGNITIONS

First Transit is proud of the innovative, high quality transportation services we provide our clients and of the many awards and recognitions we have received over the years. Our complete list is far too long to include here, but below we highlight just a few of our recent recognitions:

FirstGroup America **has over 74 ASE Blue Seal of Excellence Certified Shops**, more than all of our competitors combined. We have achieved this prestigious certification for many of our facilities within two years or less after taking over the service.

A Trusted Partner

"Our relationship with First Transit can be best described as a partnership. We operate in close communication with First Transit, who understands our goals, needs, priorities and focus on the customer and has internalized our values into their own."

Ronnie Siriani, NJ TRANSIT

91%

In our FY2015-2016 customer satisfaction survey, 91% of our customers agreed that First Transit "is a company I can trust."

- Tri Delta Transit, Eastern Contra Costa Transit Authority was named the **best system of its size in North America** (four million and under passenger category) by the American Public Transportation Association (APTA) in 2014.
- Many of our systems have received recognition as the **best system of its size** from their respective state associations, including Sun Metro in El Paso, TX and Metro Mobility in Minneapolis, MN in 2014.
- Many of our managers, region and corporate support personnel were named as the **"Top 40 Under 40"** by Mass Transit Magazine.
- First Transit received the **Confirmit ACE Award for Excellence in Customer Service** and was ranked **Gold in Business** in the Community's Corporate Responsibility Index in 2013.
- We received the **2015 Arizona Department of Environmental Quality's Voluntary Environmental Stewardship Program –Platinum Level Award** in recognition of our excellent history of environmental compliance and exceeding the minimum industry standards and legal environmental requirements.

Additional Qualifications Information

As required by the RFP, our Statement of Qualifications, including our specific experience in fixed route operations and in the State of Florida, is included in Section A. Qualifications/Statement of Qualifications

SECTION A

Qualifications / Statement of Qualifications



First Transit

A. Qualifications/Statement of Qualifications

Include a description of all experience Transit Management in Florida, qualifications including any minimum qualifications, financial stability, recent references of the proposer's performance on contracts of similar scope and size required. A specific format may be required of the proposers. Experience may be included as the number of years, level of technical knowledge, educational degrees and certifications required. Financial stability may be determined by requesting the proposer's most recent financial statement, certified audit, balance sheet, or evidence of bonding capacity.

Nothing is more important to our qualifications here than our proven experience with Escambia County. We are proud of our partnership that began in 2012 as the management firm for ECAT. First Transit has proven to be a high quality, trusted partner of the County in the management of fixed route services.



Our partnership with Escambia County, including accomplishments we have achieved together, was highlighted in Section 2. Technical Proposal. Our company's long history was discussed in Section 4. Qualifications. Our nation-wide fixed route experience and our satisfied clients throughout the State of Florida is included on the following pages.

Leveraging our Related Experience and Qualifications to Benefit Escambia County

In addition to our extensive experience with in Escambia County and our accomplishments in collaboration with you, the following aspects of our nation-wide experience and qualifications (including those specifically in the State of Florida) will continue to benefit Escambia County and our ECAT passengers, as described throughout this section:

- ***Fixed Route Experience** – Our nation-wide fixed route expertise allows us to derive best practices and procedures that benefit Escambia County*
- ***Transit Management Experience** – Our experience managing transit operations for our clients includes over 50 contracts, with client relationships spanning nearly four decades*

- ***Florida Experience*** *– Our experience includes over a decade of providing high quality transportation services in the State of Florida*
- ***Understanding of Florida Subcontracted Transportation Provided Agreement*** *– First Transit has proven understanding of Florida-specific approaches to service, rules, regulations and funding sources that provides benefits to Escambia County*
- ***Financial Stability*** *– First Transit's position as a financially stable world-wide transportation leader with strengths across multiple divisions, provides assurances to the County*
- ***Fixed Route References*** *– First Transit has provided references of similar fixed route clients, including Community Transit in Snohomish, WA, Denver Regional Transportation District (RTD), Johnson County, KS, Houston Metro and Phoenix, AZ.*

Fixed Route Experience

First Transit operates safe, reliable and cost-effective fixed route operations throughout North America. Our fixed route contracts include traditional fixed route, deviated, shuttle (universities, airports and private companies) and Bus Rapid Transit (BRT) services, as well as transit management and multimodal contracts. **We have successfully operated fixed route projects since our inception in 1955.**

The majority of our 320 locations are either predominantly fixed route or include a fixed route component. Our turnkey packages are customized for each specific client, providing a comprehensive, solution-specific approach.

First Transit has brought improvements in safety, training and customer service initiatives, as well as operational efficiencies and an improved customer/contractor relationship to our fixed route locations across North America.

Denver RTD

CASE STUDY

History of Success

First Transit has been providing fixed route services for the Denver Regional Transportation District since 1988, and is currently operating under three separate contracts that include 310 vehicles and 816 employees.

First Transit's RTD operations maintain an On Time Performance of between 83.7 and 98.1 percent (across multiple areas).

All three locations regularly exceed the RTD performance goal for miles between road calls, as well as other RTD standards.

The client consistently praises First Transit for their professionalism and superior performance, pointing out First Transit's "commitment to quality service" and the strength of our knowledgeable local team and region and corporate support systems.

First Transit

"First Transit has been an efficient and cost effective operator with a history of strong performance, accountability and customer satisfaction."

- Joy Munkers, Community Transit, Everett, WA (First Transit fixed route customer since 1997)

First Transit has extensive fixed route operating experience ranging from systems with just a few vehicles up to hundreds of buses. A sample list of some of our current fixed route customers is provided below:

Account Name	Customer Since	Total Fleet Size
City of Phoenix (AZ)	2007	153
City of Plymouth (MN)	1989	79
Delaware Transit Corporation	1997	13
Denver Regional Transportation District (CO)	2004	325
Eastern Contra Costa Transit Authority (Antioch, CA)	1986	54
Johnson County, Kansas	1992	108
Metropolitan Transit Authority of Harris County, Houston METRO (TX)	1991	213
Pioneer Valley Transit Authority (Springfield, MA)	2001	250
Potomac & Rappahannock Transportation Commission (Woodbridge, VA)	2003	162
Snohomish County Area Public Transportation (Community Transit)	1997	123
SouthWest Transit (Eden Prairie, MN)	1985	60
State of Connecticut, Department of Transportation, CTTRANSIT	1979	417

Transit Management Experience

First Transit's Transit Management Services Division provides resident teams to manage public transit systems and ADA call centers in **over 50 locations** throughout the United States. Our transit management customers are located in 27 different states and range in size from systems operating five vehicles to 400 vehicles.

Transit management services assure our customers of local control and accountability, maximized cost efficiency, management continuity, minimum staff overhead costs, and professional experience and quality. Finding, developing and retaining talented local management can be a difficult task. First Transit provides outstanding management leaders to transportation systems throughout the United States, using a unique five-part approach that has been tested and proven effective since 1969.

"First Transit is a safety, customer service and solution focused company that goes above and beyond to ensure top quality transportation."

- Southeast Regional Transit Authority Customer Feedback

A list of just a few of our Transit Management customers is included below.

System Name	Location	Service Type	No. of Employees	No. of Vehicles	Customer Since
CT TRANSIT	Stamford, CT	Fixed Route	927	412	1979
Southeastern Regional Transit Authority	New Bedford-Fall River, MA	Fixed Route, Paratransit, National Park Service	137	86	2011
Merrimack Valley Regional Transit Authority	Haverhill, MA	Fixed Route, Paratransit & Commuter	111	69	1983

Pioneer Valley Transit Authority	Springfield & Northampton, MA	Paratransit (maintenance only) & Fixed Route	272	155	2001
Greater Roanoke Transit Company	Roanoke, VA	Fixed Route & Paratransit	108	59	1974
Alexandria DASH	Alexandria, VA	Fixed Route	172	62	1984
Durham Area Transit Authority	Durham, NC	Fixed Route	156	60	2010
Sun Metro	El Paso, TX	Fixed Route	668	159	2006
City of Sioux Falls	Sioux Falls, SD	Fixed Route & Paratransit	105	53	1996
Denton County Transportation Authority	Denton, TX	Fixed Route & Paratransit	120	69	2006
Arlington Co., VA	Arlington, VA	Planning, Capital Projects	5	145	2003
Safe Ride Services	Albuquerque, NM	Call Center	200	N/A	1997

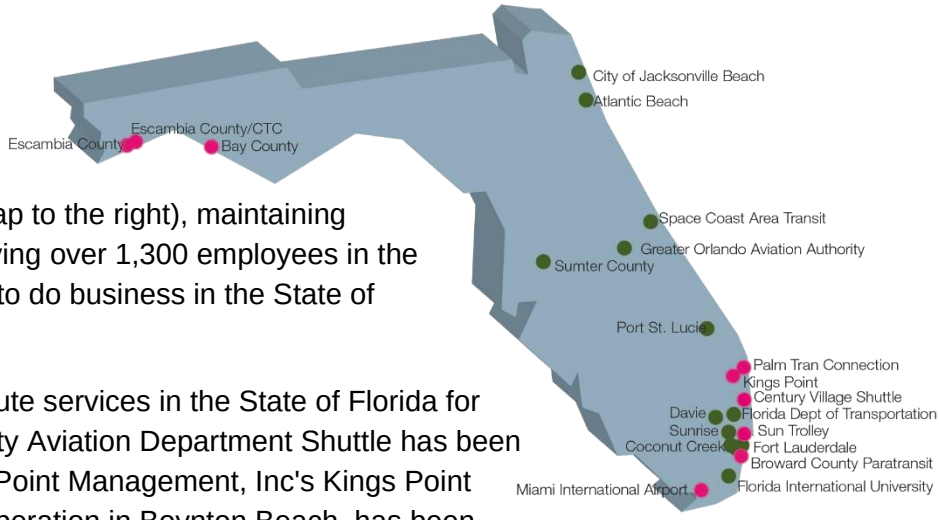
Understanding of Florida Subcontracted Transportation Provided Agreement

With our extensive experience in Florida, we manage and provide services as the Community Transportation Coordinator (CTC) in several of our locations. We understand the Transportation Disadvantaged program and its mission to coordinate human services transportation and the mandate under the Florida Commission for the Transportation Disadvantaged.

One of the key components of the program is the maximization of all available funding sources. Our experience provides Florida agencies with the assurance of expert account management, making sure trips are charged to the proper funding source. Additionally,

we understand the importance of service availability and capacity for the un-met needs. We have experience with industry scheduling software to assist staff with improved productivity and proper billing of agencies for the trips which qualify under the Transportation Disadvantaged Program.

Florida Experience



First Transit and our sister company, First Vehicle Services, currently operate in over 20 Florida locations (see map to the right), maintaining over 10,000 vehicles and employing over 1,300 employees in the state. We have been authorized to do business in the State of Florida since 1972.

We have been providing fixed route services in the State of Florida for 25 years. Our Miami-Dade County Aviation Department Shuttle has been in operation since 1997 and our Point Management, Inc's Kings Point Retirement Community Trolley operation in Boynton Beach, has been in operation since 1992.

First Transit **has become a provider of choice** in the Florida transportation market by being a partner in providing responsive, customer-oriented services. Since 2014, our region management team has been responsible for the seamless transition of five contracts in Florida, ensuring we meet the needs of our clients and our passengers and providing minimal disruption to services. Our successes in transitioning services have included:

- Providing additional regional and corporate support during the Palm Tran transition that led to a reduction in customer complaints
- Improvements in on-time performance, maintenance, and safety in our Bay County TPO startup

At any given time, we can mobilize personnel from any of our Florida locations to support the Escambia County operation in the event of an emergency or time of need.

Financial Stability

First Transit benefits financially from being part of an international transportation giant – FirstGroup plc. FirstGroup plc. operates five divisions that have similar core skills and

expertise, diversified by geography, customer base, and mix of contract-backed and passenger revenue. This diverse business model further increases the stability of our corporation, ensuring Escambia County that you will have a financially stable operator throughout this contract term and beyond.



FirstGroup plc is the leading transport operator in the UK and North America. With revenues of more than £6.9 billion per year and approximately 120,000 employees, we transport more than 2.5 billion passengers every year.

Our objective is to create long term value for the County and other local community stakeholders through sustainable, integrated transport services that are safe, reliable, and meet the needs of our passengers and communities.

The expansive size of our parent company, FirstGroup America – the North American division of FirstGroup plc, ensures that our ECAT operation will be based on financial strength and stability, which smaller transit contractors cannot provide.

First Transit's key characteristics for financial stability are as follows:

- A market leader in highly a fragmented $22bn US transit marketplace – approximately 30% is outsourced
- Established credentials and proven track record in successful transit service across all operating divisions including fixed route, paratransit, demand response, shuttle, university, call center, and rail
- More than 320 transit locations across core business segments

The scale of our activities means that our core skills are employing and training professional, dedicated employees. We are **Committed to our Customers** and their safety; procuring, deploying and maintaining a wide variety of vehicle fleets and other physical assets. Our financial strength and stability enables us to stand behind our ECAT proposal and keep our commitments to you, our client.

We strive to improve the ECAT performance by sharing best practices across our businesses to provide high quality services that are safe, reliable, and meet the needs of ECAT customers.

First Transit maintains a strong financial position that creates value to Escambia County. We reinvest in our people, our operations, and the communities we serve.

Financial Statements

Included **under separate cover** are our most recent years' audited financial statements for First Transit's parent company, FirstGroup America. There are no stand-alone audited financial statements for First Transit as it is a wholly owned subsidiary of FirstGroup and included as part of the FirstGroup America annual audit.

These financial statements demonstrate that we possess substantial financial capacity and stability to fulfill our obligations under the terms of this RFP.

Further financial information is available on the web site www.firstgroupplc.com.

Fixed Route References

Bay County, Florida

First Transit's Bay County services are a mix of Demand Response/Paratransit and Fixed Route services. First Transit has operated the demand response contract since June of 2014 and the fixed route contract since July of 2014.

Work Performed	Fixed Route and Demand Response/Paratransit and
Current Status	Active since 2014
Fleet Size	44 Vehicles
Work Force Size	72 Employees
Contact:	Angela Bradley Transit Systems Administrator 850-248-2689 abradley@baycountyfl.gov

First Transit is proud of our performance for Bay County. Current on time performance is 98%. Productivity runs at 2.5 per hour. Complaints average only two-to-three per month for both services, fixed and demand response. We take all feedback seriously, analyzing for trends and addressing our customers concerns quickly and comprehensively.

Customer satisfaction is very high, as evidenced by the reference letter included as an **Attachment**.

Demand Response service includes 26 vehicles that supports 500 plus trips a day. Operations run Monday through Saturday. Bay Town trolley operates six days a week with eight routes that services 2,500 riders a day. The trolley operates 18 vehicles, 10 at peak service. The trolley has 298 stops and 26 bus shelters we maintain as part of the contract.

There are 72 First Transit employees in Bay County, including Maintenance, Staff and drivers.

Our Bay County operation has many similarities to ECAT, including the provision of safe, reliable fixed route transportation and nearby geographic location.

Community Transit - Snohomish County, WA

Snohomish County has contracted with First Transit since 1997, the most recent contract being a five-year contract with five one-year options beginning in 2012. The fixed route operation includes 123 vehicles and 219 employees. The Community Transit service offers efficient and streamlined local and commuter service throughout Snohomish County and Seattle, WA.

Community Transit's annual ridership is approximately 4,880,578. First Transit ensures that the County's goal of providing safe, friendly and reliable transportation is realized every day. First Transit supplies the support vehicles, computer systems, parts inventory and tire lease management for the contract.

Contact:
Wade Mahala, Manager of Contracted Services
2300 Kasch Park Road
Everette, WA 98204
Phone: 425-438-7182
Email: wade.mahala@commstrans.org

"First Transit is very helpful and easy to work with. I have a great deal of trust that what needs to happen will happen." **- Community Transit Customer Feedback**

Year	On-Time Performance	Complaints per 100,000 Passengers	Miles Between Road Calls	Preventable Accidents per 100,000 miles	PM On Time
2016	87.08%	17.65	24,224	0.38	99.04%
2015	89.42%	18	26,194	0.37	97.30%
2014	89.93%	16.07	29,820	0.31	99.9%

Denver Regional Transit District, Group 23

First Transit has been operating RTD's Group 23 fixed route service since 2007. One of three divisions currently operated by First Transit, Group 23 has 336 employees and 129 vehicles. Annual ridership for Group 23 is approximately 6,855,715. First Transit recently renewed this contract, and the service will be transitioning from Group 23 to Group 27 with the new contract.

Contact Information:
Carolyn Conover, Senior Manager of Contracted Services
1560 Broadway, Suite 1075, DPB-101
Denver, CO 80202
Phone: 303-299-2551
Email: Carolyn.conover@rtd-denver.com

First Transit operates the entire fleet maintenance program, including major performance replacements and repairs. First Transit exemplifies RTD's commitment to superior service, with superior maintenance and dependability a high quality level of service that RTD ridership has come to expect.

***"Service is competitively priced, the local team is extremely easy to work with, provide input and effort to continually improve service, and can be counted on to do a good job."* – Denver RTD Customer Feedback**

Year	On-Time Performance	Complaints per 100,000 Passengers	Miles Between Road Calls	Preventable Accidents per 100,000 miles	PM On Time
2016	99.1%	52.5	41,201	0.26	100 %
2015	88.4%	54	37,360	0.26	100 %
2014	87.0%	51.95	37,207	.36	100 %

City of Phoenix, AZ

First Transit has operated the fixed route contract for the City of Phoenix since 2007. The 375-employee operation has a fleet of 153 vehicles. First Transit partners with Valley Metro to deliver on their vision of enabling people in Maricopa County to travel with ease using safe, accessible, efficient, dependable and integrated public transportation services.

Our long-term commitment to the City of Phoenix has allowed our management team and dedicated employees to understand the City's expectations and goals. Under First Transit's leadership, the location has received multiple safety awards and a perfect FTA Drug and Alcohol Compliance audit, we well as ISO 14001 certification – the benchmark for environmental standards – for the West facility.

***"Management team conveys commitment, provides quick responses, and is always professional. Operations managers are responsive and open to suggestions from passengers."* – City of Phoenix Customer Feedback**

Year	On-Time Performance	Complaints per 100,000 Passengers	Miles Between Road Calls	Preventable Accidents per 100,000 miles	PM On Time
2016	97.53%	16.7	9,133	0.04	99.75%
2015	96.50%	19.76	10,594	0.31	100.00%
2014	97.19%	25.18	22,912	0.19	100.00%

Customer Contact Information:
Jim Campion, Contracts Specialist
405 North 79th Avenue
Phoenix, AZ 85043
Phone: 602-534-8289
Email: jim.campion@phoenix.gov

Johnson County Transit

First Transit partners with Johnson County Transit to provide fixed route and paratransit operations for the citizens of Johnson County, Kansas. In our daily operation, we focus on the County's goals to provide a safe, convenient, reliable and service-oriented transportation system. These goals have guided our long-term partnership and proven track record of success since 1992.

Under this contract, we provide operations for The JO (Commuter Express), The JO-Special Edition and the Sheltered Workshop Industrial Fixed Transit (SWIFT). We also provide maintenance services for their transit fleet.

Over the past five years, **we have exceeded the County's OTP goal of 95%.** Transporting our passengers safely is our top priority. For example, **First Transit had 100% of our Preventive Maintenance Inspections performed on time over the past three years** at our Johnson County operations.

Contact:
Jameson Auten, VP of Regional Service Delivery
(816) 346-0886
1200 E 18th Street
Kansas City, MO 64108
jauten@kcata.org

Year	On-Time Performance	Complaints per 100,000 Passengers	Miles Between Road Calls	Preventable Accidents per 100,000 miles	PM On Time
2016	98%	25	137,531	7	100%
2015	98%	21	20,197.61	10	100%
2014	97.5%	50	12,416.69	13	99%

First Transit goes above and beyond normal expectations. During our tenure as Johnson County's transportation provider, we have been proactive in continuously improving service quality:

- DriveCam installation for OTP improvements and safer, more efficient operations
- Introduction of the DriveCam fuel efficiency program
- The introduction of the "bus on shoulder" on the commuter runs – with no incidents
- Effective integration of supplemental taxi service for improved efficiencies
- Coordination with the County to implement new service strategies, including the opening of the Mission Transit Center and numerous Park and Ride centers

Budget Increases

As our relationship with Escambia County has shown, we honor our contractual commitments. However, on occasion First Transit has approached other clients regarding RFPs containing faulty data that had been utilized to develop pricing for a bid. In these cases, we were normally able to arrive at a resolution equitable to both parties.

In instances where there were significant changes to the scope of work or other substantial changes to contract terms or details of service delivery, First Transit and our clients have negotiated equitable rate adjustments on occasion.

SECTION 2-2

Introduction



First Transit

2-2 Introduction

Proposals shall include the complete name and address of their firm and the name, mailing address, and telephone number of the person the County should contact regarding the proposal.

Organization	First Transit, Inc. 600 Vine Street, Suite 1400 Cincinnati, OH 45202		
Services	Transit Contracting, Transit Management, Transit Consulting		
Contact	Vasti Amaro Director of Business Development 600 Vine Street, Suite 1400 Cincinnati, Ohio 45202 [p] 513.256.2372 [f] 513.684.8852 [e] Vasti.Amaro@firstgroup.com	Sharad Agarwal SVP Business Development 600 Vine Street, Suite 1400 Cincinnati, Ohio 45202 [p] 310.213.8503 [e] Sharad.Agarwal@firstgroup.com	
Form of Business	Corporation	**Incorporation**	Delaware in 1969
Number of Employees	Employs more than 19,000 people; Manages 4,000 employees		
Federal I.D. Number	23 – 1716119		
US DOT#	1002211	**Motor Carrier**	MC – 576222
Officers	Bradley A. Thomas, President James Tippen, SVP of Finance Michael L. Petrucci, SVP, General Council & Secretary	Barbara Telek, Treasurer Brian Beechem, Asst. Secretary Christa McAndrew, Asst. Secretary Nancy Eliason, Asst. Secretary	

Regional Location Contact	David Van Fossen 600 Vine Street, Suite 1400 Cincinnati, OH 45202 [p] 281.932.7015 [e] David.VanFossen@firstgroup.com

Compliance with RFP Provisions

Proposals shall confirm that the firm will comply with all of the provisions in this RFP; and, if applicable, provide notice that the firm qualifies as a County proposer. Proposals shall be signed by a company officer empowered to bind the company. A proposer's failure to include these items in their proposals may cause their proposal to be determined to be non-responsive and the proposal may be rejected.

First Transit will comply with all of the provisions in this RFP. As the current provider of these services, First Transit clearly qualifies as a County proposer, exceeding all minimum qualifications. Our State of Florida business license has been included as an **Attachment**. We are happy to provide any further documentation evidencing this fact, if required by the County.

First Transit's proposal has been signed and sealed by Mr. Bradley Thomas, who is President of First Transit, Inc. and an authorized company officer empowered to bind the company.

SECTION 2-3

Understanding of the Project



First Transit

2-3 Understanding of the Project

Proposers shall provide a comprehensive narrative statement that illustrates their understanding of the requirements of the project and the project schedule.



As the successful incumbent provider of Transit Management services for ECAT, no one understands this project or your expectations for innovative, efficient management services better than First Transit. We will provide full management services of your fixed route service, including operations, maintenance and finance to the Escambia County operation.

We know that the County's objective for the current procurement is to select the most qualified and experienced contractor to manage ECAT fixed route services. As a leading provider of both fixed route and transit management services nation-wide with proven experience in Escambia, we have demonstrated throughout this proposal, and with our daily service delivery, that we are the best choice. In addition to the high level of service we provide, through our commitment and this proposal, we have also and will continue to provide value, efficiency and a fair price to the County.

Scope of Services Understanding

As your incumbent management firm of ECAT services, First Transit has full understanding of all requirements as described in the RFP. The chart below briefly describes our experience and capabilities in all required aspects of system management.

Escambia County Qualification Requirements in RFP	First Transit's Evidence of Exceeding Requirements
Short-range transit planning	First Transit provides short-range transit planning and guidance services for many of our 320 clients nation-wide, including financial planning, transportation goals and plans, resource allocation.

Equipment Selection and Maintenance of All Vehicles	First Transit has a well-earned reputation for maintenance excellence throughout the transportation industry. Our guidelines for successful maintenance, including our focus on preventative maintenance and the use of only factory-authorized parts, as well as the expertise of our maintenance staff and support personnel and the large number of First Transit ASE Blue Seal Shops.
Utilization of computerized Fleet Maintenance Management Program, ensuring standardized accounting for parts, labor and inventory	First Transit utilizes our proprietary FirstBase Software, powered by Infor, for vehicle maintenance files, reporting and task supervision. We also have extensive experience with other Maintenance Information Systems required by our clients. First Base monitors multiple aspects of the maintenance operation, including: • Preventive maintenance • Repairs • Parts inventory • Technician productivity • Vendors for outside repair • Fuel and oil consumption and efficiency • Overhead costs • Training Records • Data validation checks at data input • Status reporting • Completed work orders • Work orders in progress • Delays and reasons for delays • Tailored reporting • Exception reports
Building Utilization and Maintenance	First Transit is a good steward of the resources provided for our use by our clients, including, in many cases, facility space. Our facility maintenance program includes the use of preventative maintenance, warranty coverage when applicable and detailed cleaning schedules that exceed our clients' requirements.
Routes and Schedules	First Transit provides runcutting services, including the development of and advice on routes and scheduling, for most of our fixed route customers. This often includes the use of runcutting software, including Optibus and many other systems.
Fare Analysis	With best practices derived from our nation-wide locations provided substantial expertise on which to assist our clients with fare analysis, offer suggestions and information on industry-wide trends.
Budgeting & Financial Management	In addition to staffing a full-time Financial Manager, First Transit also offers Escambia County the network and support expertise to ensure responsible fiscal management for the ECAT system. First

	Transit staff will continue to offer assistance with budgeting, accounting and other fiscal matters.
Safety and selected types of insurance	FirstGroup America, Inc. provides an insurance program for the entire group of subsidiary companies, including First Transit. The program includes a primary or base policy provided by Arthur J Gallagher Risk Management Services, Inc. (AJG) and excess coverage from several carriers. We have included an insurance certificate as an Attachment to this proposal.
Employee Selection and Training	First Transit currently employs over 19,000 employees across North America, in 300+ locations. In order to hire and maintain qualified candidates throughout our organization we have developed and implemented industry-leading training programs and standardized selection criteria for all employees. Please refer to Section 2.5 of this proposal for greater detail on our hiring and training standards.
Employee Relations	First Transit believes in creating a positive workplace for employees by the accessibility of our management team, promotional opportunities and providing comprehensive compensation packages. We also regularly hold special events and programs to show our employees that we appreciate them.
Labor Negotiations	With more than 60 years' experience providing public and private transit services, we have successfully managed both union and non-union operations, establishing excellent working relationships with many unions. Our experience in the collective bargaining process has helped negotiate fair contracts for company, employees, and clients. While our positions have at times been firm, we have developed positive, professional relationships based on mutual respect and fair negotiations.
Marketing and Public Relations	First Transit General Manager, Mike Crittenden has worked in partnership with Marketing Manager Tonya Ellis and Escambia County to develop innovative marketing campaigns throughout First Transit's ECAT operation. These efforts have included the ECAT Harmony campaign, This is ECAT campaign and the ECAT Military Veteran Tribute Bus.
Preparation of Specifications for Capital Equipment	As one of the largest purchasers of capital equipment for transportation agencies in the nation, First Transit has the ability to assist with preparation of specifications to properly procure this equipment. We are often able to help our clients save money with

	our Corporate Purchasing Agreements, leveraging FirstGroup's buying power.
Administration of Escambia County Complementary ADA Paratransit Services and Transportation Disadvantaged Program	First Transit has successfully operated the Escambia County Paratransit operations since 2014 and have submitted a concurrent proposal to continual to operate the County's paratransit operations. Nation-wide, we have been providing paratransit services since 1985 with more than 50 paratransit clients across North America. We have a thorough understanding of ADA regulations and the Transportation Disadvantaged Program.
Other functions reasonably required in day-to-day Escambia County Area Transit (ECAT) operations	As your successful current management firm for ECAT, we take provide in the services we provide you. The expertise of our management team lead by General Manager Mike Crittenden, and the support from region and corporate teams.
All grants activities including application, administration, reporting and close-out in accordance with all FTA procedures. The same functions are required for the Florida Department of Transportation (FDOT) funding programs. Management company staff is required to be aware of and follow all federal and state procedures required of grantees (EEO, DBE, Title VI, NTDB, etc.)	In addition to the full-time Grant Manager position in place within the ECAT operation, First Transit also offers a corporate support team for grant activities, as detailed in Section 2-4 of this proposal. We have extensive knowledge of the funding sources available and will provide expertise to ensure proactive support in all grant activities.
Computer hardware and software selection, procurement and maintenance	First Transit has a team of technology experts on our corporate staff who can provide support on product selection, procurement and maintenance.
Preparation of all FTA reports, compliance and related programs	Escambia County will continue to be fully supported in all FTA, state, and local reporting requirements and during all reviews. We also have the expertise to prepare National Transit Database reports, as well as provide data for FTA Triennial Review, Drug

	and Alcohol Reviews, Procurement Reviews, and Financial Management Oversight Reviews.
Preparation of FDOT reports, compliance and related programs	First Transit will continue to provide support in FDOT reports, compliance and related programs. As a leading transportation supplier in the State of Florida, we have the expertise to assist with all FDOT requirements.
Capital and operating procurement, including compliance with FTA regulations	First Transit regularly assists our clients with the processes of procuring capital and operating resources. We have a complete understanding of FTA regulations related to compliance.
Environmental compliance	It is First Transit policy to maintain compliance with all federal, state, and local environmental regulations and reporting requirements. As a responsible corporate citizen, we are obligated by the EPCRA to inform the community of any hazardous materials stored at our facilities and potential risks if they are released into the environment. We require that all our facilities meet the reporting and planning requirements established by the EPCRA. Within the current ECAT operation, Mike Crittenden, General Manager, annually updates the facility material inventory, which is maintained in EiOS. The general manager notifies Strata Environmental if any materials planned to be stored at our facilities in excess of the reporting thresholds.
Firm Shall Provide all ECAT employees first right of refusal of employment opportunity	Working in conjunction with the First Transit managed ECCT service, all open positions within ECAT and ECCT are opened to qualified current employees and ATU 1395 members previously to being publicly posted. First Transit will continue this practice throughout the duration of the new contract.
The operator shall provide the budget for the ADA Complementary (Door-to-Door Service). However, this service shall be provided by the Paratransit Provider. In the even that there is not Paratransit Service, the operator shall provide the ADA Complementary service.	First Transit's Finance Manager, Amy McAdams, currently works directly with ECCT management team and Escambia County to provide budget for the ADA Paratransit Service. Amy McAdams will continue to do this upon inception of new contract. While we hope that ECCT Paratransit services will continue to be operated by First Transit, the operator of these services will not affect the oversight and performance of First Transit's ECAT team in regards to administering the ECCT budget.

Project Schedule - Implementation Plan

As the successful incumbent provider for these important transportation management services, First Transit is the only contractor who can provide a truly seamless transition to a new contract. The County, ECAT and its riders will continue to see the high quality service they have come to expect from us without any disruptions.

First Transit maintains a full staff on-site at Escambia County, which is led by the General Manager, Mike Crittenden. To ensure a smooth transition into the next contract, Mike and RVP Dave Van Fossen will meet with the County to ensure that all required program plans are delivered on-time for the new contract. Upon contract award, Mike, Dave and SVP Tim McCann will meet with the County to finalize the transition plan, including confirming:

- Key personnel
- Timelines for completion of audits
- Roles and responsibilities
- Hiring as needed
- Compliance with all milestones

We will also establish a schedule for weekly (or more frequent) meetings to monitor progress and resolve any issues and concerns throughout the transition period. As the current operator of the ECAT services, we foresee no concern in the continuation of our operation, and the transition of services to the new contract.

Transition and Start-up Activities

As the current provider, First Transit's transition activities focus on a review of our service with the new contract term. Milestones for our transition include items such as reviewing our current policies and procedures, auditing our operations, and setting goals and objectives for continuous improvement in the future. Based upon the information provided in the RFP, as well as our long-term experience with and understanding of the services to be provided, we have included a schedule for the transition of the new contract.

Task	Begin Date	End Date
Transitional Timeline and Scope of Service Review		
Statement of understanding of service standards, contract negotiations with Escambia County	5/5/2017	5/5/2017
Notice of Intent to Award	5/10/2017	5/10/2017
Board award by Escambia County and authorization to execute contract	5/16/2017	5/16/2017
Contracted approved and signed by Escambia County and First Transit	5/18/2017	5/18/2017
Notice to Proceed issued to First Transit	5/18/2017	5/18/2017
Scope of Service Implementation – With Escambia County Review		
Review current union labor work rules, policies with Escambia County	5/22/2017	5/22/2017
Labor Negotiations, Recruitment, Training and Staffing Requirements		
Review current drug and physical examination locations	5/22/2017	5/23/2017
Review current First Transit background check process with the Escambia County	5/22/2017	5/22/2017
Provide detailed training schedule to Escambia County for all employees for new aspects of the contract, service changes, refresher training	6/1/2017	6/1/2017
Vehicle Maintenance and Revenue/Non-Revenue Fleet, Equipment		
Review assigned vehicle records, parts inventory, equipment, tools with Escambia County staff	6/5/2017	6/9/2017
Fleet Inspections for new contract baseline conditions determination	6/12/2017	6/15/2017

Review training and update ASE certification of all technicians	6/15/2017	6/16/2017
Fare Collection		
Review all current program processes, fares, control and security with Escambia County staff	6/15/2017	6/16/2017
Driver Scheduling		
Analyze scheduling processes and practices with Escambia County and suggest any revisions	6/19/2017	6/20/2017
Service Start		
Follow-up meetings with Escambia County on any open issues	Ongoing	
Successfully initiate service under new contract		

Additionally, as the project progresses to the new contract, a task-by-task transition plan for key items will be developed and produced, reflecting the updated status of key decisions, coordination with Escambia County, fleet and equipment needs, and any contract changes. First Transit foresees no problems in the transition to a new contract within human resources, accounting, safety/security, facility management, asset management and administration.

SECTION 2-4

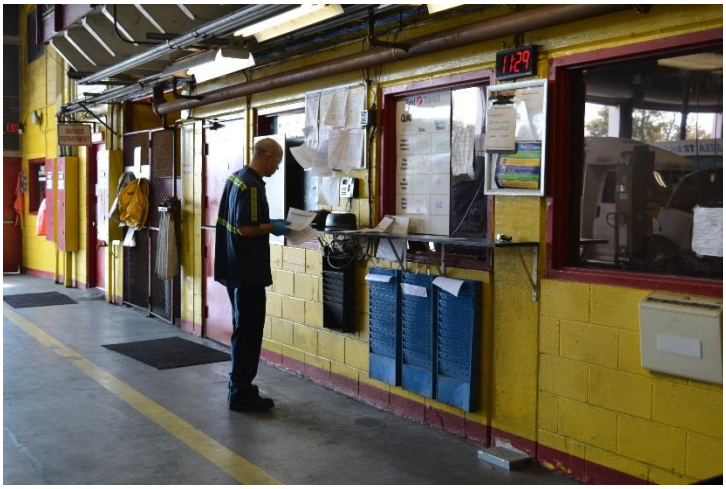
Methodology Used for the Project



First Transit

2-4 Methodology Used for the Project

Proposers shall provide a comprehensive narrative statement that sets out the methodology they intend to employ and that illustrates how their methodology will serve to accomplish the work and meet the County's project schedule.



First Transit is proud of the transit management services we have provided for the ECAT system. We will continue to work in collaboration with the county to exceed the expectations of our passengers and provide the safest, most reliable and most customer-focused transportation possible.

To achieve this, First Transit will continue to provide:

- **An Excellent Local Leadership and Management Team –** Mike Crittenden, on-site General Manager, serving Escambia County on-site with a 100% commitment, as well as a dedicated key management team
- **Industry Leading Regional Support –** Tim McCann, Senior Vice President, Dave Van Fossen, Region Vice President and Region Director of Operations, Shannon Borst, coordinating the management of the system to ensure your satisfaction
- **Customer Service Focus –** A customer support staff composed of seasoned safety, training, IT, fleet maintenance, and fixed route operations professionals to provide ongoing assistance to enhance system efficiency and effectiveness

The First Transit team will continue to work in cooperation with Escambia County and strive each day to exceed the expectations of our passengers, the community, and Escambia County staff.

THROUGHOUT THIS SECTION:

Ensuring Operational Success through the Right Methodology

Elements of our project methodology, as described throughout the rest of this section, that will lead to continued success in our service delivery for Escambia County Escambia County fixed route management services include:

- ***Transparent Partnership with Escambia County*** *– Success is achieved when we work together collaboratively to achieve shared goals*
- ***Operations Management*** *– General Manager Mike Crittenden and his leadership team will continue to work collaboratively with the County, with the support of First Transit's Region and Corporate experts*
- ***Marketing Assistance*** *– First Transit will continue to provide marketing support as requested from the County*
- ***Financial Management*** *– First Transit will provide financial support to include budgeting, accounting and fiscal oversight*
- ***Grant Writing Experience*** *– First Transit's experience with ensure the County receives funding from all available sources*
- ***Community/Stakeholder Satisfaction*** *– First Transit will continue to ensure the satisfaction of the Escambia County community and other stakeholders, in our management services*
- ***Knowledge of Public Transit Operations*** *– First Transit will continue to share best practices from our operation of 320 locations nation-wide to benefit Escambia County*

Transparent Partnership with Escambia County

In our relationship with customers, First Transit quite simply is committed to full and timely reporting of all relevant information regarding operations, labor issues, performance metrics, response to complaints, service delivery, and any other issues to ensure that Escambia County staff is fully informed.

In partnership with the County, First Transit will manage all services with complete transparency. We will make all information available to you as requested and work together to see ECAT grow and strengthen. We welcome the opportunity to develop an annual agenda of goals and objectives to address Escambia County's priorities and to report progress in achieving those goals on a monthly basis.

We understand that ECAT wishes to administer and provide oversight to this contract, and will do everything in our power to facilitate successful service to you. Our reporting

and quality control procedures will equip First Transit and Escambia County with the information needed to successfully monitor this contract, our successes, and where improvements are possible.

Frequent and regular communications with customers on both a formal and informal basis is fundamental to First Transit's business philosophy. Our General Manager, Mike Crittenden will continue with regular operations meetings with County staff to provide updates, discuss concerns, and plan continued success.

First Transit will continue to provide reports as required by the County, providing basic information on key metrics such as ridership, miles of service, service reliability, and passenger complaints. We fully support your service initiatives and strive to exceed your standards for key performance indicators on a daily basis and report our progress to you continually.

Operations Management

Our operations approach **will continue to focus on operational transparency and collaboration with the County and improving the customer experience while achieving greater cost efficiency.** The approach starts with the diligent management of our senior staff, led by our on-site General Manager, Mike Crittenden. He is responsible for closely monitoring the daily key performance indicators that reflect service quality and efficiency. Areas of focus include missed or excessively late trips, on-time performance, productivity, road calls, accidents/incidents, and complaints. Service performance outside acceptable parameters will be analyzed to determine what processes must be implemented to improve performance.



Our General Manager will continue to meet regularly with Escambia County/ CTC staff to review performance. As discussed above, during these meetings, areas for improvement will be identified and real action plans developed. However, action plans are only as good as the implementation that follows. Mike does not mistake action

plans for results. Only follow-through on the actions identified, and achieving the desired results, is acceptable.

Additionally, these meetings allow for the coordination and communication that is so critical to the success of transportation operations. First Transit stands ready to apply additional resources to meet any challenge. Mike and his team will continue to be supported by region and corporate experts who will ensure your satisfaction with our services.

Marketing Assistance



First Transit is proud of our contributions to the marketing achievements of Escambia County. General Manager Mike Crittenden works directly with Marketing Director Tonya Ellis to develop and implement innovative and rider focused marketing plans. The Marketing and Community Relations Department provides information to passengers, customers, visitors and the public via many mediums including press releases, radio ads, website and other media outlets.

The efforts and accomplishments of ECAT's Marketing Department were recognized with four separate awards at the 2015 Florida Public Transportation Association (FPTA) marketing awards, including being named "Best of the Best".

First Transit hopes to continue its partnership with Escambia County, and will continue to focus on the Community Relations and Marketing aspects of the ECAT operation. Understanding that the ultimate goal is to increase ridership, we will focus on increasing brand awareness and enhancing public image of ECAT, improving customer experience and ease of use for ECAT, as well as working directly in the community to strengthen customer relationships.

Financial Management

Financial management and budgeting includes reporting and analyses of all financial and operating data for the Escambia County location. Amy McAdams, Finance Manager, working cooperatively with the County, is responsible for business and financial forecasts to understand operating expenses, suggest and develop financial efficiencies, and stay within budget.

Our onsite Finance Manager utilizes First Transit accounting systems, such as Hyperion and JD Edwards to oversee and maintain budgets, forecasting, payroll, and accounts payable and receivable for the county. Additionally, First Transit offers the resources and expertise of our Regional and Corporate Staff to assist when needed, leveraging our knowledge and best practices developed through our over 300 transit contracts in North America.

Grant Writing Experience

First Transit operates 320 locations on behalf of our customers, including services for Departments of Transportation (DOTs), universities, federal agencies, municipal organizations and private companies. Each of these successful operations is built on three cornerstones: **Safety, Quality, and Cost Savings.** First Transit's business practices are designed to offer our customers substantial cost savings, award-winning safety records, and the highest satisfaction that comes from quality throughout our operations.

The vast majority of First Transit's contracts involve the operation and/or management of public transportation systems receiving federal funding that are subject to Federal Transit Administration (FTA) reporting requirements including Uniform System of Accounts requirements and National Transit Database (NTD) reporting. For these contracts, First Transit gathers and maintains information in compliance with the Uniform System of Account and submits the information to our clients to enable submittal of NTD reports to the FTA along with the other required reporting areas.

First Transit's involvement in Federal Transit Administration Funding encompasses numerous transit systems, receiving grants including:

- Section 5303 – Metropolitan Planning
- Section 5307 – Urbanized Area Formula Program
- Section 5309 – Major Capital Investments
- Section 5310 – Transportation for Elderly Person and Persons with Disabilities

- Section 5311 – Formula Grants for Other than Urbanized Areas
- Section 5316 – Job Access Reverse Commute
- Section 5317 – New Freedom
- ARRA – American Recovery & Reinvestment Act
- TIGER – Transportation Investment Generating Economic Recovery
- TIGGER – Transit Investments for Greenhouse Gas and Energy Reduction Program

In addition, First Transit locations successfully compete for grant funds from other federal agencies to supplement the FTA funds and further enhance the systems. These include but are not limited to:

- Department of Energy Grants
- HUD Grants

Transit systems contracted to First Transit also participate in funding programs specific to the state in which they operate, such as the states of Florida, Texas, North Carolina, South Carolina, and Tennessee, among others.

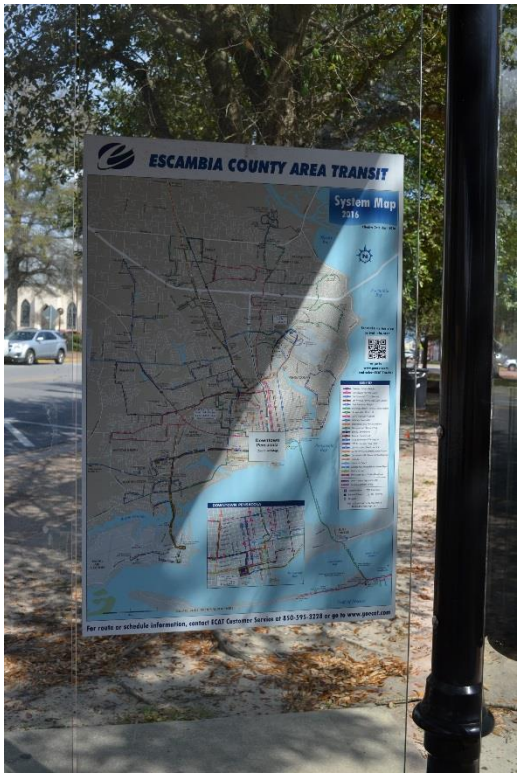
Additionally, First Transit currently employs a full time Grant Manager in the Escambia County operation. Through the utilization of this position and corporate resources, First Transit will continue to work on decreasing ECAT reliance on funding from gas tax.

First Transit has hands-on experience with every facet of public transportation operations, maintenance and administration. Each and every day, First Transit managers deal with the complexities of operating in today's challenging political, economic, social and operating environments. Our skills are varied, being applied in many operating environments including:

- Traditional fixed route and paratransit services under management or turnkey contracts
- Rural and Urban Transit Systems
- Federally funded operations
- Federal, State and Locally funded Grant operations
- University Services
- Airport Shuttle Services
- ADA call centers services and brokerage services for human service transportation
- Light rail transit operations
- Maintenance and facilities management

- Alternative fuel operations including electric, hybrid and compressed gas powered coaches
- Management of Systems
- ITS systems

Community/ Stakeholder Satisfaction



At First Transit, we believe that when we enter into an agreement with a federally or publicly funded transit agency, such as Escambia County, we also enter into a relationship with the communities and stakeholders the agency serves. This is an important role to play and must be treated as seriously as the contractual relationship.

In order for the partnership between Escambia County and First Transit to continue to succeed, the community must be satisfied with First Transit as a responsible corporate citizen, and stakeholders must have confidence in First Transit as a steward of their best interests.

To accomplish these levels of satisfaction, we employ the cornerstones of our Customer First philosophy.

- **Performance –** Stakeholders and community leaders have placed their trust in Escambia County. In turn, Escambia County has placed your trust in us by selecting First Transit. We earn that trust every day by performing, delivering safe, high quality, cost effective service.
- **Communication –** For community leaders and other Escambia County stakeholders to be satisfied with First Transit as a contractor, we make ourselves available to them, to share ideas, listen to concerns, and discuss community needs. Communication is as important at this level as it is at the passenger and transit agency levels of customer satisfaction. We make it a priority to become a valued member of the community, so that community leaders know who we are and are comfortable approaching us.
- **Value –** We do not perceive ourselves merely as a contractor or employer. We believe it is critical to contribute back to the community, by actively supporting

public transportation and participating in endeavors that are important to Escambia County. We do this on a national and regional level by actively participating in APTA and other programs that build support for public transportation.

- **Community Relationships –** The final ingredient to satisfying the community and Escambia County stakeholders is to build and sustain a relationship with community leaders that foster growth and best-in-class public transportation services. Our senior managers and corporate support staff assist our General Manager in making sure that he has the tools and resources needed to maintain a positive image in the community, for First Transit as well as Escambia County.

Knowledge of Public Transit Operations and Regulations

First Transit is very familiar with the challenges of Public Transit, and with Escambia County expectations, operations methods, and customers. Our experience is focused on providing efficient and effective operations. Depending on our customers' contractual specifications and requirements, First Transit provides a wide variety of related services for our transit operations customers across the country, including management, operations, reservations, scheduling, dispatch, and vehicle maintenance.



We will focus our attention on operating the best transit system possible in the Escambia County service area, and on providing reliable maintenance and a dedicated staff.

First Transit has demonstrated our ability to perform these duties through our expertise as a regional transportation services contractor as well as at our other contracting locations across the United States.

First Transit is a comprehensive transit service provider with practical experience to meet nearly every transit related need. Our depth of knowledge is rooted in our stable workforce and the longevity of many of our managers and contracts, as well as the knowledge base of our sister companies.

Our proposal offers a professional relationship with strategies proven in the transit industry, providing Escambia County with the best possible services.

SECTION 2-5

Management Plan for the Project



First Transit

2-5 Management Plan for the Project

Proposers shall provide a comprehensive narrative statement that sets out the management plan they intend to follow and illustrates how their plan will serve to accomplish the work and meet the County's project schedule.

First Transit implements a multi-faceted management approach at each location to support successful operations for our customers. For our partnership with Escambia County, the five levels will consist of the following:

- **Mike Crittenden, General Manager** serving ECAT on-site for successful performance and operational transparency
- **David Van Fossen, Region Vice President (RVP)** overseeing our management of the system to ensure customer satisfaction
- **Regional Customer Support Staff,** composed of seasoned professionals, enhancing system efficiency and effectiveness
- **Value-Added Services** implemented in coordination with ECAT, improving passenger satisfaction, cost-containment, and reporting of transit information for efficient operations
- **A Nationwide Transit Network** of First Transit customers and staff to share information and experiences, incorporate operational best practices, and provide continuous improvement for ECAT service

First Transit takes great pride in offering more than just experienced managers to our customers. We offer a comprehensive package that includes expertise from across the country. In addition to our resident transit professionals to manage the ECAT system, First Transit's team will draw upon an unparalleled nationwide transit network, a rich and diverse collection of experience, to support the success of daily operations.

As required by the RFP, detail on the qualifications and experience of First Transit's local management team, as well as our region and support systems is included in Section 2-6 Experience and Qualifications.

THROUGHOUT THIS SECTION:

Ensuring Operational Success through the Right Management Plan

Elements of our management plan, as described throughout the rest of this section, that will lead to continued success in our management services for Escambia fixed route services includes:

- ***Project Staffing** – Our three key leadership positions provide expert local management for ECAT*
- ***First Transit's Safety Culture** - At First Transit, we believe that "If you cannot do it safely, don't do it!" and ensure a safety-first approach throughout Escambia County operations*
- ***Recruiting, Retention and Hiring**- First Transit's recruitment and retention efforts include a computerized applicant tracking system, job fairs and employee appreciation events*
- ***Maintenance Excellence** - A high quality maintenance program begins with a focus on preventative maintenance; our program will continue to extend the life of the ECAT fleet*
- ***Customer Service** – Customer Service will remain a top priority for Escambia County fixed route services*

Project Staffing

As the current successful incumbent provider of the County's fixed route management services, we have an unmatched understanding of the staffing levels needed to provide these management services at the high level you expect. The chart below outlines our proposed staffing levels for key managers, based on our experience and the information provided in this RFP.

Position	FT/PT	Year One Pay Scale
General Manager	1 FT	$99,643 Annual
Maintenance Manager	1 FT	$91,552 Annual
Finance Manager	1 FT	$55,157 Annual

First Transit's Safety Culture

Safety is not simply found in a set of policies and procedures. Safety comes from conditioning proper thought processes and behaviors, preparing for situations, and knowing how to respond in ways that protect the well-being of our employees, those with whom we work, and those we serve.

First Transit's Safety Program encourages all First Transit employees to replace risky behaviors and thought processes that jeopardize safety in the workplace. Through the program, we are striving to build a cultural identity that is focused on:

- Rewarding improvements in both individual and team performances
- Encouraging group safety awareness activities
- Recognizing and rewarding personal safety longevity

If you cannot do it safely, don't do it!

This is First Transit's core philosophy. Safety is at front of mind at all times.

From management to operations, safety is the number one value of every First Transit employee. Our program was initiated to minimize risky behavior for the greater good of each person and our entire team. No priority or perceived priority should be pursued without following safety standards.

We emphasize this safety culture in our employee recruiting, selection, orientation, training, education, and management support. Our drivers, mechanics, and other employees are expected to look out for the safety of the passengers we transport each day. That same protection is given to our coworkers, those that depend on each of us to do our jobs without shortcuts that can cause injuries. Safety is continually stressed and reinforced throughout our day-to-day operations, in our employee reviews, and at every management and employee meeting.

As just one example of our safety culture in place for Escambia County, First Transit staff from the County participated in the Safety Summit presented by the Florida Public Transit Association, in partnership with the Center for Urban Transportation Research, and leading workshops on safety-related topics.

Be Safe – Safety Leadership Program

The Be Safe Safety Leadership training program focuses on positive reinforcement to build safe operational and maintenance practices. To do that, we improve the knowledge, foresight, awareness, judgment, and skills of our employees to encourage preventive approaches to safety. All Escambia County managers and supervisors have attended this training and are incorporating it into their approach.

The Be Safe Program is incorporated into manager and supervisor training through hands on, interactive training by certified Performance Management Consultants, further supported by additional e-learning modules. The training helps managers identify how their own everyday behaviors, and those of their team to influence safe behaviors and overall safety for the clients and communities we serve.

Led by location managers and supervisors, Be Safe encourages safety conversations to promote employee accountability to achieve safety. As frontline leaders, the managers and supervisors implement skills-based training to shape, promote, and maintain positive safety behaviors. Be Safe reinforces our group-wide safety goal of Zero – this means zero accidents, zero injuries, and zero fatalities.

The Be Safe Program ensures our employees:

- Understand the behavioral causes of safe and at-risk behavior and how to create the optimal conditions for safety
- Develop proactive safety practices, measure performance, and improve safety behaviors
- Are confident in their skills to have consistent and quality safety conversations
- Uphold a measurable three-point framework for safety conversations – plan, touch-point, review
- Use the insight and data from safety conversations to make and influence better safety decisions

First Transit focuses beyond simply changing our safety processes and systems toward fundamentally changing our day-to-day safety habits and behaviors. As leaders, managers play a critical part in this process through daily interactions with employees to encourage, reinforce and influence good safety behaviors.

Be Safe Accident and Incident Prevention

ACTIVE CARING

Active Caring makes sure that injury prevention drives our day-to-day management activities. It is based on remembering at all times that “If you cannot do it safely, don’t do it.” Active Caring is gaining the courage to have safety conversations, performing safety tours, risk assessing for your sake and others, and taking a “brother’s keeper” approach to safety by encouraging others to adhere to safety principles at work, just as they do at home.

PERFORMANCE MANAGEMENT

Performance Management requires our managers to take an active role in helping achieve our goal of zero collisions and zero lost-time injuries. Safety must drive the decision-making and guidance provided by our managers. Our managers are the force that puts our safety policies, procedures, laws and regulations into practice, and they are responsible for measuring the performance of our staff against our goals.

Although we will always continue to evaluate our safety performance via Key Performance Indicators, performance management is a more proactive way of modifying unsafe or potentially unsafe employee behaviors before accidents or incidents occur. We are increasing developing new methods to measure and identify indicators of potential behavior issues we proactive behavior modifications can take place.

CONTINUOUS IMPROVEMENT

Continuous Improvement is critical for reaching our zero goal. Safety is not a one-time occurrence. It is part of our culture and everything we do today, tomorrow, and every day we come to work. Our safety standards and best practices are continually updated with input from industry safety experts, fellow industry leaders, and our front line employees. We analyze safety trends to identify corrective patterns, then incorporate changes to improve our overall performance. First Transit leverages its vast experience nation-wide and the experience of our sister companies across the globe to develop best practices in safety, identify trends and develop action plans.

Moving Ahead for Progress in the 21st Century Act (MAP-21)

First Transit has already put MAP-21 in action and incorporated Safety Management Systems (SMS) principles into our culture. We have and will continue to be ahead of the game in terms of local, state and federal regulations and FTA requirements regarding safety programs and procedures. Our SMS and System Safety and Security Plan combine established systems safety engineering principles with advanced organizational management techniques. Our SMS supports continuous improvement in safety performance through a positive safety culture founded on four basic principles:

- Safety policy
- Safety risk management
- Safety assurance
- Safety Management Systems (SMS)
  - Encourages managers and employees to work together to identify hazards and act in concert before system failures occur. (Our Injury Prevention Database)
  - Everyone is held accountable making sure we deliver positive safety results.
  - Is about making the system safer for everyone. (If you cannot do it safely, don't do it!)
  - We empower our employees to assess their own safety risks and prioritize the risks.
  - Our safety principles and practices are already in place, integrating human factors and human performance management into existing maintenance, training, and hazard management processes.

We take pride in our approach-involving and share our knowledge among the public, transportation agencies, state agencies, and the FTA.

First to Zero

When safe behavior becomes instinctive, quality of life improves, working conditions are more favorable, and collisions and injuries are reduced. As part of our extreme focus on safety in the workplace, we have initiated a **First to Zero goal**, which means we will strive to **achieve zero collisions and zero lost-time injuries**.

As we strive to reach First to Zero, we will build on the accomplishments we have already achieved. Our key safety actions for the current year include:

- Expanding the usage of Smith System driver safety training across all businesses
- Implementing campaigns designed to prevent passenger injuries related to slips, trips, and falls
- Championing the National Safety Council's campaigns around teen driving, distracted driving, and safe communities
- Implementing actions to prevent injury when handling passengers, wheel chairs, baggage and freight
- Provide training on dispute resolution to preventing assaults by difficult passengers

First Transit's System Safety and Security Plan

Our System Safety and Security Plan (SSSP) is based upon federal safety regulations and describes the standards in place for driver and maintenance employee hiring, training, vehicle safety, and record keeping. Our SSSP is divided into six core areas of focus:

1. Employee selection
2. Employee training
3. Substance abuse testing and education
4. Safety maintenance
5. Security awareness
6. Accident and safety data acquisition

Below is a broader description of each SSSP Core.

CORE 1 – EMPLOYEE SELECTION

Working for First Transit requires a sense of commitment and dedication to safety that is not found in other companies. We insist that our employees be committed to safety, reliability and customer service. To ensure this happens, we use predictive data and a thorough evaluation process when selecting new employees. We require a safe driving record, past employment verification, a criminal background check, motor vehicle record review, employment eligibility verification, and a drug screen.

CORE 2 – EMPLOYEE TRAINING

In support of our security plan, our training programs are focused on safety and security. Below is a brief overview of the kinds of training we provide our employees.

Training	Description
Driver Training	The new driver education and training process provides learning opportunities in two areas of focus – classroom (knowledge-based) and behind the wheel (skills-based). All training is taught by First Transit's certified instructors. Classroom and behind-the-wheel (BTW) training for new drivers includes programs based on TSI and Smith System modules.
Certified Instructor Program	We combine our own instructor certification program with the Transportation Safety Institute's (TSI) certification program to create a standard training initiative that is built on industry-leading quality and excellence. Our certified trainers provide competency-based job-related training. All TSI-certified instructors are registered with the Department of Transportation (DOT), which provides unmatched training regulation and compliance. In addition, our instructors also are certified by the highly reputable Smith System Driver Improvement Institute.
Ongoing In-Service Training	We provide ongoing in-service training to help our drivers keep their skills up to date. Drivers participate in mandated annual safety meetings and periodic safety awareness campaigns that provide detailed instruction on defensive driving techniques and other safety-related issues. Both regularly scheduled and random road observation checks evaluate our drivers' compliance with policies and procedures and rate their overall proficiency. In addition, every driver is required to undergo a ride-along evaluation once every 12 months with a certified trainer.
Collision Retraining	Drivers involved in collisions are required to take part in our collision-retraining program. Certified instructors lead the two-hour classroom and behind-the-wheel retraining course that focus on identifying root causes and contributing factors when collisions occur. Once causes or contributing factors are determined, we retrain drivers to correct issues such as improper backing or improper mirror use.
Safety Training	Every module in our driver training programs have an underlying theme of safety. Training modules such as Vehicle Familiarity, Vehicle Maneuvering, Service Area Familiarization, Passenger Assistance Training, and Defensive Driving are specifically designed to provide drivers with the knowledge they need to operate revenue vehicles safely.

Training	Description
Safety Re-training	Mandatory monthly safety meetings for the ECAT service will include topics of local importance and will reinforce the important position that safety occupies on the job. All drivers receive routine and continuous in-service training on the safe operation of revenue vehicles. Additionally, drivers and dispatchers receive annual refresher training on safe operations. This process will also include identification of “high interest” drivers and appropriate behavior modification efforts to proactively improve safety habits.
Safety Discipline	We have strict operating regulations regarding safety and injury-prevention measures. We focus disciplinary action on the incident, not the severity of the outcome. Any employee who demonstrates a disregard for safety is held accountable for his or her actions, since unsafe performance can result in an escalation of risk. Repeated violations will result in termination.

SAFETY TRAINING PARTNERS

We have partnered with many of the organizations that drive industry-wide instructional standards and programs to help develop our own safety training needs. We rely on their experience, research, and continual program updates to help us stay on the leading edge of employee training.

National Safety Council

The National Safety Council's (NSC) mission is to save lives by preventing injuries and deaths at work, in homes and communities, and on the roads, through leadership, research, education and advocacy.

Working with NSC, we have adopted the following initiatives to help achieve our own injury prevention goals:

- NSC membership and training
- Participation in the NSC Congress & Expo panels and technical sessions
- Participation in NSC's Safe Communities America program
- Involvement in symposiums and advisory roles
- Planned meeting on teen driving initiatives
- Development of FirstGroup's 2008 Cell Phone Policy (total ban)

Prestigious Safety Recognition

The NSC selected FirstGroup as the recipient of the 2009 Green Cross for Safety Medal. To this day, FirstGroup is the only ground transportation company to receive this important award recognizing companies committed to improving safety and health in the workplace and the community.

Smith System Driver Improvement Institute

Our preferred driver-training program incorporates the Smith System of Defensive Driving program. The focus of this class is hands-on, behind-the-wheel learning in actual driving environments. Smith System classroom training includes:

- Common factors that cause collisions
- Smith System's Five Keys to Space Cushion Driving
- The 5 Keys plan to avoid backing collisions
- Use of important traffic information to gain an advantage
- Isolate and insulate the vehicle in traffic
- Forecast the probable activities of other drivers
- Reduce fuel consumption
- Reduce vehicle maintenance costs

Transportation Safety Institute

We use the Transportation Safety Institute's (TSI) professional modules for our TSI instructor-training program, and for our training on customer service with regard to passenger assistance and ADA issues. All TSI-certified instructors are registered with the DOT.

National Transit Institute

Our passenger, facility, and vehicle security programs are based on industry-leading security standards, including:

- Public Transportation System Security and Emergency Preparedness Planning Guide (published by the US Department of Transportation)
- Transit Security Handbook
- Transit Security Procedures Guide
- National Transit Institute's pocket handouts
- Employee Guide to Workplace Violence – Prevention, Response, and Recovery
- Employee Guide to System Security – Observe and Report

NTI's Multimodal Transportation Planning courses support the following standards:

- Transportation Equity Act for the 21st Century
- Intermodal Surface Transportation Efficiency Act of 1991
- Clean Air Act Amendments of 1990
- SAFETEA-LU, and their regulations and support of the good practice of multimodal transportation planning

CORE 3 – SUBSTANCE ABUSE TESTING AND EDUCATION

First Transit, the Federal Transit Administration (FTA), and the US Congress have determined that alcohol abuse and illegal drug use pose specific dangers to the safety and welfare of the nation. Furthermore, the FTA has specifically stated that the use of alcohol and illegal drugs significantly affects the performance of individuals involved in the mass transportation industry. Because of the risks to employees, passengers, and the community at large, it is our policy – and that of the FTA – that safety-sensitive employees be free from the influence of drugs and alcohol.

CORE 4 – SAFETY MAINTENANCE

All maintenance personnel are trained in shop safety, OSHA standards, vehicle maintenance, driving techniques, and safe driving. Employees are continually evaluated and tested throughout the training program. Those who do not demonstrate the required level of proficiency are provided additional training or are removed from training.

We audit our training procedures to verify that all policies are enforced to prevent incidents, collisions and injuries. Safety audits include government level auditors from FTA, OSHA, DOT, and third-party auditors. We also provide our own internal corporate auditors and local on-site safety auditors. From First Transit's director level and above, each auditor is responsible to do a spot check safety tour at least 12 times a year at any given location.

CORE 5 – SECURITY AWARENESS

We are keenly aware of security threats that exist in our current culture. Our management and staff are trained to closely scrutinize the security of our buildings, facilities, and vehicles at all times, promptly reporting of any inconsistencies or identifiable threats.

Protecting our facilities takes more than fences, security cameras, and proper lighting. Our approach to protecting our facilities includes an overall sense of awareness on the part of our employees. Our staff is responsible for securing all facilities and maintaining a heightened sense of awareness at all times.

All visitors, vendors, and suppliers who enter our facilities should be carefully scrutinized. Although we want to maintain a reasonable level of trust in those who do business with us, our employees recognize that any person who enters a facility on a temporary basis has the potential to be a security risk.

Transit Authority of River City (TARC) – Louisville KY



CORE 6 – ACCIDENT AND SAFETY DATA ACQUISITION

Our regard for the safety of our passengers and staff is paramount. Any injury, collision, or incident involving a First Transit driver will be investigated to determine cause and responsibility. Investigations are performed in any situation when a vehicle is damaged, a vehicle leaves the traveled roadway, or a passenger or driver is injured.

If a driver is involved in a preventable injury or collision, he or she is placed on administrative leave pending the outcome of the investigation. All investigations are conducted by unbiased management personnel. At the conclusion of the investigation, appropriate action is taken, which may include a written warning, retraining, a

suspension, or termination. If a settlement is necessary, we coordinate the efforts of insurance companies, maintenance personnel, and our management to ensure that we reach a prompt, equitable agreement that protects the interest of First Transit and our clients.

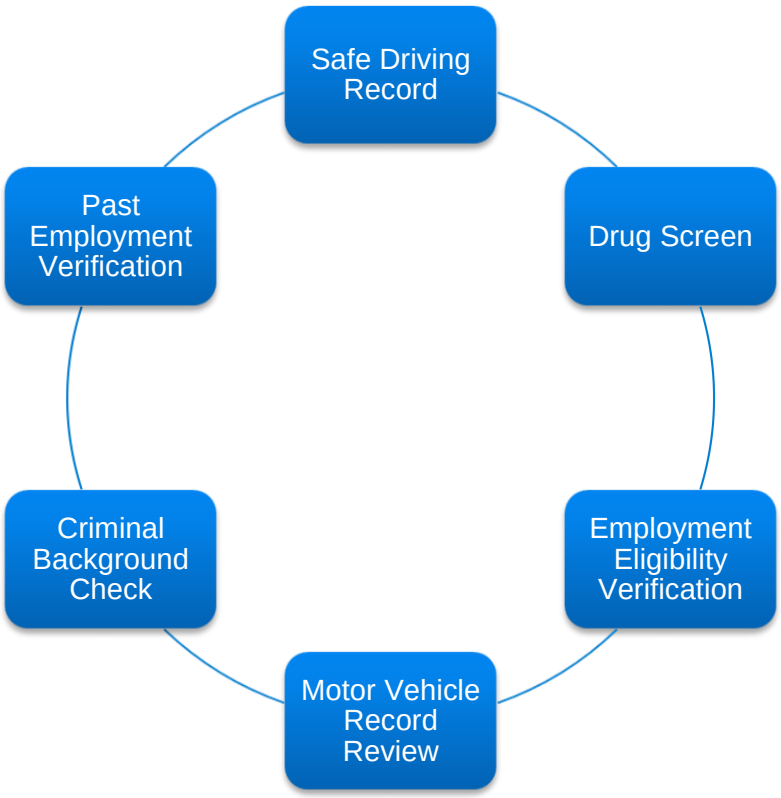
Recruiting, Retention and Hiring

At First Transit, we look at our company as more than just a provider of transit services. We're a community resource. Our passengers rely on us to safely transport them to school, work, and to the many other destinations that are part of their daily lives. Our employees are key to provided safe, reliable services. We will continue to ensure that we retain our valuable employees and recruit and hire high quality personnel when needed.

As the incumbent contractor, First Transit already has a trained and talented workforce in place. Upon contract award, First Transit's management team will ensure our staff are made aware of any changes to current contract terms. Our management team will also perform a review of driver files to ensure training and licensure is up to date.

The stability of the workforce and minimization of turnover are key to First Transit's successful contract operation for the County. Our retention efforts include sustaining a positive work environment through approachable management staff, the potential for promotion from within and employee appreciation events.

In addition to maintaining current First Transit / ECAT employees, we also work with many national transit organizations to identify best practices and effective ways to recruit drivers and technicians. We'll work with local and state employment agencies, workforce development agencies, multi-cultural organizations, Veteran Affairs and military outplacement programs to find dedicated, hard-working people who want to be valued members of the First Transit team.



Working for First Transit requires a sense of commitment, attention, and diligence that is not found in other companies. **That's because we're in the business of transporting people – individuals and families that trust us to provide a consistently safe experience every time they take a seat on one of our vehicles**. We insist that our employees be committed to safety, reliability and customer service. To ensure this happens, we require a safe driving record, past employment verification, a criminal background check, motor vehicle record review, employment eligibility verification, and a drug screen.

Our recruitment efforts to find high quality employees includes:

- The use of eArcu, a new online recruiting tool to generate interest in applying for work at First Transit and successfully track candidates throughout the hiring process
- Ongoing assistance and support from Regional Field Recruiters and a centralized Talent Acquisition team to ensure the candidate experience is positive, effective, and efficient
- Strategic search methods are used to "source" qualified candidates from multiple resume databases
- Create & enhance partnerships with tech/vocational schools and other local community schools to improve our branding through networking, campus visits, and career events
- Continuous efforts in analyzing wage surveys and local market trends to ensure we are offering competitive opportunities to qualified candidates
- Yard signs and sandwich boards strategically located throughout the community
- Distribution of flyers during neighborhood events, such as parades, flea markets, farmer's markets, and sporting events, as well as at local businesses, churches, libraries, police and fire stations and community centers
- Niche-specific online job boards
- Our own intranet (First Bulletin)
- Local publications including, but not limited to, the classifieds in the local paper, free-to-the-public papers, and community newspapers and bulletins
- Postcards or letters mailed to local households

RECRUITMILITARY®

CONNECTING VETERANS TO CAREERS

First Transit has partnered with RecruitMilitary to support the employment of current active military and veterans. RecruitMilitary is a full-service military-to civilian recruitment firm that connects job seekers who have military backgrounds with employers. Their hiring services are free to men and women of all ranks/rates and all branches of the service who are transitioning from active duty to civilian life, veterans who already have civilian work experience, members of the National Guard and Reserves, and military spouses and other family members.

Through this partnership, First Transit attends multiple job hiring events, and has access to a database of over 700,000 current active military and veterans to provide new employment opportunities to this skilled workforce. Additionally, our field managers and recruitment teams have completed hours of training to expand our employment marketing, improve recruitment of military applicants, and retain some of America's experienced veterans.

- Radio advertisements and promotions
- Local networks and cable television advertisements
- On-site, local and regional job fairs
- Billboards

Training Excellence with First Transit

First Transit's industry-leading training program is one of the primary cornerstones of our success in the transportation industry. The training we provide for our drivers ensures safe, customer-focused service day-in and day-out across our 320 locations. With comprehensive, up-to-date content and certified, experienced trainers teaching all training, First Transit provides a program that is unmatched by any of our competitors. We recognize that the training we provide has a profound impact on every aspect of service delivery – including safety, customer service, overall quality and efficiency and will continue to work diligently to see that our drivers and employees receive the tools to succeed.

Proven Results

"As a direct result of the quality training invested into each member of their (First Transit's) staff, we have seen excellent safety records in the past year."

- *Robin Chiarelli, Client, SunTrolley, Fort Lauderdale, FL*

As a testament to our success, our new locations often see significant improvements in their safety records after First Transit institutes our comprehensive training program.

The Right Content

First Transit ensures we have up-to-date material and content in place through the following measures:

- First Transit is the only private contractor to use official US Department of Transportation (USDOT) training manuals for core training of its drivers.
- Throughout our training modules, we provide an emphasis on safety and customer-service
- Evaluation and constant revision to our curriculum takes place through the collaboration of experts on our local, region and corporate teams
- We ensure that new technology is incorporated into our training program, allowing our employees to get the most out of the tools available

The Best Preparation

"Of all of my driving jobs, First Transit's training program is the most extensive. It really prepares you to get out on the road."

- *First Transit Driver, NJTransit, New Jersey*

The Right Delivery

Our comprehensive training program is delivered by experienced, trained and certified professionals in a manner proven to achieve results. The following highlights of our training delivery ensure that our programs are effective:

- First Transit's Transportation Safety Institute-certified instructors are capable, experienced, registered with the Department of Transportation (DOT) and certified by the highly reputable Smith System Driver Improvement Institute
- We are the only transportation provider providing truly one-on-one behind the wheel training, making sure each driver receives the customized feedback and support to be truly ready to get behind the wheel
- Our Training Programs are customized to the skills, education and needs of our trainees
- First Transit provides more standard training hours than our competitors, as well as more refresher and follow-up training

- We evaluate an employee's learning and retention through written quizzes, driving tests, and customer service skills evaluations, all of which must be passed to qualify to operate a vehicle

Driver Training Program

All new drivers receive a **minimum of 80 hours of training** including training in all First Transit -ECAT routes, vehicle maneuvering, passenger assistance techniques and customer service, regulatory issues, workplace violence, system security, blood borne pathogens, hazardous materials, and ADA requirements. Under the FTA MAP 21 guidelines, we have added a course in Distracted Driving and Fatigue Awareness for drivers.

Driver Training Program	Hours
Classroom Training	20.00
Behind the Wheel	24.00
Cadet-in-Revenue	10.00
Route Familiarity Training as Required by County	26.00
Total	**80.00**

The curriculum for our training program features:

- First Transit / TSI Classroom Training Manual
- First Transit specific DVDs
- Participant Guides
- Minimum Standards
- Skills Assessments
- First Transit Injury Prevention
- Facilitator Guides
- Behind the Wheel Manual
- Written Tests
- Proficiency Workbook

Not only are our on-site trainers and managers overseeing the training and progress, but our regional management staff also accesses this information for quality control and oversight purposes. Our instructors have access to our Safety Resource Center that includes all policies and procedures for employee training and management.

CLASSROOM TRAINING

The following minimum classroom instruction is provided:

Classroom Training	DVD / Video	Hours
First Transit - Introduction, Company Policy and Procedures	Welcome to FT	1.00
Bus Operations		0.50
TSI - First Transit Defensive Driving / Smith System Curbing Transit Employee Distracted Driving	Smith System Certified Trainer Critical Point Out of Harm's Way	5.00
NTI - Security Awareness	Warning Signs video & Tri-fold Pamphlet	1.00
The Operator Drug and Alcohol Awareness Program TSI - Fatigue Sleep Apnea Awareness Injury Prevention and Risk Assessment Back Safety FT - Basics of Safety Safe Work Methods	Basics of Safety Safe Work Methods DVD	4.00
Customer Service Mobility Device Securement	DVD - A.C.C.E.S.S. Matters QRT Safe and Secure Ten Commandments	5.00
TSI - Emergency Procedures	TSI - Emergency Procedures	1.00
FT - Map Reading / Use / Scheduling		1.00
FT - Communication Use & Operation		0.50
Hazard Communication	Global Harmonization Blood Borne	1.00
Total Hours of Classroom		**20.00**

BEHIND-THE-WHEEL TRAINING

In-class instruction is only part of our comprehensive training program. To familiarize new drivers with actual on-road situations and hazards, all drivers complete First Transit Behind-the-Wheel Training. This involves closed-course instruction, controlled course instruction, and road work training.

- **Closed course instruction** trains drivers in complete vehicle maneuverability in a secure area. This training uses simulated obstacles and road situations that replicate the ECAT service area.
- **Controlled course work** allows the driver to become more familiar with handling the vehicle in a controlled area. The course is designed specific to the service area, on two lane roads with minimal obstacles, and is less than 35 mph. Drivers learn the challenges of routes and service area characteristics, and develop skills to anticipate and manage actual driving situations.
- **Advanced road-work** training is conducted on a one-on-one basis with qualified trainers. No passengers are on-board during road-work training, while the new operator becomes familiar with service area routes. Drivers are credited ONLY for the time they are actually operating the vehicle during road-work instruction.
- **Route Familiarization Training**, as required by Escambia County, ensures that drivers are familiar with all ECAT routes

Behind-the-Wheel training courses include the following modules:

Behind-the-Wheel (BTW)	Hours
Closed Course (Group Work)	
Vehicle Orientation – Pre-Trip Inspection; Seat Adjustment; Mirror Adjustment; Braking, Accelerating and Transmission; Wheelchair Securement	10.00
Reference Points – Lane Position; Right Side / Left Side; Backing Point; Forward Stop; Pivot Points; Turning Points	
Vehicle Control – Straight in Lane; Left Turn; Right Turn; Lane Changing - Moving Right or Left	
Controlled Course	
Smith System; Intersections; Service Stops; Backing	4.00
Advanced Road Work	
Smith System Commentary Driving; Roadways; Expressway / Highway Driving; Intersections; Service Stops	9.00
Final Evaluation	1.00
Cadet Training	10.00
County-Required Route Familiarization Training	26.00

Behind-the-Wheel (BTW)	Hours
Total Behind-the-Wheel Training	**60.00**

DRIVER EVALUATION

The safety of our passengers is our number one priority — one that simply cannot be compromised. After completing behind-the-wheel training, drivers demonstrate that they have mastered required skills by successfully completing a thorough final evaluation before progressing to cadet training. We do not allow a new hire to operate a vehicle with revenue passengers until this phase of training is completed satisfactorily.

Each driver must pass the Final Evaluation in order to receive certification as a First Transit driver – a mandate over and above established State and USDOT requirements.

CADET-IN-REVENUE SERVICE TRAINING

The final step in new-driver training – and the transition from instruction to real-world experience – is our Cadet-in-Revenue Service Training. Each new driver, or cadet, is coupled with a certified cadet trainer, who is typically a mentor or senior operator. This one-on-one evaluation includes in-service training hours on actual transit routes.

Cadets demonstrate their ability to drive safely, provide excellent customer service, and assist persons with disabilities and mobility devices. Cadet trainers conduct a final evaluation after the Cadet-in-Revenue modules are completed. Only cadets who successfully pass this final stage of training are qualified to be assigned manifests or routes.

POST-TRAINING EVALUATIONS

To monitor driver performance and ensure continued compliance with the training principles, all new operators undergo three (3) post-training evaluations. These evaluations are completed 30 days, 60 days, and 90 days following successful completion of the training program. Evaluations provide additional mentoring opportunities for new drivers and additional support as successful members of the First

Transit team. Operators who need additional training will be referred to and assessed by the Safety Department.

Technician Training

First Transit places significant emphasis on ensuring all maintenance personnel participate in our industry leading training program. First Transit requires each technician to participate in at least 40 hours of skills enhancement training each year. The training program is customized to the individual, based upon their current skill set, as well as the Escambia County fleet specifications and contractual obligations. Enhancing the abilities of technicians is the foundation on which First Transit's approach to maintenance is built; and reflects the dedication to improved fleet reliability. A highly trained technician performs higher quality repairs in a more efficient manner, resulting in a better maintained fleet with less down time.

First Transit reinforces the dedication to training with full participation in the Automotive Service Excellence (ASE) Certification program. These Certifications are widely recognized as a vital part of a technician's development; reflective of a dedication to quality. Therefore, not only are maintenance personnel offered access to training and testing for these certifications at no cost, but ASE Premium Pay is awarded for each successful ASE Certification.

VIRTUAL TRAINING FOR TECHNICIANS

First Transit has partnered with **Cengage Learning/Delmar** – a leading provider of innovative teaching and learning solutions worldwide – to create an interactive learning experience for our technicians. This program offers completely customized training for all technicians through a three-step process: **Assessment**, **Training**, and **Certification**.

Assessment

Training begins with a comprehensive online skills assessment that allows technicians and managers to objectively baseline knowledge in specific areas. Each assessment measures an individual's competency to a detailed level of theory, application, and diagnostic ability in a number of technical areas. First Transit has found this to be an integral step towards improving a technician's specific skill set and achieving personal training goals.

Training

After the initial assessment, technicians are assigned to training modules based on their identified needs. Each self-paced module contains critical content that is reinforced through interactive graphics and animations. The training is available at any time, so technicians can work through the materials at their convenience.

Each course contains an average of 8.5 hours of training materials and can be completed in either English or Spanish.

Certification



Each section within the module is completed with final review questions; and each module is concluded with an end of course review and exam. Each exam is designed to confirm comprehension of the required materials. These tests are in a very easy-to-use format that combines helpful remediation while addressing the unique needs of the technician by clearly demonstrating text-based theory for enhanced learning and retention. Also available are a variety of study options that include practice questions, sample ASE-style tests, and a timed test duplicating the actual ASE Exam.

MANAGER TOOLS – VIRTUAL TRAINING SYSTEM

Managers may log into the system at any time to access numerous reports that identify technician activity within the training program. Managers can produce a Course Usage Report to track of hours dedicated to the training curriculum. Managers utilize this information to encourage technicians to continue progressing through their customized training program. Managers can also run a Class Detail Report, which shows the number of times each technician has taken a practice test, their score, and the overall score of the training class.

OTHER MAINTENANCE TRAINING

On-Staff Trainers

First Transit employs six full-time travelling maintenance trainers who are highly experienced in all aspects of vehicle maintenance. These persons will visit the maintenance personnel to facilitate additional training for the team.

Vendor Training

First Transit has developed solid relationships with many OEM and component manufacturers to give training classes on their products.

Our Maintenance Manager, Safety and Training Manager, along with the Region Director of Maintenance, will monitor the progress of the staff and provide training supplements in the form of additional training materials or face-to-face training as needed.

Management Training

STAFF CROSS TRAINING

The successful management of transit operations requires flexibility. Depending on external and internal influences, our General Manager must have the ability to adjust staff positions to adapt to day-to-day circumstances. That is why all lead/ supervisory staff is cross-trained to meet the needs of each department in the event of sickness, vacations, peak times, and unforeseen circumstances.

FIRST TRANSIT UNIVERSITY

From senior executive to new employee, everyone at First Transit is considered to be a tremendous asset to our overall success. To lead this group of valued employees, we continually build and nurture a high-performing management team that is dedicated, focused, and well-trained in providing the guidance needed to properly serve our clients and communities.

First Transit University (FTU) creates a company culture of continued learning where employees expand their individual capacity to deliver results,

where innovative thinking is encouraged, and where the collective experiences of our staff are harnessed and shared across the group. To deliver on this mission, FTU conducts the following management training modules for continuous development and improvement of our leadership teams.

- **Frontline Manager Training –** Designed for new and prospective Contract Managers, this program offers training in all functional areas of the position, such as accounting, finance, human resources, safety, and maintenance. There is also an emphasis on team building and team roles and responsibilities regarding safety, customer satisfaction, public perception, and overall quality assurance
- **Managers' Meeting –** We bring our region General Managers, select Assistant General Managers, and Region Vice Presidents together for a conference that includes operational, technical and leadership training. Sessions generally focus on issues facing the transit community, including safety, passenger relations, customer satisfaction, labor relations, environmental compliance, preventive maintenance, ADA compliance, and other federal regulations
- **Technical Training –** Our managers are encouraged to take advantage of technical training opportunities. For maintenance employees, this includes on- and off-site training offered through vendors and vehicle parts manufacturers such as wheelchair lifts, air conditioning systems, engines, and brake systems

ELEARNING COURSES

First Transit continues to make the best use of technology to support our managers by giving them the most recent training tools at their disposal. Most recently, FTU has added electronic learning resources, enhancing leadership development opportunities for First Transit's most valued resource – our employees.

First Transit Managers and Supervisors have access to our leadership development curriculum via eLearning. The eLearning courses include subject matter on coaching, discipline, providing feedback, motivating employees, delegation, diversity in the workplace, and building a productive team.

Monthly links to leadership courses will include the following:

- Business Ethics
- Leadership
- Valuing Diversity in the Workplace
- Conducting Performance Reviews
- Communicating Persuasively
- Selecting Top Talent
- Developing Strong Leadership Teams
- Mentoring for Improved Performance
- Employee Motivation
- Delivering Effective Feedback

- Delegation
- Job Candidate Interviewing
- Change Management

Upon completion of these courses, each First Transit Manager and Supervisor will finish almost 20 hours of leadership training.

In addition, FTU is developing additional coursework through an electronic Learning Management System (LMS), specialized to the most innovative and cutting edge practices in the transit industry. Customized training allows First Transit to capitalize on the expertise of our most stellar managers across the nation by allowing the development of transit-specific curriculum. This keeps First Transit's values of safety and customer service on the forefront of all learning.

First Transit Managers and Supervisors will have access to education at their own pace, and allow repetition of courses as needed to brush up on skills. The FTU Learning Management System became accessible to all Managers and Supervisors in mid-August of 2013. It will be continuously improved through ongoing curriculum development.

Because business changes and evolves, management solutions must keep pace through continual improvements and modifications. FTU is committed to improving the effectiveness of our management team with future programs such as executive training and development sessions, monthly training webinars, self-lead training programs, tuition reimbursement benefits, and mentor programs.

Maintenance Excellence

First Transit is proud of our maintenance program for Escambia County. Our dedication to preserving the County's investment in the fleet is evidenced in our commitment to preventative maintenance. First Transit completes 100% of our preventative maintenance on time at the Escambia County shop. Our maintenance shop in Escambia is ASE Blue Seal Certified, a testament to the quality of maintenance we provide and the investment we make in properly training our technicians.

Our guidelines for successful maintenance are as follows:

- We make **every repair in accordance with original equipment manufacturer (OEM) standards**. This is the most cost-effective and efficient approach to assuring proper vehicle operation.

- **Preventive maintenance is a priority**. This continuous process improves the manner in which we can diagnose and address issues before they become more costly and detrimental to our level of service.
- **The use of well-trained and skilled technicians** leads to accurate problem diagnosis, reduced repair costs, and increased vehicle availability.
- **Complete and accurate maintenance records** allow us to make rational, logical decisions regarding our fleet vehicles and equipment.
- We **empower each employee with quality control responsibilities**. This improves employee morale and productivity, increases their quality of work, reduces the occurrence of repeat repairs, and maximizes fleet vehicles and equipment availability.
- **Clearly stated performance standards** establish shared quality expectations and serve as a guide for management oversight.
- **Tracking inventory by individual part and repair** improves inventory management and historically based stock levels.

Together, **FirstGroup America is responsible for the safe operating condition and asset lives of over 110,000 vehicles and equipment**, making our industry-leading company an exceptional partner for the maintenance of the Escambia County fleet.

Nationwide, First Transit manages and operates 11,200 vehicles, with direct maintenance performed on 8,700 vehicles. Our First Vehicle Services division directly maintains over 38,000 pieces of equipment ranging from buses, emergency response vehicles (fire apparatus, police cars, ambulances, etc.) and sedans to sanitation trucks, construction equipment, specialized equipment, and small equipment. Our First Student and Greyhound divisions directly maintain another 53,000 buses ranging from over the road coaches to small buses and small vans.



Paperless Shop

First Transit's Maintenance Department for Escambia County will become a "Paperless Shop". Our mechanics will utilize tablet computers to improve communication and provide a comprehensive overview of vehicle

repair history. This reduces costs and improves the effectiveness of the program, ensuring all elements of the maintenance program are in constant communication. Tablet usage facilitates accurate documentation and saves time. In addition, the paperless shop initiatives are in line with First Transit and Escambia County's environmental sustainability efforts.

Tablets will allow the technicians to document preventive maintenance inspections, record various maintenance functions and work orders from anywhere in the shop. Technicians will be able to check vehicle history, repeat repairs, roadcall reports and open defects on the tablets. All vehicle wiring schematics, service manuals and service bulletins will be available instantly to the technicians on the tablets. Each technician will have their work assignments set on the devices.

The tablets will allow the technicians to be more productive and efficient. If technicians are working more efficiently, they will be able to spend more time on the actual maintenance of the fleet, and not spent so much time on paperwork. They will also have the capability to work smarter - having work history, wiring schematics and repair manuals at their fingertips at all times. **First Transit has successfully implemented tablet utilization at more than 40 location shops** including our Maintenance Departments in San Diego, CA, Pasadena, CA and Tempe, AZ.

Preventive Maintenance Program

The backbone of First Transit's commitment to exceptional maintenance is our strong Preventive Maintenance (PM) Program.



Our comprehensive PM program will protect your capital investment in the fleet, keep the fleet operational and available, and provide a high level of reliability and safety for your ridership.

Good maintenance management decisions are based on accurate and reliable information. To ensure accurate and reliable data, we use a computer-based equipment management system that is designed to enhance equipment management capability. Firstbase is a system focused on properly structured information to improve the quality and productivity of equipment services.

The following design characteristics of Firstbase make it especially responsive to the needs of both First Transit and Escambia County. It is a fully integrated system that will simultaneously track and monitor the following:

- Preventive maintenance
- Parts inventory
- Vendors for outside repair
- Overhead costs
- Data validation checks at data input
- Repairs
- Technician productivity
- Fuel and oil consumption and efficiency
- Personnel and time sheet records
- Status reporting



Firstbase provides well-structured management information to facilitate decision-making, to support decisions with proper data, and to demonstrate positive results.

Preventive Maintenance Inspection

Every First Transit vehicle undergoes thorough PM inspections to remain in top condition. Systems are inspected for wear and tear and any necessary adjustments are made in accordance with OEM specifications.

Our computer systems log vehicle miles, which is the basis for all PM inspections. The frequency of these inspections can be customized to meet Escambia County's requirements. Our Quality Control program monitors each vehicle's service goals using **Statistical Process Controls**, monitoring the statistics of our preventive maintenance program to achieve continuous improvement and maintenance excellence.

The level and complexity of each PM inspection depends on the type of equipment and the number of miles operated since the last maintenance check. We categorize PM inspections into three designations: **A**, **B**, and **C inspections**. Sample intervals and procedures are reflected in the following table:

PM Inspection

Inspection	Interval	Details
A	6,000 miles	Engine service, including engine oil, filter change, and comprehensive vehicle inspection
B	24,000 miles	A-inspection plus transmission fluid changes and additional checks
C	48,000 miles	A- and B-inspections plus a comprehensive vehicle inspection of all systems, including wheelchair, A/C and a fire risk assessment

First Transit's ECAT maintenance operation currently completes 100% of Preventative Maintenance on time

Our Maintenance Manager oversees the PM inspection process, developing weekly schedules to take vehicles out of service for maintenance. Our Maintenance Manager also ensures that the fleet is adequately staffed and outfitted to provide uninterrupted service to our passengers and clients.

The PM Process

The Maintenance Manager assigns the vehicle to a trained, qualified technician for inspection.

Inspections are documented on an itemized PM inspection form and a repair work order form. This includes the date, life miles, and description of the work performed, list of the repairs made, discrepancy sheet, parts used, mechanic's name, and time spent on repairs.

All work is performed to OEM specifications and in accordance with the Federal Motor Carrier Safety Regulations Handbook.

Upon completion of work, the Maintenance Manager reviews the inspection check sheet and spot checks the vehicle. If any issues are identified, they are corrected before the vehicle is returned to revenue service.

Daily Inspection Program

Every driver's daily routine includes a pre-trip inspection designed to identify safety issues and items in need of immediate attention. This can include air leaks, fluid leaks, burned-out light bulbs, graffiti, and body damage. The driver notes any defects on the Driver Vehicle Inspection Report (DVIR), which immediately alerts maintenance personnel of pressing issues.

The Operations/ Safety Manager will collect all DVIRs during PM pull-ins. Each vehicle is visually inspected and the DVIR is reviewed for any follow-up repairs. If necessary, the driver places the vehicle out of service until proper repairs can be made.

Driver inspections include:

- Radiator coolant level
- Tires (visual check for cuts, worn tread, penetrations or obvious low pressure)
- Brakes (operation of hand brake, foot brake and brake lights)
- Lift/ramp full cycle
- Headlights, sidelights, tail lights and direction indicators
- Horn
- Windshield wipers and washers
- Passenger doors
- Interior lights
- Interior cleanliness and seat condition
- Fire extinguishers
- Passenger communication bells or buzzers
- Directional signals and flashers
- Seat belts
- Air conditioner/heater/defroster
- Steering
- Radio
- Body's exterior, interior and associated equipment and supplies
- Transmission and engine operation
- Wheels and lugs
- Vehicle cleanliness

AIR-CONDITIONING AND HEATING SYSTEMS

Our extensive PM program includes specific climate control system procedures, which meet or exceed manufacturer recommendations.

Every PM inspection includes several checks to the climate control system. Furthermore, the entire system undergoes detailed inspection and cleaning to ensure optimum performance prior to peak air conditioning and heating seasons. Air-conditioning repairs are made in accordance with all applicable regulations, including those outlined in the Clean Air Act of 1990. This includes the use of certified mechanics, an approved Freon recovery system, and the tracking of refrigerant used for each repair.

BRAKE SYSTEMS

Brake system inspections and repairs are made during scheduled PM. Any defects or other safety-related system issues are corrected and tested prior to the vehicle being placed back into service. Our policies require the use of OEM quality parts and repair practices to maintain our brake systems.

TIRES

Only brand tires and retreads are used on our vehicles. The brand names of choice include Michelin, Bridgestone, and Bandag.

Our tire maintenance plan includes:

- Daily pre-trip and post-trip inspections by drivers, documented in the DVIR
- Daily inspection at the fuel island by the utility personnel, documented on the fuel log
- PM inspections, documented on the task list for the inspection
- Tire mounting and dismounting, wheel inspection, and wheel and tire installation on vehicles, as necessary
- In-shop tire and wheel installation, as necessary
- Tire tread depth inspections
- Quality Control review to ensure compliance with our tire maintenance policies

WHEEL CHAIR RAMPS AND LIFTS

For the safety of our passengers, it is critically important to make sure wheel chair ramps and lifts are functioning properly at all times. During PM inspections, technicians lube the lift and perform a comprehensive inspection of the entire system, including the platform, sensors, barrier, securement devices, and controls. Technicians pay particular attention for structural deficiencies and hydraulic leaks. Most importantly, all lifts and ramps are cycled daily before vehicles enter service. Drivers are required to promptly report lift malfunctions, and vehicles are removed from service until proper function is restored.

FLUID REPLACEMENT AND LUBRICATION

All lubrication, oil, and filter change intervals are performed in accordance with OEM and Escambia County specifications. Additionally, we regularly check engine oil, transmission fluid, coolant, and differential fluid levels.

RADIOS AND COMMUNICATIONS SYSTEMS/SURVEILLANCE SYSTEMS

All communications and security systems are checked during pre-trip inspections. Any unit not working is reported immediately and the vehicle is taken out of service.

Defective units under warranty are repaired by a manufacturer-approved shop to adhere to warranty requirements. Items not under warranty are repaired by qualified employees or vendors.

Follow-Up Repairs

After the PM inspection is complete, any necessary follow-up repairs are assigned to specialized technicians. Only after final follow-up repairs are made will vehicles be released into revenue service.

Electronic Preventive Maintenance

The electronic preventive maintenance (EPM) inspection is a series of reports that each location generates every quarter. The EPM provides a basic policy for maintenance managers and gives them a framework to spot trends, cost savings, and efficiencies in their organization. When used correctly, the system will provide benefits, such as:

- Improved customer service
- Development of a proactive environment
- Increased productivity and efficiency
- Decreased frequency of repairs between PM inspections
- Organization of our work effort
- Proper inventory levels
- Reduce road calls

EPM reports are saved by the maintenance manager, and action plans are developed to correct any actionable trends. An audit by the region staff reviews action plans and compares them to previous two EPM action plans to verify that all changes were effective.

Unscheduled Maintenance Repairs and Services

Corrective or unscheduled maintenance is most often a result of:

- Road calls
- Electronic Driver Vehicle Inspection Report (DVIR)
- Accidents

While some unscheduled maintenance will always be needed, we take appropriate steps to minimize the impact on our fleet availability, service levels, and budgets. Thorough training of drivers and mechanics, along with our PM Program, helps us address potential issues early, when repairs are more manageable and have less long-term impact.

ROAD CALL AVOIDANCE

A significant number of road calls can be minimized with proper training and appropriate policies and procedures. Our maintenance department has developed driver tutorials to provide guidance on mechanical issues that can occur on the road. Our dispatchers also use these procedures to assist drivers and to determine if road calls can be avoided.

ROAD CALL PROCEDURES

Our general manager or on-duty dispatchers make appropriate decisions regarding the response to mechanical breakdowns and accidents. Any vehicle that breaks down while carrying passengers is immediately replaced with a new vehicle delivered by a stand-by driver. Passengers WILL NOT be delayed while a technician attempts to correct a problem.

Any vehicle that breaks down while deadheading into service is immediately replaced, and a spare vehicle is sent to cover scheduled stops that may be impacted, which eliminates late arrivals.

Emergency road service is available during all operating shifts. Depending on availability, a technician is sent to repair an inoperable vehicle, or the vehicle is towed back to the garage for service.

In the event of any road call, an incident report is filed with all pertinent vehicle information, condition assessment, actions taken, time and signatures of those involved. The road call report becomes a permanent part of the vehicle history file.

MINIMIZING DOWNTIME

Breakdowns and accidents happen, despite our best efforts to keep the fleet in optimal operating condition. To minimize downtime in these situations, our staff works quickly to identify root causes of breakdowns and make repairs efficiently. By understanding the origin of the problem, our technicians can spend less time diagnosing issues and more time making repairs. For our passengers, this means that downtime is kept to a minimum.

All road calls are entered into our KPI maintenance report. This information is used to identify trends, repeat failures, systematic issues, problematic vehicles, and drivers in need of retraining. KPI maintenance reports and road call reports from all First Transit locations are reviewed on a monthly basis to track similarities and address problem areas as necessary.

Maintenance Reporting Forms, Schedules, and Procedures

To properly manage our maintenance efforts, we have established performance standards that measure our ability to provide safe, dependable, clean, and timely service.



The performance standards data we collect is continually assessed to identify successful operating methods and areas where improvements can be made.

By reviewing our reliability data, maintenance managers can identify trends in defects that can be addressed with preventive maintenance campaigns. This gives us the ability to correct problems before they escalate into larger, more costly repairs, which improves our overall financial performance.

Our maintenance objectives are as follows:

- **Missed trips** – Our ongoing standard is simple – no missed trips. This requires policies and procedures to monitor service delays and, if necessary, replace vehicles so drivers can complete all trips on time.
- **Revenue miles between road calls** – A road call is defined as any disruption of service caused by a mechanical malfunction, which results in the dispatch of a maintenance vehicle to correct, repair or remove the vehicle. Miles between road

calls is maximized by conducting thorough driver inspections and timely preventive maintenance.

- **Major repair work** – Scheduling standards require repairs to be completed no later than seven working days from the time they are identified. In addition, major repair work is to be completed ten working days from the time heavy repair work is scheduled.
- **Preventive maintenance** – All A, B, and C inspections are performed within mileage tolerances.
- **Vehicle Cleaning** – We comply with all vehicle cleaning intervals.

Administrative personnel prepare, enter, and analyze data. They are also responsible for generating final reports. Performance areas that are analyzed and managed include:

- Task scheduling for preventive maintenance
- Fuel management
- Warranty and road call management
- Parts inventory

Customer Service

At First Transit, customer service is in everything we do. It's engrained in the way we interact with passengers, how we respond to their feedback, how we maintain and operate or vehicles, how we handle our day-to-day responsibilities, and how we serve you, our client.

Our corporate culture drives us to provide the best customer service in the fixed route, shuttle, and paratransit industries. To achieve this, we train our staff to identify with customers' needs and expectations. Furthermore, everyone in our company is empowered to do whatever it takes to exceed ridership expectations. Everyone has an opportunity to positively impact a customer. That's the First Transit way.



Meeting expectations is what's expected of us. But we strive to exceed those expectations: Exceptional customer service every day and in every customer interaction.

At the core of our customer service commitment are behavioral standards that come from our comprehensive training programs and our service-oriented culture.

- **Professional Attitude** – Wear specified uniforms that are clean and maintained. Be well groomed and ready to work at designated times and positions. Be calm, energetic, pleasant and polite. Smile, make eye contact, and be committed to excellence.
- **Superior Customer Service** – Go out of your way to meet customer needs, providing personalized service when appropriate. Work as an effective team member with an enthusiastic attitude. Be able to take direction with minimal supervision.
- **Effective Communication** – Speak clearly and in a friendly tone of voice. Ask questions to clarify customers' understanding, and assist any special needs passengers. Seek bilingual assistance when necessary. Be an active listener and demonstrate attentiveness and sincerity.
- **Problem Solving** – Handle and resolve difficult situations promptly. Be discrete, apologize to the customer or driver, and suggest solutions. Remain calm and notify a supervisor when necessary to keep a situation from escalating. Be a proactive problem solver and anticipate potential issues.

And we extend to our riders a set of customer rights that we are committed to delivering every day.

- The customer receives prompt, friendly, courteous service and accurate information.
- The customer receives a smile and thank you.
- The customer is treated with respect, dignity, care and compassion.
- The customer has the right to depart with minimal waiting time.
- The customer will be kept informed during service delays and handled with extra care in these circumstances.
- The customer will receive prompt answers to his or her questions.

Proactive Customer Response Action Plan

The vast majority of our customer comments are received from telephone calls, written communications, personal contact and surveys. The objective of our Customer Response Action Plan is to respond quickly to satisfactorily resolve each complaint based on its merits.

Each complaint received from our customer service staff will be investigated and responded to within two (2) working days. Critical complaints will be investigated and responded to within 24 hours. The opinion of the passenger will be considered carefully when evaluating and resolving problems or disputes.

ACCEPTANCE OF CUSTOMER COMMENTS

Responding to customer comments is a collaborative process. First Transit will work with Escambia County staff to respond to customer comments using the guidelines below:

- First Transit personnel receives customer comments from the client or customer
- The Customer Comment Form is completed, including date, time, employee name, employee description, and a brief summary of the comment
- To the extent possible, the comment will include the exact statements of the customer
- Upon acceptance, the comment is date-stamped and an investigation is initiated

CUSTOMER FEEDBACK

Providing our riders with safe, comfortable, on-time service is the reason we are in business. So when our customers provide input, we make it a point to listen. All input – whether a suggestion, complaint, or commendation – is taken seriously, given proper attention, and is followed up on quickly to help improve the way in which we serve our riders and our communities.

COMPLAINT RESOLUTION

Our goal is to resolve most customer concerns quickly and fairly. Almost all complaints are resolved within 24 hours of the initial call. However, more serious concerns warrant a more in-depth investigation that may require a meeting with the complainant.

When customer complaints are received, we initiate the following procedures to facilitate a fair and thorough resolution:

Complaint Resolution Process	
General Manager's Involvement	The General Manager's role in complaint resolution is twofold. First, the GM is responsible for the timely resolution of all complaints and serves as a liaison between our operations and the community. Second, the GM serves as a customer advocate during the process.
Initial Investigation	The Operations Manager reviews pertinent manifest data, then interviews dispatchers, road supervisors, the vehicle operator, maintenance technicians, or other staff, as needed. Information is recorded and the root cause(s) of the complaint is determined.
Complainant Meeting	If necessary or requested, the GM arranges a meeting with the complainant to review all pertinent information. Results of the meeting are documented and a resolution is agreed upon at this time.
Additional Investigation	Based on the complainant meeting or facts that emerge from witness statements, the GM may initiate additional fact-finding efforts to resolve the complaint. Vehicle maintenance records and the driver's personnel file are reviewed and all information is used in developing a resolution.
Exploration of Remedy	If a passenger complaint is the result of a preventable action on the part of an employee, the GM is responsible for the appropriate re-training or disciplinary action. The complainant and ECAT staff are made aware of any remedies put into effect.
Discussion in Weekly Staff Meeting	The GM reviews the proposed resolution with all appropriate First Transit staff to ensure compliance with all service policies and procedures.
Resolution	Resolution occurs when the GM has determined that the cause of the problem is understood, the appropriate employees have taken action to prevent the problem from recurring, and the passenger is satisfied that the complaint is resolved. Escambia County receives documentation regarding the final resolution.
Re-training	If a complaint is determined to be the result of a preventable action on the part of an employee, the appropriate re-training takes place. Concerns involving route operations are addressed and documented by our Road Supervisors. Concerns involving safety are addressed and documented by our Safety Department. Concerns relating to vehicle maintenance are

Complaint Resolution Process	
	addressed and documented by our Maintenance Manager. In every instance, we attempt to make re-training a positive and productive experience for the employee. This creates a learning environment and ultimately increases the level of satisfactory employee performance in the future.
Evaluation	Complaints are reviewed, resolutions are discussed, and possible trends are evaluated at regular staff meetings. This helps us avoid the development of systemic problems in the future, and ensures that successful solutions adhere to First Transit and ECAT policies and procedures.

SECTION 2-6

Experience and Qualifications



First Transit

2-6 Experience and Qualifications

Provide an organizational chart specific to the personnel assigned to accomplish the work called for in this RFP; illustrate the lines of authority; designate the individual responsible and accountable for the completion of each component and deliverable of the RFP.

Provide a narrative description of the organization of the project team.

Provide a personnel roster that identifies each person who will actually work on the contract and provide the following information about each person listed;

[a] title,

[b] resume,

[c] location(s) where work will be performed,

[d] itemize the total cost and the number of estimated hours for each individual named above.

Provide reference names and phone numbers for similar projects your firm has completed

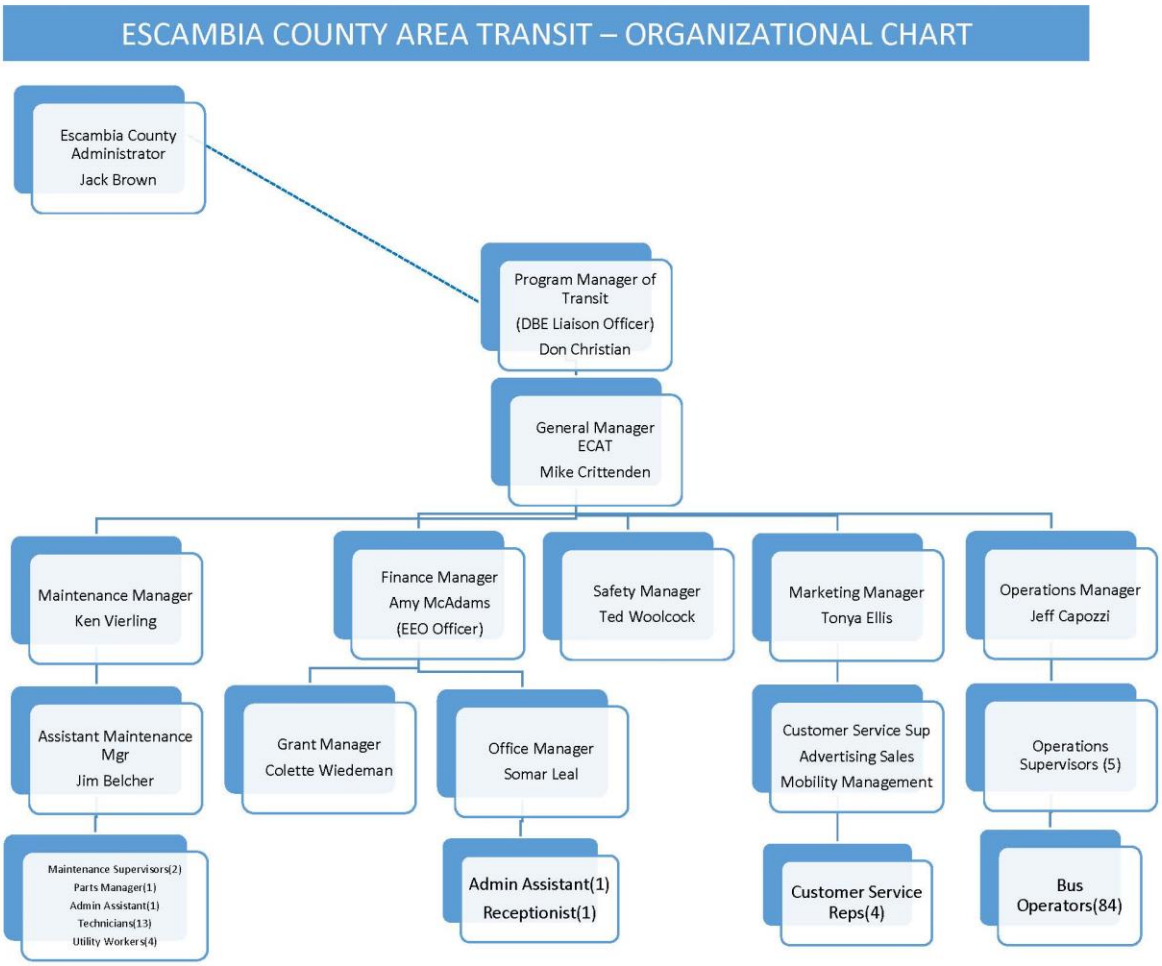
Demonstrating the Experience and Qualifications of First Transit's Team for ECAT Services

Throughout this section, as required by the RFP, First Transit demonstrates how having experienced, knowledgeable staff in place, supported by the proactive support of region and corporate experts, will lead to continued success for the County's Fixed Route operation:

- ***Organization Chart** – First Transit's proven organizational structure, as well as our clearly defined lines of responsibility, will continue to ensure the accountability of our staff*
- ***Personnel Rooster** – Each key manager has an important role to play in our success*
- ***Escambia Local Management Team** – Experienced staff lead by General Manager Mike Crittenden will provide motivating leadership for our team*
- ***East Region Customer Support** – Proactive, consistent support from region and corporate experts to provide additional depth, led by Region Vice President Dave Van Fossen*
- ***Corporate Support –** Experts in important aspects of fixed route operations, including safety, human resources, maintenance and technology, will continue to support the Escambia operation*

- ***Location Where Work is Performed*** *– First Transit's will continue to manage these services from the County-provided location*
- ***References*** *– Our references included in Section A. Qualifications/Statement of Qualifications provide examples of First Transit's quality service*

Organizational Chart



Personnel Roster – Key Management

Position	Responsibilities
General Manager (1FT)	Complete oversight of operations, maintenance, safety and administrative duties Primary liaison with customer Provide leadership and support for all project personnel Maintain strong safety culture and encourage continuous improvement
Maintenance Manager (1 FT)	Oversee exceptional quality and efficiency of maintenance Schedule and administer fleet maintenance, coordinating vehicle availability with dispatch and operations Assist in troubleshooting equipment issues Ensures proper training of maintenance technicians
Finance Manager (1 FT)	Responsible for all financials matters related to the operation of ECAT Oversee finance management, budgeting, accounting and reporting Oversee the Grants Manager and Office Manager positions

All of the above key managers will be 100% dedicated to the ECAT operation, working a minimum of 40 hours weekly. Please refer to Section 2-5 of this proposal for proposed salary of each management position.

Escambia Local Management Team

The key to any successful operation is an experienced, motivated, and high-performing management team. Our management team brings proven knowledge of the transit industry, experience leading successful organizations, and the energy and passion for

delivering efficient operations. Additionally, a representative from the management team will always be on call to respond to Escambia County concerns or emergencies, ensuring proactive and responsive service 24 hours a day.

Resumes for our key personnel have been included as an **Attachment**.

Mike Crittenden, General Manager



Mike Crittenden Accomplishments Relevant to Escambia County

- ☑ 20 years Transit Management experience
- ☑ Extensive experience in large scale fixed route transit operations
- ☑ Obtained continual increase in OTP for Escambia County Fixed Route Services

First Transit is pleased to propose Mike Crittenden continue as General Manager for ECAT operations. Mike has nearly 20 years management experience in the transit industry as a General Manager and Operations Manager. Mike has effectively lead the ECAT operation for the last three years. His proven experience leading this operation makes Mike the best choice to continue to service as general manager for the ECAT service.

Mike is a results-driven and effective manager, as proven by his accomplishments within Escambia County:

- Worked collaboratively with Escambia County to achieve highest Triennial Review in history of ECAT service
- Successfully implemented additional service, including three new Pensacola Beach Trolleys

Mike will continue to perform all on-site management duties on your behalf, and with complete decision-making authority regarding the operation of transit services. He will be scheduled to work a minimum of 40 hours per week, and will not be assigned partial responsibility for any other transportation operation while serving in the capacity of General Manager.

Ken Vierling, Maintenance Manager



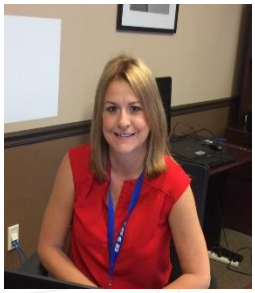
Ken Vierling Accomplishments Relevant to Escambia County

- ☑ Over 20 years experience in fleet maintenance
- ☑ Achieved and maintained 100% PMI rate within Escambia County Operation
- ☑ Shop has ASE Blue Seal Certification and Silver LEAN certification under Ken's leadership

First Transit is pleased to propose Ken Vierling continue as maintenance manager for ECAT operations. Ken has worked in Maintenance Management for over 20 years, the past five of those being within the Escambia County operation. Ken is an exceptional candidate for the for the service, and was instrumental in achieving Blue Seal certification for the Escambia County shop within only months of his start.

Ken will continue to provide general maintenance management oversight for Escambia County. He will be responsible for all ECAT fleet maintenance, repair, and cleaning activities, along with personnel management, safety and security oversight, and suggestions for continuous process improvements.

Amy McAdams, Finance Manager



Amy McAdams Accomplishments Relevant to Escambia County

- ☑ Over 16 years of experience in financial management, including payroll and accounting
- ☑ Current MBA candidate at Florida Institute of Technology

First Transit is pleased to propose Amy McAdams as finance manager for ECAT operations. Amy is new to the position of Finance Manager within ECAT, starting in March of 2017. Amy has over 16 years in accounting and finance experience within the

aerospace defense industry. Her experience in development of monthly forecast on multiple programs, and Long Range Business Plan (LRBP) development are integral to the ECAT management team.

Amy will oversee finance management, budgeting, accounting and reporting. She will also continue to oversee the Grants Manager and Office Manager positions.

Commitment of Key Staff

Our key staff are 100% committed to the Escambia County project. Details on their salaries, as well as the wages of all proposed stuff, are included as part Section 3. Cost Proposal.

East Regional Customer Support Staff

Tim McCann, Senior Vice President



Tim began his career with First Transit in 1997, holding various positions in operations, business development, and IT before working his way up to the position of Region Vice President. He has Bachelor of Arts degrees in economics and policy studies from Syracuse University, and has completed Transportation Leadership Development Training. Tim works closely with General Managers to ensure the efficiency of personnel, effectiveness of communication, and a high level of morale within the operational area. His region includes numerous University shuttles, airport shuttles, fixed route systems, and paratransit operations. He brings valuable experience from previous positions as a project manager, and is committed to exceeding your expectations regarding service quality, passenger growth, and responsiveness to stakeholders' needs.

Dave Van Fossen, Region Vice President



Dave has more than 25 years' experience in transit management, including safety and training, maintenance, labor relations and operations. He earned a Bachelor of Science Degree from the University of Alabama in Business Administration and a Master's Degree from Alabama A&M in Community Planning. As Region Vice President, he will make certain all management and staff clearly understand ECAT goals and are compliant with the contract. Dave will also develop the management team and supervise the operation through regular site visits, conference calls, reports, and annual budget reviews. His diverse background and experience give him a unique perspective in assisting the day to day operations on the locations he oversees.

Shannon Borst, Director of Operations



Recently promoted to Director of Operations for our East Region, Shannon Borst has been in transportation management for 12 years. Shannon will provide consistent support for the ECAT operation. Among her many accomplishments as District Manager, Shannon implemented monthly regional safety meetings with all general managers and safety managers to improve safety awareness and internal communication.

Shannon's previous positions range from operations manager, safety manager and general manager. Before becoming district manager of the Chicago-area, she served as general manager of the 32-vehicle, 60-employee Pace paratransit system in McHenry, Illinois. While there, she was responsible for FTA Safety and Security audits, which resulted in a very successful audit with zero findings.

Paul Meredith, Director of Safety



Paul has over 25 years of transportation management experience in the area of regulatory compliance, training and program development. He has also managed compliance operations dealing with state and federal regulations, including OSHA, EPA, and drug and alcohol testing programs. Paul's primary responsibility is the management and coordination of safety compliance for the region. He conducts regular on-site safety audits to check for compliance with state and federal regulations, and with the First Transit Occupational Safety and Health Program. In addition, he coordinates the development of training programs and curriculum for our operating locations.

Wayne Johnson, Director of Maintenance



Wayne has more than 27 years of maintenance experience and more than 18 years of maintenance management experience spanning both school and transit bus operations. His education includes the completion of the U.S. Army Heavy Wheeled Vehicle Repair course and Vehicle Recovery School, and Heavy Duty Diesel Truck Technology at Dakota County Technical College in Minnesota.

Wayne provides oversight of regional maintenance functions, carefully monitoring maintenance standards, repair efficiencies, and maintenance training programs. He has hands-on experience implementing and managing maintenance quality control programs, and performing equipment inspection of transitioning vehicles. Wayne is headquartered in Cincinnati, OH.

Danny Guerdon, Human Resources Manager



Danny has been in the transportation industry since 1991. Danny first joined Vancom Inc., a seven-(7) state, South Holland, IL, based company, as Director of Risk Management for the Corporate Insurance Program. He then transitioned into Human Resources with an emphasis on employee relations, management and employee development.

Mr. Guerdon came to Laidlaw as a result of the Laidlaw acquisition of Vancom Transportation in 1997. Danny subsequently joined First Transit as a result of the Laidlaw acquisition. Mr. Guerdon has a Bachelor of Arts degree from Indiana University and a Masters in Business Administration from Loyola University in Chicago, Illinois.

Mr. Guerdon is currently the Region Human Resources Manager responsible for supporting the company's southern states and his responsibilities include employee training, labor relations, employee relations and staff training and development.

Jennifer Green, Senior Director of Finance



As Senior Director of Finance, Jennifer provides management reporting and analyses of all financial and operating data for our East Region locations. She is responsible for business and financial forecasts for the division and each of its locations. Jennifer also prepares financial and business updates, progress and variance reports, and other ad hoc reports for management evaluation. Jennifer received her Bachelors of Science Degree from Indiana University of Pennsylvania, with double majors in Accounting and Finance. Jennifer also has a MBA from SUNY Binghamton with a concentration in Finance.

Corporate Support

First Transit provides our local management teams with expert support by both regional and corporate staff. Escambia County's management and regional staff are provided corporate oversight with all operations and maintenance functions by the following support staff.

Staff

First Transit's corporate support team, led by President Bradley Thomas, provides corporate oversight in all areas of our operations, including safety, maintenance, and finance. This layer of additional support for our locations allows our local management teams to focus on the day-to-day tasks of overseeing the ECAT operations while our experienced corporate team provides knowledgeable and experienced support with important background projects, such as tax documents, labor negotiations, and the continual improvement of our operations that our customers come to expect from First Transit.

Accessible Leadership

"When I think of the culture of First Transit, the first word that comes to my mind is 'accessible.' I know that I can always call any staff member, be it the top leader or otherwise, and the individual will exhibit a level of responsiveness unmatched by any other company in this business."

- *Robin Chiarelli, Sun Trolley, Fort Lauderdale, FL*

Our corporate support is comprised of professionals who not only are leaders in their functional areas, but many of whom developed their understanding in transit operations backgrounds. **Together, our corporate support team offers Escambia County over 100 years of transit-industry experience**. Biographies for our corporate support team have been included in the **Attachments** to this proposal.

Support Functions

Our corporate support team provides higher-level support to our operations through implementing best practices across their functional areas. President Bradley Thomas oversees the initiatives and directives of the corporate teams. The corporate support team provides the following support:

Functional Area	Corporate Support for the Local Management Team
Maintenance	Managing our maintenance quality assurance programs Implementing innovative methods to improve efficiency and bring accountability to our clients Provide technical assistance, training, and best-practice information to ECAT maintenance operations Environmental compliance, audits, and monitoring
Safety	Developing, recommending, and implementing safety policies and procedures for the organization Ensuring compliance with safety practices Establishing First Transit's safety targets and setting the plans to achieve them Corporate Communications support in emergency situations
Human Resources	Facilitating human resources strategy Developing workforce planning models and HR metrics Guiding employee relations, diversity and career development Employee benefits
Finance	Performing budget analysis, forecasting and strategic planning Accounts payable/receivable
Labor Relations	Developing, recommending, and directing a positive, pro-active corporate labor policy Representing First Transit all labor relations matters, arbitrations, National Labor Relations Board cases, and collective bargaining
Legal	Ensuring policies and procedures comply with local, state, and federal requirements and guidelines Overseeing contract matters, labor and employment, OSHA compliance, FTA regulatory compliance, risk management and public procurement.
Innovation	Providing guidance on industry best practices to implement at locations

AREAS OF EXPERTISE

First Transit's corporate support extends to leveraging the best practices and talents among all of FirstGroup's divisions, including First Student, Greyhound, First Rail, and First Vehicle Services. Our strategy is to develop and share our global expertise for the

benefit of Escambia County. Our four Areas of Expertise (AoEs) were created to demonstrate this strategy on a large scale:

- **Employee Engagement**: Employee Engagement is a key area of concentration for us and that includes recruitment, training and communication. We work proactively with our managers on employee retention, engaging managers on understanding our employees are our best assets and providing them with the tools and best practices for retaining valuable employees.
- **Community Engagement**: First Transit provides our managers with the tools and training they need to grow and sustain trusting community relationships. We encourage our management teams to be involved in the communities in which we serve.
- **Consumer Engagement**: The Consumer Engagement AoE team focuses on engaging our current clients to ensure we are consistently offering innovation, service improvement ideas, and cost efficiencies.
- **Disciplined Operations**: Through standardization and optimization, Disciplined Operations strives to ensure the delivery of timely service to our customers every day, on every route. Disciplined Operations achieves its objective by evaluating and improving the processes that support service delivery and by providing our local management teams with training, best practice awareness, tools to facilitate root cause analysis of delays, mentoring sessions with region leaders, improvement planning, and centralized reporting capabilities.

Each AoE is led by a team of representatives from across the organization who identify and capture best practices among our FirstGroup locations, developing the means to share and deploy it to our management teams at our locations. These four AoEs are designed to provide our clients with management teams who are engaged with the community, our clients, and our employees to provide overall positive impacts to service throughout the life of the contract.

IT SUPPORT

First Transit offers a robust support system for all technologies and systems implemented on the ECAT services. Our locations management teams benefit from our corporate support as well as the partnerships we have developed to add additional layers of support for maintaining the technology systems at Escambia County.

Proactive Monitoring

First Transit's corporate teams set up internal structures for the systems at our locations. When issues arise, the IT team is immediately alerted and assigned to resolve issues. This level of proactive monitoring allows First Transit's IT team to work with local IT teams to resolve issues before they affect service.

Corporate IT Support

First Transit offers corporate support teams who monitor, support, and troubleshoot issues for each of our operating locations. Our IT Corporate Support teams use the ITIL Process Model for service management, which focuses on aligning IT services with the needs of business. Our IT support offers three layers of incident management:

Level	Support
Level 1: Help Desk	First Transit's help desk provides customer-facing support to troubleshoot common problems (password resets, etc.) The Help Desk will route more technical problems to Level 2 for additional support
Level 2: Application	Subject Matter Experts (SMEs) and suppliers examine more complex issues to develop responses and solutions SMEs and Suppliers may work with Level 3 to craft solutions
Level 3: Development	Our developers work through system bugs and issues to maintain the efficiencies of the systems Developers communicate solutions to Level 2 and Level 1

Location Where Work is Performed

First Transit will continue to operate from the County-owned facility located at 1515 West Fairfield, Pensacola, Florida. First Transit will continue to take the best possible care of all County resources provided for these services.



References

Detailed reference information, including contact details, on five similar projects was included in Section A. Qualifications/Qualification Statement.

SECTION 2-7

Cost Proposal



First Transit

2-7 Cost Proposal

Proposer's cost proposals shall include all direct and indirect costs associated with the performance of this contract, including, but not limited to, total number of hours at various hourly rates, direct expenses, payroll, supplies, overhead assigned to each person working on the project, percentage of each person's time devoted to the project, and profit and be provided on a cost per trip basis.

First Transit's pricing information was included in Section 3. Cost Proposal



REQUIRED FORMS



First Transit

SIGN AND RETURN THIS FORM WITH YOUR PROPOSALS**

SOLICITATION AND OFFER FORM

ESCAMBIA COUNTY FLORIDA

SUBMIT OFFERS TO:

Paul R. Nobles
Senior Purchasing Coordinator
Office of Purchasing, 2nd Floor, Room 11.101
213 Palafox Place, Pensacola, FL 32502
Post Office Box 1591, Pensacola, FL 32591-1591
Phone No: (850) 595-4987 Fax No: (850) 595-4807

Request for Proposal

RE-SOLICIT ECAT
MANAGEMENT CONTRACT
SOLICITATION NUMBER: PD 16-17.039

SOLICITATION

MAILING DATE: Friday, March 31, 2017
PRE-PROPOSALS CONFERENCE: **MANDATORY** 10:00 am CDT, Wednesday, April 12, 2017
OFFERS WILL BE RECEIVED UNTIL: 2:00pm, CDT, Monday, May 1, 2017 and may not be withdrawn within **90** days after such date and time.

POSTING OF SOLICITATION TABULATIONS

Solicitation tabulations with recommended awards will be posted for review by interested parties at the County Office of Purchasing and will remain posted for a period of two (2) business days. Failure to file a protest in writing within two (2) business days after posting of the solicitation tabulation shall constitute a waiver of any protest relating to this solicitation. All protests must be filed with the Office of Purchasing. They will be handled according to the Escambia County Purchasing Ordinance.

OFFER (SHALL BE COMPLETED BY OFFEROR)

FEDERAL EMPLOYER IDENTIFICATION NUMBER OR S.S. NUMBER: 23-1716119

TERMS OF PAYMENT: TBD

DELIVERY DATE WILL BE TBD **DAYS AFTER RECIEPT OF PURCHASE ORDER**

VENDOR NAME: First Transit, Inc.
ADDRESS: 600 Vine Street
CITY, ST. & ZIP: Cincinnati, OH 45202
PHONE NO.: (513)241-2200
TOLL FREE NO.: (866)244-6838
FAX NO.: (513) 684-8852

REASON FOR NO OFFER:

BOND ATTACHED $ ____ **N/A** X

I certify that this offer is made without prior understanding, agreement, or connection, with any Corporation, firm or person submitting an offer for the same materials, supplies, or equipment, and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this offer and certify that I am authorized to sign this offer for the offeror and that the offeror is in compliance with all requirements of the solicitation, including but not limited to certification requirements. In submitting an offer to Escambia County Florida, the offeror agrees that if the offer is accepted, the offeror will convey, sell, assign or transfer to Escambia County Florida all rights title and interest in and to all causes of action it may now or hereafter acquire under the Anti-trust laws of the United States and the State of Florida for price fixing relating to the particular commodities or services purchased or acquired by Escambia County Florida. At the County's discretion such assignment shall be made and become effective at the time the County tenders final payment to the offeror.

Bradley A. Thomas, President
NAME AND TITLE OF PERSON AUTHORIZED TO SIGN OFFER
(TYPED OR PRINTED)

** _____
SIGNATURE OF PERSON AUTHORIZED TO SIGN OFFER
(MANUAL)

Failure to execute this Form binding the bidder/proposer's offer shall result in this bid/proposal being rejected as non-responsive.

SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(a), FLORIDA STATUTES, ON ENTITY CRIMES

1. This sworn statement is submitted to Escambia County
(print name of the public entity)

by Bradley A. Thomas, President
(print individual's name and title)

for First Transit, Inc.
(print name of entity submitting sworn statement)

whose business address is

600 Vine Street
Cincinnati, OH 45202

and (if applicable) its Federal Employer Identification Number (FEIN) is:
23-1716119

(If the entity has no FEIN, include the Social Security Number of the Individual signing this sworn statement: _____

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), **Florida Statutes**, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any Proposals or contract for goods or services to be provided to any public entity or an agency or political subdivision or any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.

3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), **Florida Statutes**, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), **Florida Statutes**, means:

   a. A predecessor or successor of a person convicted of a public entity crime; or
   b. An entity under the control any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

c. I understand that a "person" as defined in Paragraph 287.133(1)(e), **Florida Statutes**, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into binding contract and which bids or applies to Proposals on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

d. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. **(indicate which statement applies.)**

__X__ Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

_____ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

_____ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. **(attach a copy of the final order)**

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THOROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

_____
(signature)

Sworn to an subscribed before me this 28th day of April, 2017

Personally known X

OR produced identification _____

_____
(Type of identification)

Gayla S. Maxwell

Notary Public - State of Ohio

My commission expires 3-12-19

_____
(Printed typed or stamped commissioned name of notary public)

GAYLA S. MAXWELL
Notary Public, State of Ohio
My Commission Expires 03-12-2019

Drug-Free Workplace Form

The undersigned vendor, in accordance with Florida Statute 287.087 hereby certifies that First Transit, Inc. does:
Name of Business

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.

2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, employee assistance programs and the penalties that may be imposed upon employees for drug abuse violations.

3. Give each employee engaged in providing the commodities or contractual services that are under Proposals copy of the statement specified in Paragraph 1.

4. In the statement specified in Paragraph 1, notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.

5. Impose a sanction on, or require the satisfactory participation in a drug assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.

6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of Paragraphs 1 through 5.

Check one:

X As the person authorized to sign this statement, I certify that this firm complies fully with above requirements.

_____ As the person authorized to sign this statement, this firm **does not** comply fully with the above requirements.

Bradley A. Thomas, President
Offeror's Signature

April 27, 2017
Date

Information Sheet
for Transactions and Conveyances
Corporation Identification

The following information will be provided to the Escambia County Legal Department for incorporation in legal documents. It is, therefore, vital all information is accurate and complete. Please be certain all spelling, capitalization, etc. is exactly as registered with the state or federal government.

(Please Circle One)

Is this a Florida Corporation Yes or (No)

If not a Florida Corporation,
In what state was it created: Deleware
Name as spelled in that State: First Transit, Inc.

What kind of corporation is it: ("For Profit") or "Not for Profit"

Is it in good standing: (Yes) or No

Authorized to transact business in Florida: (Yes) or No

State of Florida Department of State Certificate of Authority Document No.: 828834

Does it use a registered fictitious name: Yes or (No)

Names of Officers:
President: Bradley A. Thomas
Vice President: James R. Tippen
Director: Brian Beechem (Asst. Secretary)
Other: Nancy Eliason (Asst. Secretary)
Secretary: Michael L. Petrucci
Treasurer: Barbara Telek
Director: Christa McAndrew (Asst. Secretary)
Other:

Name of Corporation (As used in Florida):
First Transit, Inc.
(Spelled exactly as it is registered with the state or federal government)

Corporate Address:
Post Office Box: n/a
City, State Zip:
Street Address: 600 Vine Street, Suite 1400
City, State, Zip: Cincinnati, OH 45202

(Please provide post office box and street address for mail and/or express delivery; also for recorded instruments involving land)

(Please continue and complete page 2)

Corporate Identification

Federal Identification Number: 23-1716119
(For all instruments to be recorded, taxpayer's identification is needed)

Contact person for company: Vasti Amaro E-mail: vasti.amaro@firstgroup.com
Telephone Number: 513-256-2372 Facsimile Number: 513-684-8852

Name of individual who will sign the instrument on behalf of the company:
Bradley A. Thomas
(Upon Certification of Award, Contract shall be signed by the President or Vice-President. Any other officer shall have permission to sign via a resolution approved by the Board of Directors on behalf of the company. Awarded contractor shall submit a copy of the resolution together with the executed contract to the Office of Purchasing)

(Spelled exactly as it would appear on the instrument)

Title of the individual named above who will sign on behalf of the company:
President

END

(850) 488-9000 Verified by: Kayla Maxwell Date: 4-28-17

(Revised 12/21/01)

CERTIFICATION FOR DISCLOSURE OF LOBBYING ACTIVITIES ON FEDERAL-AID CONTRACTS
(Compliance with 49CFR, Section 20.100 (b))

The prospective participant certifies, by signing this certification, that to the best of his or her knowledge and belief:

(1) No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any federal agency, a Member of Congress, an officer of employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any federal agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities", in accordance with its instructions. (Standard Form-LLL can be obtained from the Florida Department of Transportation's Professional Services Administrator or Procurement Office.)

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

The prospective participant also agrees by submitting his or her proposal that he or she shall require that the language of this certification be included in all lower tier subcontracts, which exceed $100,000 and that all such subrecipients shall certify and disclose accordingly.

Name of Consultant:

By: _____ Date: April 27, 2017 Authorized Signature

Title: Bradley A. Thomas, President

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352
(See reverse for public burden disclosure.)

Approved by OMB
0348-0046

1. Type of Federal Action:	2. Status of Federal Action:	3. Report Type:
[a] a. contract b. grant c. cooperative agreement d. loan e. loan guarantee f. loan insurance	[a] a. bid/offer/application b. initial award c. post-award	[a] a. initial filing b. material change **For Material Change Only:** year _____ quarter _____ date of last report _____

4. Name and Address of Reporting Entity:	5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime:
[X] Prime [ ] Subawardee Tier _____, *if known*: **Congressional District**, *if known*: 4c	**Congressional District**, *if known*:
6. Federal Department/Agency: N/A	**7. Federal Program Name/Description:** N/A (please see note below) CFDA Number, *if applicable*: _____
8. Federal Action Number, *if known*: N/A	**9. Award Amount**, *if known*: $
10. a. Name and Address of Lobbying Registrant (*if individual, last name, first name, MI*): N/A	**b. Individuals Performing Services** (*including address if different from No. 10a*) (*last name, first name, MI*):

11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Signature: _____

Print Name: Bradley A. Thomas

Title: President

Telephone No.: 513-241-2200 Date: April 27, 2017

Federal Use Only:

Authorized for Local Reproduction
Standard Form LLL (Rev. 7-97)

*Note: This form is being completed in relation to Soliciation No. PD 16-17.039 issued by the Escambia County Purchasing Department for the Management of ECAT Services.

INSTRUCTIONS FOR COMPLETION OF SF-LLL, DISCLOSURE OF LOBBYING ACTIVITIES

This disclosure form shall be completed by the reporting entity, whether subawardee or prime Federal recipient, at the initiation or receipt of a covered Federal action, or a material change to a previous filing, pursuant to title 31 U.S.C. section 1352. The filing of a form is required for each payment or agreement to make payment to any lobbying entity for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with a covered Federal action. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

1. Identify the type of covered Federal action for which lobbying activity is and/or has been secured to influence the outcome of a covered Federal action.

2. Identify the status of the covered Federal action.

3. Identify the appropriate classification of this report. If this is a followup report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last previously submitted report by this reporting entity for this covered Federal action.

4. Enter the full name, address, city, State and zip code of the reporting entity. Include Congressional District, if known. Check the appropriate classification of the reporting entity that designates if it is, or expects to be, a prime or subaward recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the 1st tier. Subawards include but are not limited to subcontracts, subgrants and contract awards under grants.

5. If the organization filing the report in item 4 checks "Subawardee," then enter the full name, address, city, State and zip code of the prime Federal recipient. Include Congressional District, if known.

6. Enter the name of the Federal agency making the award or loan commitment. Include at least one organizational level below agency name, if known. For example, Department of Transportation, United States Coast Guard.

7. Enter the Federal program name or description for the covered Federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans, and loan commitments.

8. Enter the most appropriate Federal identifying number available for the Federal action identified in item 1 (e.g., Request for Proposal (RFP) number; Invitation for Bid (IFB) number; grant announcement number; the contract, grant, or loan award number; the application/proposal control number assigned by the Federal agency). Include prefixes, e.g., "RFP-DE-90-001."

9. For a covered Federal action where there has been an award or loan commitment by the Federal agency, enter the Federal amount of the award/loan commitment for the prime entity identified in item 4 or 5.

10. (a) Enter the full name, address, city, State and zip code of the lobbying registrant under the Lobbying Disclosure Act of 1995 engaged by the reporting entity identified in item 4 to influence the covered Federal action.

    (b) Enter the full names of the individual(s) performing services, and include full address if different from 10 (a). Enter Last Name, First Name, and Middle Initial (MI).

11. The certifying official shall sign and date the form, print his/her name, title, and telephone number.

According to the Paperwork Reduction Act, as amended, no persons are required to respond to a collection of information unless it displays a valid OMB Control Number. The valid OMB control number for this information collection is OMB No. 0348-0046. Public reporting burden for this collection of information is estimated to average 10 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, DC 20503.

CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION FOR FEDERAL AID CONTRACTS

(Compliance with 49CFR, Section 29.510)
(Appendix B Certification]

It is certified that neither the below identified firm nor its principals are presently suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.

Name of Consultant:

By:_____ Date: April 27, 2017
Authorized Signature

Title: Bradley A. Thomas, President

Instructions for Certification

1. By signing and submitting this certification with the proposal, the prospective lower tier participant is providing the certification set out below.

2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective lower tier participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the Department may pursue available remedies, including suspension and/or debarment.

3. The prospective lower tier participant shall provide immediate written notice to the person to which this proposal is submitted. If at any time the prospective lower tier participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

4. The terms 'covered transaction', 'debarred', 'suspended', 'ineligible', 'lower tier covered transaction','participant', 'person', primary covered transaction', 'principal', 'proposal', and 'voluntarily excluded', as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549. You may contact the person to which this proposal is being submitted for assistance in obtaining a copy of those regulations.

5. The prospective lower tier participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the Department or agency with which this transaction originated.

6. The prospective lower tier participant further agrees by submitting this proposal that it will include this clause titled "Appendix B: Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transaction", without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the Nonprocurement List.

8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant are not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

9. Except for transactions authorized under paragraph 5 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the Department may pursue available remedies, including suspension and/or debarment.

(a) is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions, as defined in 49 CFR §29.110(a), by any Federal department or agency;

(b) has within a three-year period preceding this certification been convicted of or had a civil judgment rendered against him or her for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a Federal, State or local government transaction or public contract; violation of Federal or State antitrust statutes; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements or receiving stolen property;

(c) is presently indicted for or otherwise criminally or civilly charged by a Federal, State or local governmental entity with commission of any of the offenses enumerated in paragraph 9(b) of this certification; and

(d) has within a three-year period preceding this certification had one or more Federal, State or local government public transactions terminated for cause or default.

10. I(We), certify that I(We), shall not knowingly enter into any transaction with any subcontractor, material supplier, or vendor who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this contract by any Federal Agency unless authorized by the Department.

Where I am unable to declare or certify as to any of the statements contained in the above stated paragraphs numbered (1) through (10), I have provided an explanation in the "Exceptions" portion below or by attached separate sheet.

EXCEPTIONS:

(Any exception listed above will not necessarily result in denial of award, but will be considered in determining bidder responsibility. For any exception noted, indicate to whom it applies, initiating agency and dates of agency action. Providing false information may result in criminal prosecution and/or administrative sanctions.)

I declare under penalty of perjury that the foregoing is true and correct.

CONTRACTOR: (Seal)

BY: Bradley A. Thomas, President
NAME AND TITLE PRINTED

BY: _____
SIGNATURE

WITNESS: _____

WITNESS: _____

Executed on this 27 day of APRIL, 2017

FAILURE TO FULLY COMPLETE AND EXECUTE THIS DOCUMENT MAY RESULT IN THE BID BEING DECLARED NONRESPONSIVE

ATTACHMENTS



First Transit



ATTACHMENT 1

First Transit

Palm Tran
Administrative Offices
3201 Electronics Way
West Palm Beach, FL 33407-4618
(561) 841-4200
FAX: (561) 841-4291

Palm Tran Connection
50 South Military Trail
Suite 101
West Palm Beach, FL 33415-3132
(561) 649-9838
FAX: (561) 514-8365
www.palmtran.org

Palm Beach County
Board of County
Commissioners

Shelley Vana, Mayor
Mary Lou Berger, Vice Mayor
Hal R. Valeche
Paulette Burdick
Steven L. Abrams
Melissa McKinlay
Priscilla A. Taylor

County Administrator

Robert Weisman

"An Equal Opportunity Affirmative Action Employer"

Official Electronic Letterhead

May 4, 2015

To Whom It May Concern:

It is my pleasure to provide a reference for the service we have received from First Transit. As a new partner with First Transit, implementing services in February 2015, I am pleased with the level of service and communication we receive from the local and region team. From transition and startup of the service to inclusion of subcontractors and DBE vendors, First Transit has delivered on their promises and improved service delivery in the short time we have worked with them.

In transitioning from a single provider to a multi-provider system, First Transit's cooperation and communication have been instrumental to the transition of the service from the previous operator. First Transit's additional region management support during transition has ensured quality and efficiency in the areas of safety, maintenance, recruiting and operations. The local First Transit Management team's commitment to customer service and the improvements in dispatch services have reduced customer complaints. First Transit has also proven their partnership with the community through their partnership with local DBE vendors.

I am confident in First Transit's understanding and ability to provide a smooth transition of services and provide a partnership with the community. We have already seen improvements in our paratransit services over the past few months, and we look forward to the future of our relationship with First Transit. Please contact me should you have any questions.

Sincerely,

Shannon R. LaRocque, P.E.
Assistant County Administrator
Interim Executive Director, Palm Tran, Inc.

On behalf of Bay County TPO

March 26, 2015

To Whom It May Concern:

As a partner with First Transit since July 2014 I am happy to submit this letter in recommendation of their services on behalf of Bay County, Florida. First Transit provides demand response services and a fixed route trolley service for Bay County. This contract includes data and assistance with reports for Transportation Disadvantage Commission, FTA, and FDOT and the local governing TPO Board.

We also have noticed a difference in the maintenance of the vehicles, on time performance, safety, and passenger satisfaction. An open line of communication regarding operations and maintenance has been key in the noticeable positive changes within the systems.

First Transit is a partner I can trust. The local management team provides transparency in their operations and has been responsive to our needs since implementing our contract.

I appreciate the support First Transit has provided to us and to our ridership, and I look forward to our continued partnership with First Transit and the good things to come.
Sincerely,

Angela Bradley,

Transit Systems Administrator



ATTACHMENT 2

First Transit

State of Florida
Department of State

I certify from the records of this office that FIRST TRANSIT, INC. is a Delaware corporation authorized to transact business in the State of Florida, qualified on October 13, 1972.

The document number of this corporation is 828834.

I further certify that said corporation has paid all fees due this office through December 31, 2016, that its most recent annual report/uniform business report was filed on April 1, 2016, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Twenty-sixth day of September, 2016

Ken Detzner

Secretary of State

Tracking Number: CU9558252879

To authenticate this certificate,visit the following site,enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication

ATTACHMENT 3

First Transit

Demetrus “Mike” Crittenden
General Manager

EXPERIENCE

First Transit

2014 – Present **General Manager** Pensacola, FL

- Manages fixed route, seasonal beach service and university shuttles for the Escambia County Area Transit System consisting of 110 employees and an $11M annual operating budget.
- Responsible for all grant activities including application, administration, reporting and close-out in accordance with Federal Transit Administration (FTA) and Florida Department of Transportation (FDOT) procedures.
- Perform all federal and state procedures required of Grantees (EEO, DBE, Title VI, NTD, etc.).
- Prepare the monthly forecast along with all analysis and variance explanation. Verify the accuracy of the billing and the collection of the billing.
- Advised the County Administrator and County Commission on transportation issues. Negotiate inter-local agreements with social service and other agencies for the provision of specialized and paratransit services.
- Serve on the Local Emergency Planning Agency responsible for all transportation-related activities during disaster-related emergencies requiring evacuation.

Birmingham Jefferson County Transit Authority

2013 – 2014 **Director of Operations** Birmingham, AL

- Provided departmental-level management and leadership for fixed route and paratransit service delivery for the BJCTA.
- Administered a $15 million dollar operating budget for a work force consisting of 188 Vehicle Operators, and 22 Operations Supervisors.
- Developed and manage program policies and procedures to ensure compliance with Federal, state and local operating guidelines.
- Provided oversight for Safety&Security, Risk Management and Employee Training programs.

Demetrus “Mike” Crittenden
General Manager

First Transit

2005 – 2012 **Region Director of Operations / General Manager** Jacksonville, FL

- Responsible for overseeing day to day operations of assigned locations.
- Managed Community Shuttle and Paratransit service delivery for the Jacksonville, Florida Transportation Authority (JTA).
- Served as customer liaison for 15 Transit Contracting locations in the Southeastern US.
- Reviewed various operational and financial reports to identify problem areas. Developed action plans to remedy problems.
- Provided technical assistance and operational advice to location managers

Destiny Transportation Group

2004 – 2005 **Regional Vice President** Albany, GA

- Provided for the safe and efficient delivery of specialized and public transportation services in five Southwest Georgia counties.
- Responsible for new business initiatives, employee development and community outreach, budgeting and fiscal results.
- Developed and implemented current standard operation procedures and organizational structure. Ensure compliance with all federal, state and local reporting requirements.

Jacksonville Transit Authority

2003 – 2004 **Vice President** Jacksonville, FL

- Administered a $23 million dollar operating budget and a work force consisting of 365 Vehicle Operators, 110 Maintenance Personnel, and Supervisory Staff.
- Administered collective bargaining agreements and oversaw activities of the dispatching and supervisory workforce.
- Completed the Spectator Transportation Plan for the 2005 Super Bowl.
- Implemented new operator and maintenance training program.
- Oversaw the modernization of the downtown transfer station and associated passenger amenities.

First Transit

2001 – 2003 **General Manager** Albany, GA

Demetrus “Mike” Crittenden
General Manager

- Lead strategic planning efforts for the development of a multi-modal transportation center.
- Prepared an updated safety and security system.
- Designed a mentoring program to provide assistance to disadvantaged business enterprise (DBE) firms, including implementing a partnership with a local DBE firm to provide marketing, training and paratransit service provision.

CUTR – Center for Urban Transportation Research

1996 – 2000 **Senior Research Associate** Tampa, FL

- Served as project manager for various public transportation projects totaling almost $2 million.
- Managed a statewide vehicle procurement program and a statewide maintenance training program.
- Implemented a program to study the impact of maintenance training on Florida’s public transportation providers.
- Moderated sessions on such topics as utilizing capital assistance funds for preventive maintenance programs, vehicle procurement, and innovative training strategies.

EDUCATION

Alabama State University

Montgomery, AL

Bachelor of Science, Criminal Justice

USAF Technical Training Center

Transportation and Logistics Management Certificate

AWARDS

National Training Institute

Innovations in Training Award

Federal Transit Administration

Certificate of Appreciation

Steven “Ken” Vierling

Maintenance Manager

EXPERIENCE

First Transit

2012 – Present **Maintenance Manager** Pensacola, FL

- Manages maintenance for 80+ bus fleet, as well as various county vehicles, and 25+ employees
- Implements and supervises vehicle preventive & reactive maintenance
- Performs quality control inspections, ensuring property compliance with various environmental and code regulations
- Maintains various vehicle, property and warehouse records
- Conducts performance reviews and apply discipline as warranted by company policy
- Leads regular training sessions in both technical and safety related topics
- Submits daily, weekly, monthly, and yearly reports for various aspects of the maintenance operation

First Student

2007 – 2010 **Region Maintenance Manager** Boston, MA

- Oversaw 4 maintenance locations for the City of Boston Public School System
- Managed an 800+ bus fleet, including 5 locations
- Managed 80+ employees, in fields of bus and building maintenance

American Medical Response

1998 – 2007 **Fleet Maintenance Director** Boston, MA

- Oversaw 40+ offices in 24 states
- Supervised, hired and managed performance for 75+ staff
- Oversaw fleet maintenance, fleet purchasing, parts inventory and control
- Ensured all vehicles in fleet met safety standards and maintenance requirements
- Supervised office services such as mail, office furniture, HVAC, moves, construction and managed space allocation

Steven “Ken” Vierling

Maintenance Manager

AFFILIATIONS

ASE

Master Certified

Emergency Vehicle Technician Certification Commission

Member – Test Validation Committee

CERTIFICATIONS

- DOT National Standard Curriculum Emergency Vehicle Operator Course.
- AMR World Class Safety Leadership Training.
- FEMA IS-100 Introduction to the Incident Command System.
- FEMA IS-200 ICS for Single resources and Initial Action Incidents.
- FEMA IS-300 Intermediate ICS for Expanding Incidents
- FEMA IS-G400 Advanced Incident Command System Command and General Staff: Complex Incidents
- FEMA IS-700 National Incident Management System (NIMS) an Introduction.
- FEMA Is-800 National Response Plan (NRP) an Introduction.
- Development Dimensions International (DDI) Training; IM Essentials / Resolving Conflict / Valuing Differences / Leading Change / Coaching for Improvement / Building an Environment of Trust.
- 2 Mitchell Technical Information Certificates; Electrical Troubleshooting and Chrysler Motors FBC/EFI System Diagnostics.
- Standard Motor Products Technical Information Certificate - Ford Drivability.
- 2 Wagner Products Training Certificates; Brake Systems-Maintenance and Upkeep, ABS System Diagnostics and Repair

Amy McAdams
Finance Manager

EXPERIENCE

First Transit

2017 – 2017 **Finance Manager** Escambia County, FL

- Manages all accounting functions of the location to include payroll, billing, accounts payable, accounts receivable, fare collection and reconciliation, month-end closing procedures and accruals, budget preparation, benefits costs, and all financial and operations reporting requirements
- Prepares the monthly forecast, analysis and variance explanations
- Creates the annual budget with the input of the GM and supporting staff.
- Manages the security of petty cash fund and manual checks
- Submission monthly client invoice with all supporting detail. Verifies accuracy of the billings and the collection of the billing

The Boeing Company

2012—2015 **Business and Planning Analyst 4** Ft. Walton Beach, FL

- Develops, integrates, and analyzes data obtained from a wide variety of sources to include budget information and workforce levels and their impacts on earnings, cash flow, and economic profit.
- Knowledgeable in revenue recognition requirements/SOX
- Accounts receivable analysis to target issues directly affecting cash flow (aged receivables, unbilled)
- Development and analysis of Estimates at Completion (EAC) and effects on earnings and cash flow.
- Internal Financial Reporting to include:
- Monitors and develops variances to LRPB and forecast
- Updating weekly/monthly financial metrics and coordinating with program, site, and business unit management
- Coordinate, develops, and presents information to senior/executive management

2007—2012 **Business and Planning Analyst 3** Ft. Walton Beach, FL

- Develops, integrates, and analyzes financial data
- Balance Sheet Analysis

Amy McAdams

Finance Manager

- Development of monthly financial forecast for balance sheet accounts on multiple programs
- Coordinating, preparing, analyzing, and monitoring performance to LRBP
- Development and analysis of Estimates at Completion (EAC) and effects on earnings.
- Internal Financial Reporting to include:
- Coordinating explanations of variances to LRPB and forecast
- Updating weekly/monthly financial metrics and coordinating with program, site, and business unit management
- Coordinate, develops, and presents information to senior management
- Presentation of site financials to upper management

2003 – 2007 **Business and Planning Analyst 2** Jacksonville, FL

- Develops, integrates, and analyzes financial data, such as:
- Analyzing the site level balance sheet.
- Coordinating, preparing, analyzing, and monitoring performance to LRBP.
- Assists in the development of FPRA and rate negotiation with DCAA/DCMA
- Analyzing summary level Estimates at Completion (EAC) and effects on profit.
- Coordinating explanations of variances to financial plans (i.e. orders, sales, earnings, cash, overhead)
- Updating weekly/monthly financial metrics and coordinating with program, site, and business unit management.
- Coordinating capital requirements
- Assists in development of annual overhead base and expense budgets.
- Analyzes monthly overhead expenses and base to ensure proper budget management.
- Coordinates, develops, and presents information to senior management.

EDUCATION

University of Phoenix

BS, Accounting



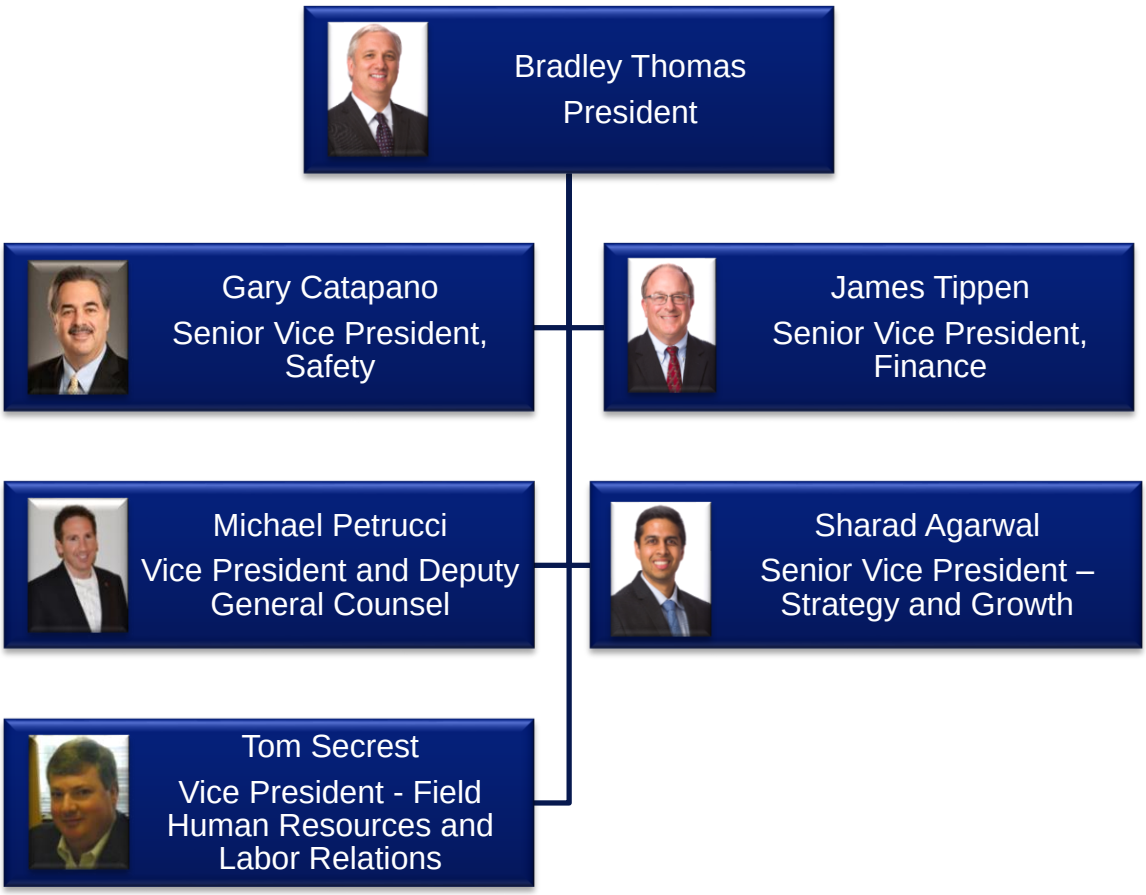
ATTACHMENT 4

4

First Transit

Corporate Support Staff

First Transit provides our local management teams with expert support by both regional and corporate staff. Escambia County's management and regional staff are provided corporate oversight with all operations and maintenance functions by the following support staff.



BRADLEY THOMAS, PRESIDENT



As president of FirstGroup America's division First Transit & First Vehicle Services, Brad Thomas is responsible for more than 15,000 employees across North America. His team operates, manages and maintains nearly 12,000 transit vehicles and provides fleet maintenance services for more than 38,000 public and private sector vehicles and pieces of equipment across the continent. Brad joined First Transit as senior vice president of the East Region in 2003 and was named president in 2009. With nearly 20 years of experience in the transit industry, Brad is well versed in fixed-route, paratransit and university transportation systems, and has extensive expertise in fleet maintenance solutions. Brad earned a bachelor's degree in political science at the State University of New York College at Cortland and holds a master's degree in political science—public policy analysis and administration—from Binghamton University (NY). Committed to service, Brad encourages his teammates to actively support their communities and professional associations. His engaging and respected approach has helped transform the business and its relationship with customers across the continent.

JAMES TIPPEN, SENIOR VICE PRESIDENT, FINANCE



James "Jim" Tippen is the SVP of Finance/CFO for First Transit & First Vehicle Services. In this role, Jim oversees all finance activities including budget analysis, forecasting and strategic planning of the company's financial strategy. Jim has over 20 years of experience in finance, accounting and operations. Most recently, he held the position of Vice President, Finance Operations & Administration at xpedx. Jim has a bachelor's degree from Western Michigan University and a master's degree from the University of Southern Illinois.

SHARAD AGARWAL, SENIOR VICE PRESIDENT – STRATEGY AND GROWTH



Mr. Agarwal has 10 years of experience in the transportation industry, and has successfully managed transit services and contact centers. Sharad oversees our call center locations, including all aspects of management, safety, operations, human resources, and service networks and will support the operation.

Our management team will be assisted in safety, human resources and labor relations functions by the following staff:

GARY CATAPANO, SENIOR VICE PRESIDENT, SAFETY



Gary has worked for more than two decades as a transportation safety professional. Prior to his career in transportation, he worked for 15 years as a consulting engineer in the nuclear power industry. Gary serves as a member of the Board of Delegates and formerly chaired the Transportation Safety Division of the National Safety Council (NSC). Gary holds a commercial driver's license and has completed thousands of hours of specialized safety training in subjects ranging from safety event and collision investigations to human factors and industrial hygiene. He is also certified to teach and coach behavioral safety technologies.

TOM SECREST, VICE PRESIDENT - FIELD HUMAN RESOURCES AND LABOR RELATIONS



Formerly an attorney with the U.S. Department of Labor, Tom joined FirstGroup America (formerly Ryder Public Transportation Services) in 1997 as a Labor Relations Associate. Over the years, he has worked extensively with both the Transit and Student divisions, and served as the Director of Labor Relations for First Student from 2001 to 2010. Currently, he represents FGA-companies in all labor relations matters, arbitrations, National Labor Relations Board cases, collective bargaining, and supervises junior staff members involved in the same functions. Tom obtained his B.S. Labor Relations from Cornell University, and is a graduate of the University Of Dayton School Of Law.

To ensure that our policies and procedures comply with local, state, and federal requirements and guidelines, we provide highly qualified legal staff. Our First Transit legal team is headed by the following individual:

MICHAEL PETRUCCI, VICE PRESIDENT AND DEPUTY GENERAL COUNSEL



Michael has over 20 years' experience as a practicing attorney, with over 11 years in the transit industry. He is also a board member of the Greater Cincinnati Minority Counsel Program. Michael is responsible for contract matters, labor and employment, environmental and OSHA compliance, FTA regulatory compliance, risk management and public procurement.



ATTACHMENT 5

First Transit

Arthur J. Gallagher & Co.

April 25, 2017

Escambia County
Office of Purchasing
Room-11.1101 PO Box 1591
Pensacola FL 32591

Re: Specification Numbers: PD 16-17.039 & PD 16-17.040

To Whom It May Concern:

This letter confirms that First Transit, Inc. will procure and provide the required coverages as specified in the insurance requirements. These coverages are already in place as evidenced on the certificate of insurance issued.

The insurance companies providing coverage are various (AIG Companies) "A XV" rated in A.M. Best's guide and licensed to do business in the State of Florida.

Best regards,

Tanya Stephenson
Client Service Manager-Licensed Casualty/Property Broker

cc: Judith Leo
Area Vice President
Jim Corej
Area Executive Vice President

Arthur J. Gallagher Risk Management Services, Inc.
250 Park Avenue, 5th Floor
New York, NY 10177

m 212.994.7100
f 212.994.7047
ajg.com

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 4/24/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Arthur J. Gallagher Risk Management Services, Inc. 250 Park Avenue 3rd Floor New York NY 10177	**CONTACT NAME:** Tanya D. Stephenson **PHONE (A/C, No, Ext):** 212-994-7085 **FAX (A/C, No):** 212-994-7047 **E-MAIL ADDRESS:** Tanya_Stephenson@ajg.com
INSURED FIRST TRANSIT, INC. 600 Vine Street, Suite 1400 Cincinnati, OH 45202	**INSURER(S) AFFORDING COVERAGE** / **NAIC #** **INSURER A :** National Union Fire Insurance Compa / 19445 **INSURER B :** Commerce and Industry Insurance Com / 19410 **INSURER C :** New Hampshire Insurance Company / 23841 **INSURER D :** American Home Assurance Company / 19380 **INSURER E :** **INSURER F :**

COVERAGES **CERTIFICATE NUMBER:** 1706270079 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X **COMMERCIAL GENERAL LIABILITY** [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [X] PRO-JECT [X] LOC [ ] OTHER:			GL 3629890 (10MM AGG)	12/31/2016	12/31/2017	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$5,000,000 $5,000,000 $ $5,000,000 $10,000,000 $5,000,000
A A A	**AUTOMOBILE LIABILITY** X ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS X HIRED AUTOS ONLY X NON-OWNED AUTOS ONLY			CA1921809 (AOS) CA1921810 (MA) CA1921808 (VA)	12/31/2016 12/31/2016 12/31/2016	12/31/2017 12/31/2017 12/31/2017	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$5,000,000 $ $ $
B	X **UMBRELLA LIAB** X OCCUR **EXCESS LIAB** [ ] CLAIMS-MADE [ ] DED [ ] RETENTION $			19452263	12/31/2016	12/31/2017	EACH OCCURRENCE AGGREGATE	$3,000,000 $3,000,000
C C D C C C	**WORKERS COMPENSATION AND EMPLOYERS' LIABILITY** Y / N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N **(Mandatory in NH)** If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		WC 014649551 (AOS,GA) WC014649558(MN) WC014649548 (CA) WC014649547 (FL) WC014649549(MA,WI) WC014649551 (TX)	12/31/2016 12/31/2016 12/31/2016 12/31/2016 12/31/2016 12/31/2016	12/31/2017 12/31/2017 12/31/2017 12/31/2017 12/31/2017 12/31/2017	X PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $5,000,000 $5,000,000 $5,000,000
A	Professional Liability			GL 3629890	12/31/2016	12/31/2017	Per Occ/Per Agg.	$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Workers Compensation:
Policy #: WC 014649550 (AK, AZ, IL, NC, NH, NJ, PA, UT, VT)
Policy Term: 12/31/16 to 12/31/17
Carrier Name: NEW HAMPSHIRE INS CO (NAIC #:23841)
Limits: E.L. Each Accident / E.L. Disease-Ea Employee / E.L. Disease-Policy Limit - $5,000,000

See Attached...

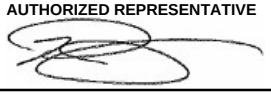
CERTIFICATE HOLDER

Escambia County
Office of Purchasing
Room-11.1101 PO Box 1591
Pensacola FL 32591
USA

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



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AGENCY CUSTOMER ID: _____

LOC #: _____

ADDITIONAL REMARKS SCHEDULE

AGENCY	NAMED INSURED
Arthur J. Gallagher Risk Management Services, Inc.	FIRST TRANSIT, INC. 600 Vine Street, Suite 1400 Cincinnati, OH 45202
POLICY NUMBER	
CARRIER / NAIC CODE	EFFECTIVE DATE:

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: 25 **FORM TITLE:** CERTIFICATE OF LIABILITY INSURANCE

Re: Specification No.PD 16-17.039 Escambia County Area Transit (ECAT) Management Contract
Escambia County is included as an additional insured(GL-End't#83644/AL-87950) solely with respect to General and Automobile Liability coverage as evidenced herein on a primary/non-contributory basis as required by written contract to the extent of its interest arising from this agreement, contract or lease. Umbrella Policy Follow Form over General, Automobile and Employers' Liability Policies. A waiver of subrogation included as required by written contract (blanket endorsement).

Notice of Cancellation: 30 days written notice/10 days for non-pay

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ATTACHMENT 6

First Transit

DNBi Risk Management

Printed By: Mark Pearson
Date Printed: July 20, 2016

Snapshot : FIRST TRANSIT, INC.

D-U-N-S® Number: 07-287-6915
Trade Names: (SUBSIDIARY OF FIRSTGROUP AMERICA, INC., CINCINNATI, OH)
Endorsement/Billing Reference: stacey.feldman@firstgroup.com

D&B Address

Address 600 Vine St Ste 1400
Cincinnati, OH, US - 45202

Phone 513 241-2200

Fax

Location Type Headquarters (Subsidiary)

Web www.firsttransit.com

Report Snapshot Date: 07/20/2016

Endorsement : stacey.feldman@firstgroup.com

Company Summary

Currency: Shown in USD unless otherwise indicated

Score Bar

PAYDEX®	49	Paying 33 days past due
Commercial Credit Score Class	5	High Risk of severe payment delinquency.
Financial Stress Score Class	4	Moderate to High Risk of severe financial stress.
Credit Limit - D&B Conservative	Unavailable	
D&B Rating	1R4	1R indicates 10 or more Employees, Credit appraisal of 4 is limited

D&B Company Overview

This is a headquarters (subsidiary) location

Branch(es) or Division(s) exist	Y
Chief Executive	BRAD THOMAS, PRES
Year Started	1969
Management Control	1999
Employees	15500 (300 Here)
Financing	SECURED
SIC	8741 , 7539
Line of business	Management services, automotive repair, management consulting services
NAICS	561110
History Status	CLEAR

Detailed Trade Risk Insight™

Days Beyond Terms Past 3 Months

36 Days

120+ Days Beyond Terms 0

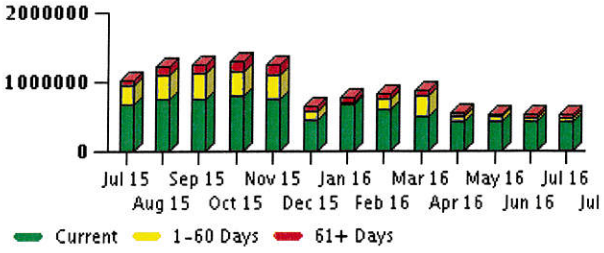
Dollar-weighted average of **99** payment experiences reported from **34** Companies

Recent Derogatory Events

	May-16	Jun-16	Jul-16
Placed for Collection	-	-	-
Bad Debt Written Off	-	-	-

Total Amount Current & Past Due - 13 Month Trend

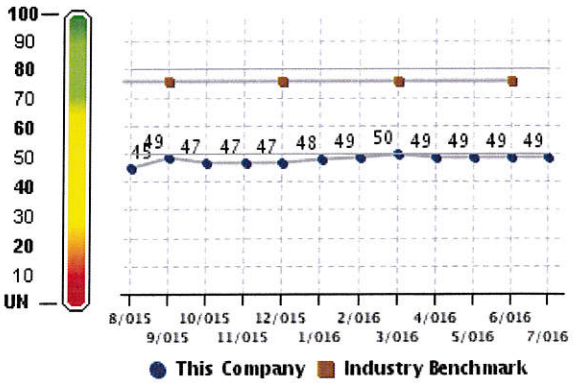
FirstRain Company News



This Company is not currently tracked for Company News

Powered by FirstRain

PAYDEX® Trend Chart



Public Filings

The following data includes both open and closed filings found in D&B's database on this company.

Record Type	Number of Records	Most Recent Filing Date
Bankruptcies	0	-
Judgments	8	01/06/14
Liens	2	12/26/13
Suits	48	06/22/16
UCCs	25	04/21/16

The public record items contained herein may have been paid, terminated, vacated or released prior to todays date.

Corporate Linkage

Global Ultimate

Company	City , Country	D-U-N-S® NUMBER
FIRSTGROUP PLC	Aberdeen , UNITED KINGDOM	42-358-7252

Domestic Ultimate

Company	City , State	D-U-N-S® NUMBER
FIRSTGROUP USA, INC.	CINCINNATI , Ohio	60-731-5392

Parent

Company	City , State	D-U-N-S® NUMBER
FIRSTGROUP AMERICA, INC.	CINCINNATI , Ohio	17-590-5488

Subsidiaries (Domestic)

Company	City , State	D-U-N-S® NUMBER
TRANSIT MANAGEMENT CO OF LAREDO INC	LAREDO , Texas	00-814-3414
FIRST VEHICLE SERVICES, INC.	CINCINNATI , Ohio	14-316-9386

SAFE RIDE SERVICES INC	PHOENIX , Arizona	60-769-6556
L & E MOBILE COMPUTER MOUNTS, INC.	CONSHOHOCKEN , Pennsylvania	86-862-7282
TRANSIT MANAGEMENT OF CENTRAL MARYLAND, INC.	ANNAPOLIS JUNCTION , Maryland	07-966-9980
FIRST TRANSIT, INC.	HARTFORD , Connecticut	87-266-6719

Branches (Domestic)

Company	City , State	D-U-N-S® NUMBER
FIRST TRANSIT, INC.	PHILADELPHIA , Pennsylvania	00-538-2614
FIRST TRANSIT, INC.	MOUNT PLEASANT , South Carolina	01-438-1003
FIRST TRANSIT, INC.	SUMTER , South Carolina	01-773-1154
FIRST TRANSIT, INC.	FAYETTEVILLE , North Carolina	02-829-6676
FIRST TRANSIT, INC.	RICHMOND , Virginia	03-267-3076
FIRST TRANSIT, INC.	GRAYSLAKE , Illinois	03-323-1270
FIRST TRANSIT, INC.	EVERETT , Washington	03-443-9724
FIRST TRANSIT, INC.	TEMPE , Arizona	03-742-6553
FIRST TRANSIT, INC.	WALLINGFORD , Connecticut	04-055-0894
FIRST TRANSIT, INC.	OAKLAND , California	09-640-8948
FIRST TRANSIT, INC.	SANTA CRUZ , California	09-872-3369
FIRST TRANSIT, INC.	YORKTOWN , Virginia	11-094-2666
FIRST TRANSIT, INC.	MONROE , Michigan	11-707-7169
FIRST TRANSIT, INC.	HOUSTON , Texas	12-522-7780
FIRST TRANSIT, INC.	LOMBARD , Illinois	13-337-0481
FIRST TRANSIT, INC.	LONGMONT , Colorado	13-319-6266
FIRST TRANSIT, INC.	FAR ROCKAWAY , New York	13-631-9816
FIRST TRANSIT, INC.	HORSEHEADS , New York	14-806-9896
FIRST TRANSIT, INC.	BAKERSFIELD , California	14-806-9938
FIRST TRANSIT, INC.	SAN ANTONIO , Texas	14-806-9946
FIRST TRANSIT, INC.	HOUSTON , Texas	14-806-9979
FIRST TRANSIT, INC.	HIALEAH , Florida	14-806-9995
FIRST TRANSIT, INC.	OAKLAND , California	14-807-0001
FIRST TRANSIT, INC.	MIAMI , Florida	14-807-0027
FIRST TRANSIT, INC.	MOREHEAD CITY , North Carolina	14-807-0035

Affiliates (Domestic)

Company	City , State	D-U-N-S® NUMBER
MERRIMACK VALLEY AREA TRANSPORTATION	HAVERHILL , Massachusetts	10-115-7394
LAIDLAW TRANSIT SERVICES, INC.	CINCINNATI , Ohio	10-647-8105
FIRST STUDENT, INC.	CINCINNATI , Ohio	78-459-6165

Affiliates (International)

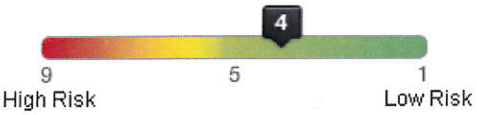
Company	City , Country	D-U-N-S® NUMBER
FIRSTGROUP AMERICAN INVESTMENTS	Aberdeen , UNITED KINGDOM	21-012-2931

Predictive Scores

Currency: Shown in USD unless otherwise indicated

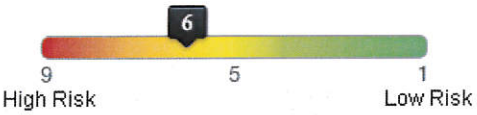
D&B Viability Rating Summary

The D&B Viability Rating uses D&B's proprietary analytics to compare the most predictive business risk indicators and deliver a highly reliable assessment of the probability that a company will go out of business, become dormant/inactive, or file for bankruptcy/insolvency within the next 12 months. The D&B Viability Rating is made up of 4 components:

4	**Viability Score**	

Compared to All US Businesses within the D&B Database:

- Level of Risk: **Low Risk**
- Businesses ranked 4 have a probability of becoming no longer viable: **5 %**
- Percentage of businesses ranked 4: **14 %**
- Across all US businesses, the average probability of becoming no longer viable: **14 %**

6	**Portfolio Comparison**	

Compared to All US Businesses within the same MODEL SEGMENT:

- Model Segment : **Established Trade Payments**
- Level of Risk: **Moderate Risk**
- Businesses ranked 6 within this model segment have a probability of becoming no longer viable: **5 %**
- Percentage of businesses ranked 6 with this model segment: **9 %**
- Within this model segment, the average probability of becoming no longer viable: **5 %**

B	**Data Depth Indicator**	

Data Depth Indicator:

- ✓ Rich Firmographics
- ✓ Extensive Commercial Trading Activity
- ✓ Basic Financial Attributes

Z	**Company Profile**	**Subsidiary**

Credit Capacity Summary

This credit rating was assigned because of D&B's assessment of the company's creditworthiness. For more information, see the

D&B Rating Key

D&B Rating : **1R4**

Number of employees: 1R indicates 10 or more employees
Composite credit appraisal: 4 is limited

The 1R and 2R ratings categories reflect company size based on the total number of employees for the business. They are assigned to business files that do not contain a current financial statement. In 1R and 2R Ratings, the 2, 3, or 4 creditworthiness indicator is based on analysis by D&B of public filings, trade payments, business age and other important factors. 2 is the highest Composite Credit Appraisal a company not supplying D&B with current financial information can receive.

Below is an overview of the companys rating history since 07-08-2000

D&B Rating	Date Applied
1R4	10-11-2011
--	05-26-2008
1R4	08-20-2007
--	10-24-2005
1R4	07-26-2005
--	02-23-2004
1R4	09-17-2001
1R3	08-22-2000
1R4	07-08-2000

Number of Employees Total: 15,500 (300 here)

Payment Activity:	**(based on 187 experiences)**
Average High Credit:	14,098
Highest Credit:	500,000
Total Highest Credit:	1,918,800

D&B Credit Limit Recommendation

Due to adverse or incomplete information, we are unable to provide a Credit Limit Recommendation for this business. Please contact your sales representative or D&Bs Customer Resource Center at 800-234-3867 for assistance.

The Credit Limit Recommendation (CLR) is intended to serve as a directional benchmark for all businesses within the same line of business or industry, and is not calculated based on any individual business. Thus, the CLR is intended to help guide the credit limit decision, and must be balanced in combination with other elements which reflect the individual company's size, financial strength, payment history, and credit worthiness, all of which can be derived from D&B reports.

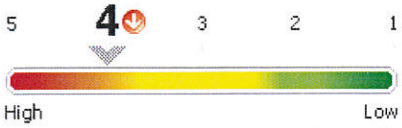
Risk is assessed using D&Bs scoring methodology and is one factor used to create the recommended limits. See Help for details.

Financial Stress Class Summary

The Financial Stress Score predicts the likelihood of a firm ceasing business without paying all creditors in full, or reorganization or obtaining relief from creditors under state/federal law over the next 12 months. Scores were calculated using a statistically valid model derived from D&Bs extensive data files.

The Financial Stress Class of 4 for this company shows that firms with this class had a failure rate of 0.84% (84 per 10,000), which is 1.75 times higher than the average of businesses in D & B's database.

Financial Stress Class :



Moderately higher than average risk of severe financial stress, such as a bankruptcy or going out of business with unpaid debt, over the next 12 months.

Probability of Failure:

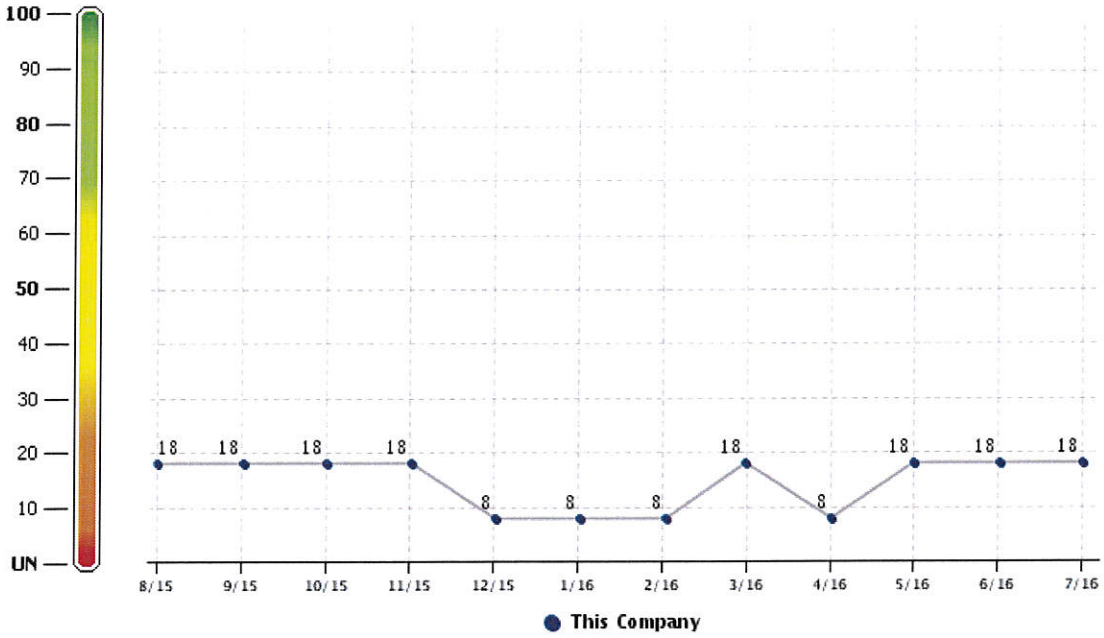
Risk of Severe Financial Stress for Businesses with this Class: **0.84 %** (84 per 10,000)
Financial Stress National Percentile : **18** (Highest Risk: 1; Lowest Risk: 100)
Financial Stress Score : **1410** (Highest Risk: 1,001; Lowest Risk: 1,875)
Average Risk of Severe Financial Stress for Businesses in D&B database: **0.48 %** (48 per 10,000)

The Financial Stress Class of this business is based on the following factors:

Low proportion of satisfactory payment experiences to total payment experiences.
Composite credit appraisal is rated limited.
High proportion of past due balances to total amount owing.

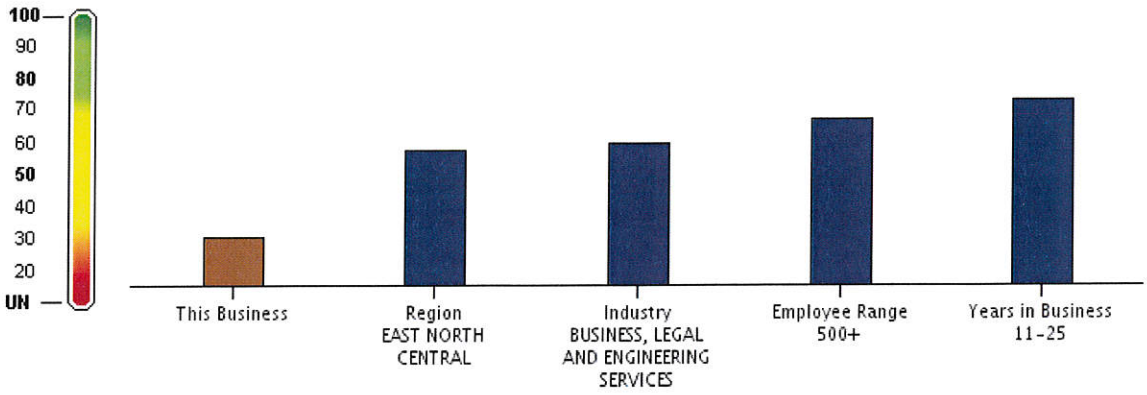
UCC Filings reported.
Evidence of open suits
High proportion of slow payment experiences to total number of payment experiences.

Financial Stress Percentile Trend:



Notes:

The Financial Stress Class indicates that this firm shares some of the same business and financial characteristics of other companies with this classification. It does not mean the firm will necessarily experience financial stress.
The Probability of Failure shows the percentage of firms in a given Class that discontinued operations over the past year with loss to creditors. The Probability of Failure - National Average represents the national failure rate and is provided for comparative purposes.
The Financial Stress National Percentile reflects the relative ranking of a company among all scorable companies in D&Bs file.
The Financial Stress Score offers a more precise measure of the level of risk than the Class and Percentile. It is especially helpful to customers using a scorecard approach to determining overall business performance.



Norms	National %
This Business	18
Region: EAST NORTH CENTRAL	50
Industry: BUSINESS, LEGAL AND ENGINEERING SERVICES	52
Employee range: 500+	61
Years in Business: 11-25	68

This Business has a Financial Stress Percentile that shows:

Higher risk than other companies in the same region.

Higher risk than other companies in the same industry.

Higher risk than other companies in the same employee size range.

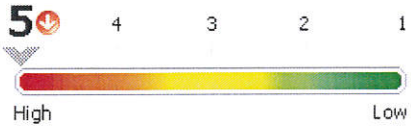
Higher risk than other companies with a comparable number of years in business.

Credit Score Summary

The Commercial Credit Score (CCS) predicts the likelihood of a business paying its bills in a severely delinquent manner (91 days or more past terms).

The Credit Score class of 5 for this company shows that 53.1% of firms with this class paid one or more bills severely delinquent, which is 5.21 times higher than the average of businesses in D & B's database.

Credit Score Class :



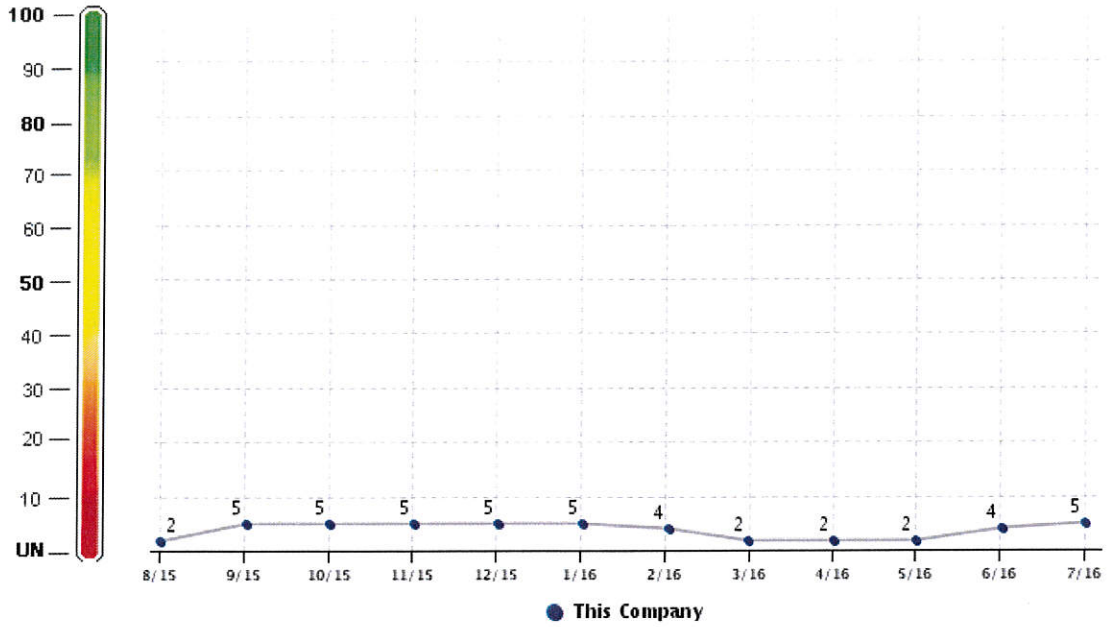
Incidence of Delinquent Payment

Among Companies with this Classification: **53.10 %**
Average compared to businesses in D&Bs database: **10.20 %**
Credit Score Percentile : **5** (Highest Risk: 1; Lowest Risk: 100)
Credit Score : **297** (Highest Risk: 101; Lowest Risk:670)

The Credit Score Class of this business is based on the following factors:

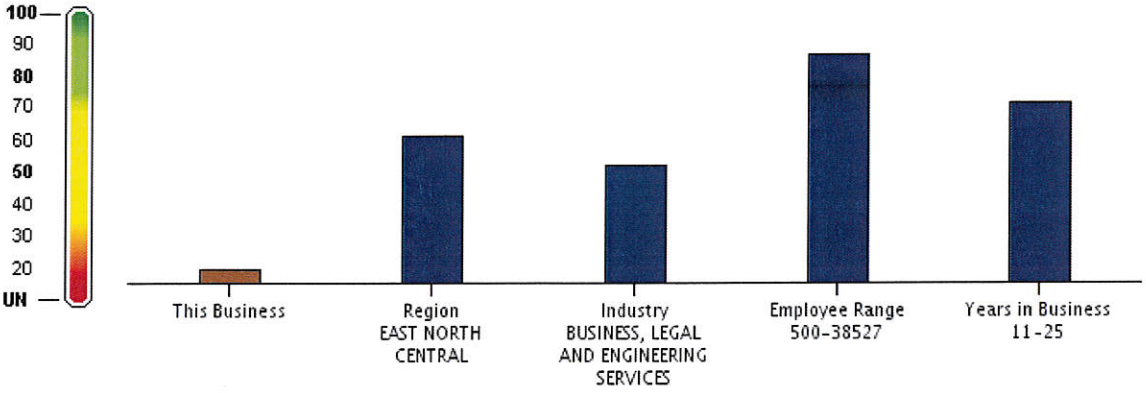
Evidence of negative trade
Vendor payment commentary
Recent amount past due
Proportion of slow payment experiences to total number of payment experiences reported
Payment information indicates negative payment comments
Proportion of satisfactory balances to total payment balances reported

Credit Score Class Percentile Trend:



Notes:

The Commercial Credit Score Risk Class indicates that this firm shares some of the same business and financial characteristics of other companies with this classification. It does not mean the firm will necessarily experience severe delinquency.
The Incidence of Delinquent Payment is the percentage of companies with this classification that were reported 91 days past due or more by creditors. The calculation of this value is based on D&B's trade payment database.
The Commercial Credit Score percentile reflects the relative ranking of a firm among all scorable companies in D&B's file.
The Commercial Credit Score offers a more precise measure of the level of risk than the Risk Class and Percentile. It is especially helpful to customers using a scorecard approach to determining overall business performance.



Norms	National %
This Business	5
Region: EAST NORTH CENTRAL	54
Industry: BUSINESS, LEGAL AND ENGINEERING SERVICES	43
Employee range: 500-38527	84
Years in Business: 11-25	66

This business has a Credit Score Percentile that shows:

Higher risk than other companies in the same region.

Higher risk than other companies in the same industry.

Higher risk than other companies in the same employee size range.

Higher risk than other companies with a comparable number of years in business.

Trade Payments

Currency: Shown in USD unless otherwise indicated

D&B PAYDEX®

The D&B PAYDEX is a unique, weighted indicator of payment performance based on payment experiences as reported to D&B by trade references.
Learn more about the D&B PAYDEX

Timeliness of historical payments for this company.

Current PAYDEX is	**49**	Equal to 33 days beyond terms (Pays more slowly than the average for its industry of 6 days beyond terms)
Industry Median is	**76**	Equal to 6 days beyond terms
Payment Trend currently is		Unchanged, compared to payments three months ago

Indications of slowness can be the result of dispute over merchandise, skipped invoices etc. Accounts are sometimes placed for collection even though the existence or amount of the debt is disputed.

Total payment Experiences in D&Bs File (HQ)	187
Payments Within Terms (not weighted)	57 %
Trade Experiences with Slow or Negative Payments(%)	45.45%
Total Placed For Collection	1
High Credit Average	14,098
Largest High Credit	500,000
Highest Now Owing	250,000
Highest Past Due	200,000

D&B PAYDEX



High risk of late payment (Average 30 to 120 days beyond terms)
Medium risk of late payment (Average 30 days or less beyond terms)
Low risk of late payment (Average prompt to 30+ days sooner)
When weighted by amount, payments to suppliers average 33 days beyond terms

3-Month D&B PAYDEX



High risk of late payment (Average 30 to 120 days beyond terms)
Medium risk of late payment (Average 30 days or less beyond terms)
Low risk of late payment (Average prompt to 30+ days sooner)
Based on payments collected over last 3 months.

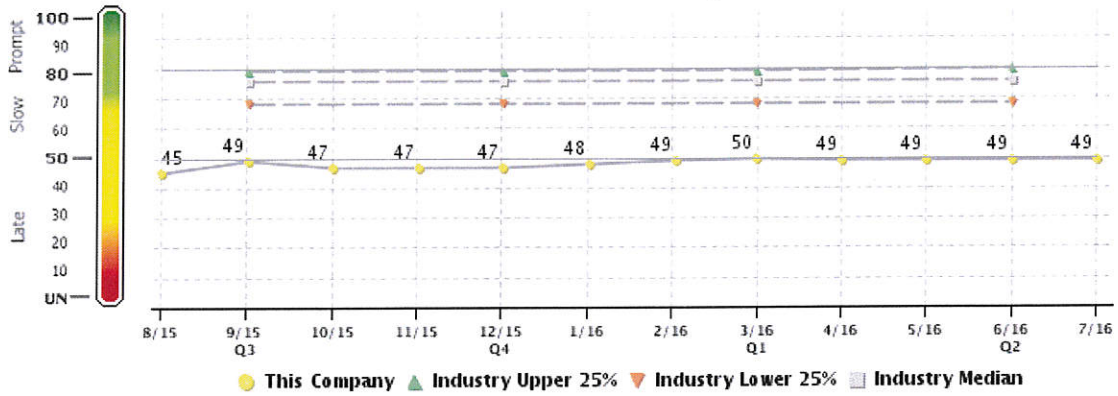
When weighted by amount, payments to suppliers average 48 days beyond terms

D&B PAYDEX® Comparison

Current Year

PAYDEX® of this Business compared to the Primary Industry from each of the last four quarters. The Primary Industry is Management services, automotive repair, management consulting services , based on SIC code 8741 .

Shows the trend in D&B PAYDEX scoring over the past 12 months.

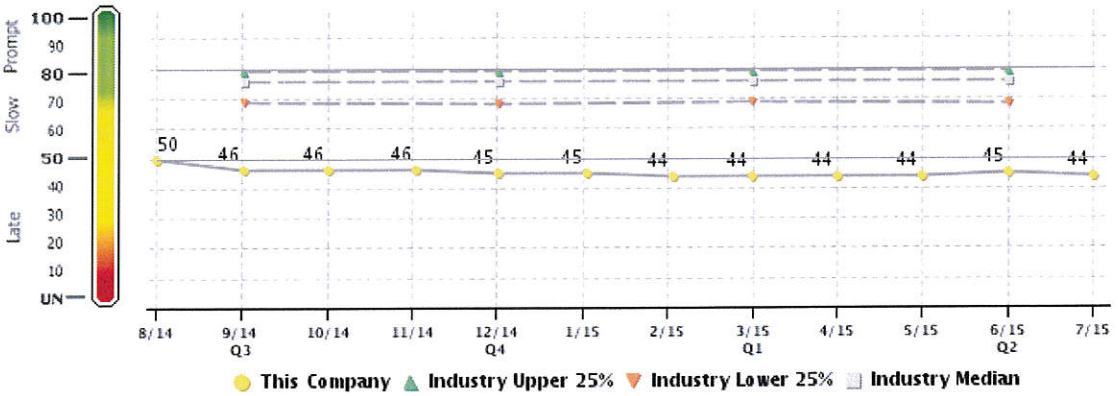


	8/15	9/15	10/15	11/15	12/15	1/16	2/16	3/16	4/16	5/16	6/16	7/16
This Business	45	49	47	47	47	48	49	50	49	49	49	49
Industry Quartiles												
Upper	.	79	.	.	79	.	.	79	.	.	80	.
Median	.	76	.	.	76	.	.	76	.	.	76	.
Lower	.	68	.	.	68	.	.	68	.	.	68	.

Current PAYDEX for this Business is 49 , or equal to 33 days beyond terms
The 12-month high is 50 , or equal to 30 DAYS BEYOND terms
The 12-month low is 45 , or equal to 45 DAYS BEYOND terms

Previous Year

Shows PAYDEX of this Business compared to the Primary Industry from each of the last four quarters. The Primary Industry is Management services, automotive repair, management consulting services , based on SIC code 8741 .



Previous Year	09/14 Q3'14	12/14 Q4'14	03/15 Q1'15	06/15 Q2'15
This Business	46	45	44	45
Industry Quartiles				
Upper	79	79	79	79
Median	76	76	76	76
Lower	69	68	69	68

Based on payments collected over the last 4 quarters.

Current PAYDEX for this Business is 49 , or equal to 33 days beyond terms
The present industry median Score is 76 , or equal to 6 days beyond terms
Industry upper quartile represents the performance of the payers in the 75th percentile
Industry lower quartile represents the performance of the payers in the 25th percentile

Payment Habits

For all payment experiences within a given amount of credit extended, shows the percent that this Business paid within terms. Provides number of experiences to calculate the percentage, and the total credit value of the credit extended.

$ Credit Extended	# Payment Experiences	Total Amount	% of Payments Within Terms
Over 100,000	5	1,050,000	26%
50,000-100,000	2	160,000	28%
15,000-49,999	21	450,000	55%
5,000-14,999	21	155,000	63%
1,000-4,999	35	69,500	61%
Under 1,000	51	18,800	53%



Based on payments collected over last 24 months.

All Payment experiences reflect how bills are paid in relation to the terms granted. In some instances, payment beyond terms can be the result of disputes over merchandise, skipped invoices etc.

Payment Summary

There are 187 payment experience(s) in D&Bs file for the most recent 24 months, with 111 experience(s) reported during the last three month period.

The highest Now Owes on file is 250,000 . The highest Past Due on file is 200,000

Below is an overview of the companys currency-weighted payments, segmented by its suppliers primary industries:

	Total Revd (#)	Total Amts	Largest High Credit Within Terms (%)	Days Slow <31 (%)	31-60 (%)	61-90	90>
Top Industries							
Public finance	10	38,550	10,000	100	0	0	0	0
Whol industrial equip	9	640,050	250,000	54	0	21	2	23
Misc business credit	9	17,750	10,000	93	0	4	3	0
Nonclassified	9	19,650	5,000	73	14	13	0	0
Ret auto supplies	8	82,800	20,000	86	5	9	0	0
Accounting services	5	142,500	70,000	9	66	25	0	0
Depository bank svcs	5	50,250	30,000	50	0	15	35	0
Whol auto parts	5	26,000	10,000	28	10	5	0	57
Whol chemicals	5	5,350	2,500	59	7	0	0	34
Whol petroleum prdts	5	2,800	1,000	53	28	1	0	18
Mfg tires/inner tubes	4	642,500	500,000	9	8	3	0	80
Telephone communictns	4	13,300	7,500	59	22	19	0	0
Electric services	4	3,500	2,500	100	0	0	0	0
Industrial launderer	3	27,600	20,000	36	14	36	0	14
Misc equipment rental	3	1,000	500	37	25	13	25	0
Whol transport equip	2	16,000	15,000	47	0	6	47	0
Operative builders	2	10,750	10,000	50	3	0	0	47
Mfg industrial valves	2	6,000	5,000	0	100	0	0	0

General auto repair	2	5,000	2,500	75	0	0	0	25
Short-trm busn credit	2	3,000	2,500	58	0	42	0	0
Help supply service	2	3,500	2,500	71	0	29	0	0
Whol industrial suppl	2	600	500	17	0	83	0	0
Newspaper-print/publ	2	500	500	100	0	0	0	0
Detective/guard svcs	1	25,000	25,000	50	50	0	0	0
Prepackaged software	1	20,000	20,000	50	50	0	0	0
Whol const/mine equip	1	15,000	15,000	100	0	0	0	0
Employment agency	1	15,000	15,000	100	0	0	0	0
Yarn spinning mill	1	15,000	15,000	50	50	0	0	0
Ret misc merchandise	1	15,000	15,000	50	50	0	0	0
Ret fuel oil dealer	1	7,500	7,500	50	0	50	0	0
Oil/gas field service	1	5,000	5,000	100	0	0	0	0
Paper mill	1	5,000	5,000	0	0	0	100	0
Whol office supplies	1	2,500	2,500	50	0	0	0	50
Mfg glass products	1	2,500	2,500	0	0	0	0	100
Whol service paper	1	2,500	2,500	50	50	0	0	0
Security broker/deal	1	2,500	2,500	0	0	0	100	0
Petroleum terminal	1	2,500	2,500	100	0	0	0	0
Whol heating/ac equip	1	1,000	1,000	100	0	0	0	0
Truck rental/leasing	1	1,000	1,000	0	0	100	0	0
Business consulting	1	750	750	100	0	0	0	0
Whol general grocery	1	750	750	0	50	50	0	0
Misc business service	1	750	750	0	0	0	0	100
Trucking non-local	1	500	500	50	50	0	0	0
Investment advice	1	500	500	0	100	0	0	0
Gas production/distrb	1	500	500	100	0	0	0	0
Whol furniture	1	500	500	100	0	0	0	0
Mfg public bldg furn	1	500	500	100	0	0	0	0
Books-print/publish	1	500	500	50	50	0	0	0
Mfg photograph equip	1	500	500	0	50	0	50	0
State commercial bank	1	500	500	50	50	0	0	0
Mfg calculating eqpt	1	250	250	0	0	0	0	100
Coating/engrave svcs	1	250	250	100	0	0	0	0
Whol tires/tubes	1	250	250	0	100	0	0	0
Ret stationery	1	100	100	100	0	0	0	0
Data processing svcs	1	100	100	100	0	0	0	0
Lithographic printing	1	100	100	100	0	0	0	0
Mfg car parts	1	50	50	100	0	0	0	0
Other payment categories								
Cash experiences	40	8,600	2,500					
Payment record unknown	5	1,150	750					
Unfavorable comments	3	5,750	2,500					
Placed for collections	1	N/A	0					
Total in D&B's file	187	1,918,800	500,000					

Accounts are sometimes placed for collection even though the existence or amount of the debt is disputed.

Indications of slowness can be result of dispute over merchandise, skipped invoices etc.

Detailed payment history for this company

Date Reported (mm/yy)	Paying Record	High Credit	Now Owes	Past Due	Selling Terms	Last Sale Within (month)
07/16	Ppt-Slow 30	15,000	15,000	2,500		1 mo
06/16	Disc	1,000	0	0		6-12 mos
	Disc-Ppt	7,500	2,500	0		1 mo
	Ppt		250	0		1 mo
	Ppt		0	0		6-12 mos
	Ppt	20,000	20,000	0		1 mo
	Ppt	15,000	10,000	0		1 mo
	Ppt	15,000	10,000	0		1 mo
	Ppt	15,000	0	0	N30	4-5 mos
	Ppt	5,000	0	0		1 mo
	Ppt	5,000	1,000	1,000		1 mo
	Ppt	2,500	0	0		1 mo
	Ppt	2,500				1 mo
	Ppt	2,500	1,000	0		1 mo
	Ppt	2,500	2,500	0		1 mo
	Ppt	2,500	2,500	0	Lease Agreemnt	1 mo
	Ppt	1,000	0	0		6-12 mos
	Ppt	1,000	1,000	0		1 mo
	Ppt	1,000	100	0		1 mo
	Ppt	500	250	0		1 mo
	Ppt	500	0	0		1 mo
	Ppt	250	0	0		6-12 mos
	Ppt	100	0	0	N30	6-12 mos
	Ppt	100	100	0		1 mo
	Ppt	50	0	0	2 30 N45	6-12 mos
	Ppt-Slow 30	100,000	45,000	100		1 mo
	Ppt-Slow 30	7,500	7,500	2,500		1 mo
	Ppt-Slow 30	2,500	2,500	1,000		1 mo
	Ppt-Slow 30	2,500	1,000	0		1 mo
	Ppt-Slow 30	750	0	0		1 mo
	Ppt-Slow 30	500	250	0		1 mo
	Ppt-Slow 30	500	0	0		6-12 mos
	Ppt-Slow 60	20,000	7,500	2,500		1 mo
	Ppt-Slow 60	20,000	0	0		1 mo
	Ppt-Slow 60	15,000	0	0		6-12 mos
	Ppt-Slow 60	2,500	2,500	0		1 mo
	Ppt-Slow 60	100	100	50		1 mo
	Ppt-Slow 90	25,000	10,000	0		1 mo
	Ppt-Slow 90	50	0	0	PROX	6-12 mos
	Ppt-Slow 90+	2,500	0	0		1 mo
	Ppt-Slow 120	10,000	2,500	0		1 mo
	Ppt-Slow 120	10,000	0	0		1 mo
	Ppt-Slow 120	250	0	0	N30	6-12 mos
	Ppt-Slow 180	2,500	500	100		1 mo
	Ppt-Slow 180	100	50	0		1 mo
	Slow 5	1,000	250	250		1 mo
	Slow 10	5,000	2,500	1,000	N30	1 mo
	Slow 30	500	500	500		1 mo
	Slow 30-60	2,500	2,500	1,000		1 mo
	Slow 60	1,000	0	0	N30	6-12 mos
	Slow 30-60	750	250	0		1 mo

	Slow 60	500	0	0		4-5 mos
	Slow 30-90	500	100	100		1 mo
	Slow 90+	10,000	250	250		2-3 mos
	Slow 30-90+	7,500	7,500	5,000		1 mo
	Slow 90+	2,500	2,500	1,000	N30	1 mo
	Slow 120	250	0	0		6-12 mos
	Slow 30-180	750	100	50		1 mo
	(059) Unsatisfactory .	750	750	0		1 mo
05/16	Ppt	500	100	0	Lease Agreemnt	1 mo
	Ppt	500	0	0		1 mo
	Ppt	250	250	0		1 mo
	Ppt	250	250	0	N60	1 mo
	Slow 30	20,000	0	0		6-12 mos
04/16	Ppt	2,500	0	0		6-12 mos
	Ppt	500	0	0	N30	6-12 mos
	Ppt	250	0	0		6-12 mos
03/16	Ppt	100	100	0		1 mo
12/15	Ppt	100				1 mo
11/15	Ppt	50	0	0		1 mo
09/15	Ppt	1,000				1 mo
	Ppt	50				1 mo
	(073) Cash own option .	100			Cash account	1 mo
	(074) Cash own option .	100			Cash account	1 mo
	(075) Cash own option .	100			Cash account	1 mo
	(076) Cash own option .	100			Cash account	1 mo
08/15	Ppt	500	0	0		6-12 mos
	Ppt-Slow 120	100,000	100,000	55,000		1 mo
07/15	Ppt	2,500				1 mo
06/15	Ppt	2,500				1 mo

Payments Detail Key: 30 or more days beyond terms

Payment experiences reflect how bills are paid in relation to the terms granted. In some instances payment beyond terms can be the result of disputes over merchandise, skipped invoices, etc. Each experience shown is from a separate supplier. Updated trade experiences replace those previously reported.

Public Filings

Currency: Shown in USD unless otherwise indicated

Summary

The following data includes both open and closed filings found in D&B's database on this company.

Record Type	# of Records	Most Recent Filing Date
Bankruptcy Proceedings	0	-
Judgments	8	01/06/14
Liens	2	12/26/13
Suits	48	06/22/16
UCCs	25	04/21/16

The following Public Filing data is for information purposes only and is not the official record. Certified copies can only be obtained from the official source.

Judgments

Status	**Unsatisfied**
DOCKET NO.	201200903340
Judgment type	Judgment
In favor of	YANSANE, MARIAME, PHILADELPHIA, PA
Where filed	PHILADELPHIA COUNTY COMMON PLEAS COURT, PHILADELPHIA, PA
Date status attained	01/06/14
Date entered	01/06/14
Latest Info Received	01/24/14

Status	**Unsatisfied**
DOCKET NO.	201201003561
Judgment type	Judgment
In favor of	JONES, DAWN, PHILADELPHIA, PA
Where filed	PHILADELPHIA COUNTY COMMON PLEAS COURT, PHILADELPHIA, PA
Date status attained	05/13/13
Date entered	05/13/13
Latest Info Received	05/25/13

Status	**Unsatisfied**
CASE NO.	201083468
Judgment type	Judgment
In favor of	TURNER, MICHAEL
Where filed	HARRIS COUNTY CIVIL DISTRICT COURT, HOUSTON, TX
Date status attained	06/07/12
Date entered	06/07/12
Latest Info Received	06/11/12

Status	**Unsatisfied**
DOCKET NO.	201100602529
Judgment type	Judgment
In favor of	OLSEN, BERNADETTE, PHILADELPHIA, PA
Where filed	PHILADELPHIA COUNTY COMMON PLEAS COURT, PHILADELPHIA, PA
Date status attained	04/30/12
Date entered	04/30/12
Latest Info Received	05/25/12

Status	**Unsatisfied**
DOCKET NO.	201100602545
Judgment type	Judgment
In favor of	OLSEN, CHARLES, PHILADELPHIA, PA
Where filed	PHILADELPHIA COUNTY COMMON PLEAS COURT, PHILADELPHIA, PA
Date status attained	04/30/12
Date entered	04/30/12

Latest Info Received	05/25/12

Status	**Unsatisfied**
CASE NO.	11AC-TJ01259
Judgment type	Foreign judgment
Against	FIRST TRANSIT, INC.
In favor of	LABOR AND INDUSTRIAL RELATIONS, JEFFERSON CITY, MO
Where filed	COLE COUNTY CIRCUIT COURT, JEFFERSON CITY, MO
Date status attained	07/01/11
Date entered	07/01/11
Latest Info Received	03/07/12

Status	**Unsatisfied**
CASE NO.	05M11259
Judgment type	Judgment
In favor of	TSOLAKYAN, AVETIK
Where filed	LOS ANGELES COUNTY SMALL CLAIMS COURT/LOS ANGELES, LOS ANGELES, CA
Date status attained	10/26/05
Date entered	10/26/05
Latest Info Received	05/17/11

Status	**Unsatisfied**
CASE NO.	04S04510
Judgment type	Judgment
In favor of	KELLEY, LESLIE R/O D
Where filed	LOS ANGELES COUNTY SMALL CLAIMS COURT/TORRANCE, TORRANCE, CA
Date status attained	03/30/05
Date entered	03/30/05
Latest Info Received	05/17/11

Liens

A lien holder can file the same lien in more than one filing location. The appearance of multiple liens filed by the same lien holder against a debtor may be indicative of such an occurrence.

Amount	**888**
Status	**Open**
CASE NO.	J13001827519
Type	Judgment lien
Filed By	STATE OF FLORIDA0001715
Against	FIRST TRANSIT INC
Where Filed	SECRETARY OF STATE/UCC DIVISION, TALLAHASSEE, FL
Date Status Attained	12/26/13
Date Filed	12/26/13
Latest Info Received	09/01/14

Amount	**1,931**
Status	**Open**
DOCKET NO.	201300023652

Type	State Tax
Filed By	COMMONWEALTH OF PA DEPARTMENT OF REVENUE, HARRISBURG, PA
Against	FIRST TRANSIT INC.
Where Filed	ALLEGHENY COUNTY PROTHONOTARY, PITTSBURGH, PA
Date Status Attained	12/18/13
Date Filed	12/18/13
Latest Info Received	12/20/13

Suits

Suit Amount	**99,557**
Status	**Pending**
CASE NO.	16CV19705
Plaintiff	LISA MCADAMS
Defendant	FIRST TRANSIT INC. AND OTHERS
Cause	Personal injury - non-death
Where filed	WASHINGTON COUNTY CIRCUIT COURT, HILLSBORO, OR
Date status attained	06/22/16
Date filed	06/22/16
Latest Info Received	07/05/16

Status	**Pending**
DOCKET NO.	201600503475
Plaintiff	SWINT, STARR, PHILADELPHIA, PA
Defendant	FIRST TRANSIT, INC. AND OTHERS
Cause	Negligence
Where filed	PHILADELPHIA COUNTY COMMON PLEAS COURT, PHILADELPHIA, PA
Date status attained	05/27/16
Date filed	05/27/16
Latest Info Received	06/03/16

Suit Amount	**15,000**
Status	**Pending**
DOCKET NO.	201600008114-001
Plaintiff	BANGURA, RAKIATU, BALTIMORE, MD
Defendant	FIRST TRANSIT, INC
Cause	TORT
Where filed	PRINCE GEORGES COUNTY DISTRICT COURT, UPPER MARLBORO, MD
Date status attained	04/04/16
Date filed	04/04/16
Latest Info Received	04/15/16

Suit Amount	**15,000**
Status	**Pending**
DOCKET NO.	201600013764-001
Plaintiff	BANGURA, RAKIATU, BALTIMORE, MD
Defendant	FIRST TRANSIT, INC
Cause	TORT
Where filed	BALTIMORE CITY DISTRICT COURT, BALTIMORE, MD

Date status attained	04/04/16
Date filed	04/04/16
Latest Info Received	06/17/16

Status	**Pending**
DOCKET NO.	201501100155
Plaintiff	BELL, LAMONT, PHILADELPHIA, PA
Defendant	FIRST TRANSIT, INC.
Cause	Negligence
Where filed	PHILADELPHIA COUNTY COMMON PLEAS COURT, PHILADELPHIA, PA

Date status attained	11/02/15
Date filed	11/02/15
Latest Info Received	11/06/15

Status	**Pending**
CASE NO.	201557298
Plaintiff	MILLARD, SYDNEY
Defendant	FIRST TRANSIT, HOUSTON, TX AND OTHERS
Cause	MOTOR VEHICLE ACCIDENT
Where filed	HARRIS COUNTY CIVIL DISTRICT COURT, HOUSTON, TX

Date status attained	09/25/15
Date filed	09/25/15
Latest Info Received	09/28/15

Status	**Pending**
DOCKET NO.	201500602198
Plaintiff	PODOLSKI, MARIANNE, BRIGANTINE, NJ
Defendant	FIRST TRANSIT, INC., COLLINGDALE, PA AND OTHERS
Cause	Negligence
Where filed	PHILADELPHIA COUNTY COMMON PLEAS COURT, PHILADELPHIA, PA

Date status attained	06/16/15
Date filed	06/16/15
Latest Info Received	06/19/15

Status	**Pending**
DOCKET NO.	15CV004828
Plaintiff	WHITE, DONTE L.
Defendant	FIRST TRANSIT INC. AND OTHERS
Where filed	FRANKLIN COUNTY COMMON PLEAS COURT, COLUMBUS, OH

Date status attained	06/08/15
Date filed	06/08/15
Latest Info Received	07/02/15

Status	**Pending**
DOCKET NO.	15CI01933
Plaintiff	JAMES MOORE

Defendant	FIRST TRANSIT INC AND OTHERS
Where filed	JEFFERSON COUNTY CIRCUIT COURT, LOUISVILLE, KY
Date status attained	04/23/15
Date filed	04/23/15
Latest Info Received	05/15/15

Status	**Pending**
CASE NO.	15AE-CV01116
Plaintiff	MORALES , JEOSADEC, KANSAS CITY, MO
Defendant	FIRST TRANSIT, INC., KANSAS CITY, MO AND OTHERS
Cause	Discrimination
Where filed	PLATTE COUNTY CIRCUIT COURT, PLATTE CITY, MO
Date status attained	04/22/15
Date filed	04/22/15
Latest Info Received	05/25/16

If it is indicated that there are defendants other than the report subject, the lawsuit may be an action to clear title to property and does not necessarily imply a claim for money against the subject.

UCC Filings

Collateral	Leased Inventory including proceeds and products - Leased Assets including proceeds and products - Chattel paper including proceeds and products - General intangibles(s) including proceeds and products - and OTHERS
Type	Original
Sec. Party	REGIONS EQUIPMENT FINANCE CORPORATION, BIRMINGHAM, AL
Debtor	FIRST TRANSIT, INC.
Filing No.	2012 1643743
Filed With	SECRETARY OF STATE/UCC DIVISION, DOVER, DE
Date Filed	2012-04-27
Latest Info Received	05/16/12

Collateral	Leased Inventory including proceeds and products - Leased Equipment including proceeds and products
Type	Original
Sec. Party	BRIDGESTONE FIRESTONE NORTH AMERICAN TIRE, LLC, NASHVILLE, TN
Debtor	FIRST TRANSIT, INC., HORSEHEADS, NY and OTHERS
Filing No.	2008 3322615
Filed With	SECRETARY OF STATE/UCC DIVISION, DOVER, DE
Date Filed	2008-10-01
Latest Info Received	10/30/08

Collateral	Leased Inventory including proceeds and products - Leased Equipment including proceeds and products
Type	Original
Sec. Party	BRIDGESTONE FIRESTONE NORTH AMERICAN TIRE, LLC, NASHVILLE, TN
Debtor	FIRST TRANSIT, INC., HORSEHEADS, NY and OTHERS
Filing No.	0810018392399
Filed With	SECRETARY OF STATE/UCC DIVISION, ALBANY, NY

Date Filed	2008-10-01
Latest Info Received	10/07/08

Collateral	Account(s) and proceeds - Vehicles and proceeds - Equipment and proceeds - Chattel paper and proceeds - Contract rights and proceeds
Type	Original
Sec. Party	REGIONS EQUIPMENT FINANCE CORPORATION, BIRMINGHAM, AL
Debtor	FIRST TRANSIT, INC.
Filing No.	2013 2478338
Filed With	SECRETARY OF STATE/UCC DIVISION, DOVER, DE
Date Filed	2013-06-27
Latest Info Received	07/19/13

Collateral	Account(s) and proceeds - Chattel paper and proceeds - Contract rights and proceeds - Leased Equipment and proceeds
Type	Original
Sec. Party	REGIONS EQUIPMENT FINANCE CORPORATION, BIRMINGHAM, AL
Debtor	FIRST TRANSIT, INC.
Filing No.	2013 2292978
Filed With	SECRETARY OF STATE/UCC DIVISION, DOVER, DE
Date Filed	2013-06-14
Latest Info Received	07/09/13

Collateral	Vehicles and proceeds - Contract rights and proceeds - General intangibles(s) and proceeds - Chattel paper and proceeds
Type	Original
Sec. Party	THE HUNTINGTON NATIONAL BANK EQUIPMENT FINANCE DIVISION, CINCINNATI, OH
Debtor	FIRST TRANSIT, INC.
Filing No.	2012 4705713
Filed With	SECRETARY OF STATE/UCC DIVISION, DOVER, DE
Date Filed	2012-12-05
Latest Info Received	01/03/13

Collateral	General intangibles(s) and proceeds - Chattel paper and proceeds - Leased Computer equipment and proceeds - Leased Equipment and proceeds
Type	Original
Sec. Party	PNC EQUIPMENT FINANCE, CINCINNATI, OH
Debtor	FIRST TRANSIT, INC.
Filing No.	2010 0000012
Filed With	SECRETARY OF STATE/UCC DIVISION, DOVER, DE
Date Filed	2010-01-01
Latest Info Received	09/10/10

Type	Continuation
Sec. Party	PNC EQUIPMENT FINANCE, CINCINNATI, OH
Debtor	FIRST TRANSIT, INC.
Filing No.	2014 5177936
Filed With	SECRETARY OF STATE/UCC DIVISION, DOVER, DE
Date Filed	2014-12-19
Latest Info Received	02/17/15
Original UCC Filed Date	2010-01-01
Original Filing No.	2010 0000012

Collateral	Equipment
Type	Original
Sec. Party	CITIZENS COMMUNITY BANK, HAHIRA, GA
Debtor	LACKEY, DARYL SEAN, HAHIRA, GA
Filing No.	09215001287
Filed With	LOWNDES COUNTY SUPERIOR COURT CLERKS OFFICE, VALDOSTA, GA
Date Filed	2015-08-05
Latest Info Received	09/25/15

Collateral	Equipment - Vehicles
Type	Original
Sec. Party	COMMUNITY BANK, N.A., OLEAN, NY
Debtor	PEBLER, LINDA M., COXSACKIE, NY
Filing No.	1507235813445
Filed With	SECRETARY OF STATE/UCC DIVISION, ALBANY, NY
Date Filed	2015-07-23
Latest Info Received	07/31/15

Collateral	Leased Vehicles
Type	Original
Sec. Party	RBS ASSET FINANCE, INC., WARWICK, RI
Debtor	FIRST TRANSIT, INC.
Filing No.	2010 1725369
Filed With	SECRETARY OF STATE/UCC DIVISION, DOVER, DE
Date Filed	2010-05-18
Latest Info Received	06/18/10

Collateral	Vehicles
Type	Assignment
Sec. Party	PNC EQUIPMENT FINANCE, LLC, PITTSBURGH, PA RBS ASSET FINANCE, INC., WARWICK, RI
Debtor	FIRST TRANSIT, INC.
Filing No.	2010 3304213
Filed With	SECRETARY OF STATE/UCC DIVISION, DOVER, DE

Date Filed	2010-09-17
Latest Info Received	10/14/10
Original UCC Filed Date	2010-05-18
Original Filing No.	2010 1725369

Type	Continuation
Sec. Party	RBS ASSET FINANCE, INC., WARWICK, RI
Debtor	FIRST TRANSIT, INC.
Filing No.	2015 1868024
Filed With	SECRETARY OF STATE/UCC DIVISION, DOVER, DE

Date Filed	2015-05-01
Latest Info Received	06/23/15
Original UCC Filed Date	2010-05-18
Original Filing No.	2010 1725369

There may be additional suits, liens, or judgments in D&B's file on this company available in the U.S. Public Records Database, also covered under your PPP for D&Bi contract. If you would like more information on this database, please contact the Customer Resource Center at 1-800-234-3867.

History & Operations

Currency: Shown in USD unless otherwise indicated

Company Overview

Company Name:	FIRST TRANSIT, INC.
Doing Business As :	(SUBSIDIARY OF FIRSTGROUP AMERICA, INC., CINCINNATI, OH)
Street Address:	600 Vine St Ste 1400 Cincinnati , OH 45202
Phone:	513 241-2200
URL:	http://www.firsttransit.com
History	Is clear
Present management control	17 years

History

The following information was reported: **04/19/2016**

Officer(s):	BRAD THOMAS, PRES CHRISTIAN GARTNER, TREAS JIM TIPPEN, CFO
DIRECTOR(S) :	THE OFFICER(S)

The Delaware Secretary of State's business registrations file showed that First Transit, Inc. was registered as a Corporation on September 19, 1969.

Business started 1969. Present control succeeded 1999. 100% of capital stock is owned by the parent company.

RECENT EVENTS :

On December 16, 2013, sources stated that First Transit Inc., Cincinnati, OH, announced on October 18, 2013, that it plans to lay off 138 workers in Jacksonville, FL. First Transit Inc. has filed a worker adjustment and restraining notice with the state to eliminate the jobs by December 31, 2013. Further details are unavailable.

BRAD THOMAS. He served as a senior vice president for First Transit.

CHRISTIAN GARTNER. Antecedents not available.

JIM TIPPEN. Antecedents not available.

Business Registration

CORPORATE AND BUSINESS REGISTRATIONS PROVIDED BY MANAGEMENT OR OTHER SOURCE

Registered Name:	First Transit, Inc.
Business type:	CORPORATION
Corporation type:	PROFIT
Date incorporated:	Sep 19 1969
State of incorporation:	DELAWARE
Filing date:	Sep 19 1969
Status:	ACTIVE
Where filed:	SECRETARY OF STATE/CORPORATIONS DIVISION , DOVER , DE

Operations

04/19/2016

Description:	Subsidiary of FIRSTGROUP AMERICA, INC., CINCINNATI, OH started 1993 which operates as a truck leasing and rental service. Parent company owns 100% of capital stock. Parent company has no other subsidiary(ies). Intercompany relations: Confined to service agreements settled on monthly terms and some unsecured intercompany loans, as reported by management. As noted, this company is a subsidiary of FirstGroup America, Inc, DUNS number 175905488, and reference is made to that report for background information on the parent company and its management. Provides management services (75%). Operates an automotive repair shop (23%). Provides management consulting services, specializing in transportation (2%). Additional phone no: 866 244-6383. Has 200 account(s). Terms are Net 30 days. Sells to government. Territory : United States. Nonseasonal.
Employees:	15,500 which includes officer(s) and 500 part-time. 300 employed here.
Facilities:	Rents 15,000 sq. ft. in a multi story building.
Location:	Central business section on well traveled street. This address is believed to be a mail-drop location including a commercial mail receiving agency (CMRA) address.
Branches:	This business has multiple branches, detailed branch/division information is available in Dun & Bradstreet's linkage or family tree products.
Subsidiaries:	This business has multiple subsidiaries, detailed subsidiary information is available in D & B's linkage or family tree products.

SIC & NAICS

SIC:

Based on information in our file, D&B has assigned this company an extended 8-digit SIC. D&B's use of 8-digit SICs enables us to be more specific about a company's operations than if we use the standard 4-digit code.

The 4-digit SIC numbers link to the description on the Occupational Safety & Health Administration (OSHA) Web site. Links open in a new browser window.

8741 0000 Management services

7539 0000 Automotive repair shops, nec

8742 0410 Transportation consultant

NAICS:

561110 Office Administrative Services

811118 Other Automotive Mechanical and Electrical Repair and Maintenance

541614 Process, Physical Distribution, and Logistics Consulting Services

Banking

BANK : Star Bank, Star Bank Center, Cincinnati, OH.

Financials

Company Financials: D&B

Additional Financial Data

The name and address of this business have been confirmed by D & B using available sources.

Request Financial Statements

Requested financials are provided byFIRST TRANSIT, INC.and are not DUNSRight certified.

Key Business Ratios

D & B has been unable to obtain sufficient financial information from this company to calculate business ratios. Our check of additional outside sources also found no information available on its financial performance.

To help you in this instance, ratios for other firms in the same industry are provided below to support your analysis of this business.

Based on this Number of Establishments 14

	Industry Norms Based On 14 Establishments		
	This Business	Industry Median	Industry Quartile
Profitability			
Return on Sales %	UN	1.2	UN
Return on Net Worth %	UN	9.4	UN
Short-Term Solvency			
Current Ratio	UN	1.5	UN
Quick Ratio	UN	1.1	UN
Efficiency			
Assets to Sales %	UN	58.6	UN
Sales / Net Working Capital	UN	10.9	UN
Utilization			
Total Liabilities / Net Worth (%)	UN	149.8	UN

UN = Unavailable

Notes

Notes

Date/Time Created	Author	Visible To
07/20/2016 11:04 AM EDT	Mark Pearson	Everyone

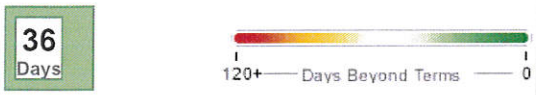
RFP Requirement.

Detailed Trade Risk Insight™

Detailed Trade Risk Insight provides detailed updates on over 1.5 billion commercial trade experiences collected from more than 260 million unique supplier/purchaser relationships.

Days Beyond Terms - Past 3 & 12 Months

3 months from May 16 to Jul 16



Dollar-weighted average of **99** payment experiences reported from **34** companies

12 months from Aug 15 to Jul 16

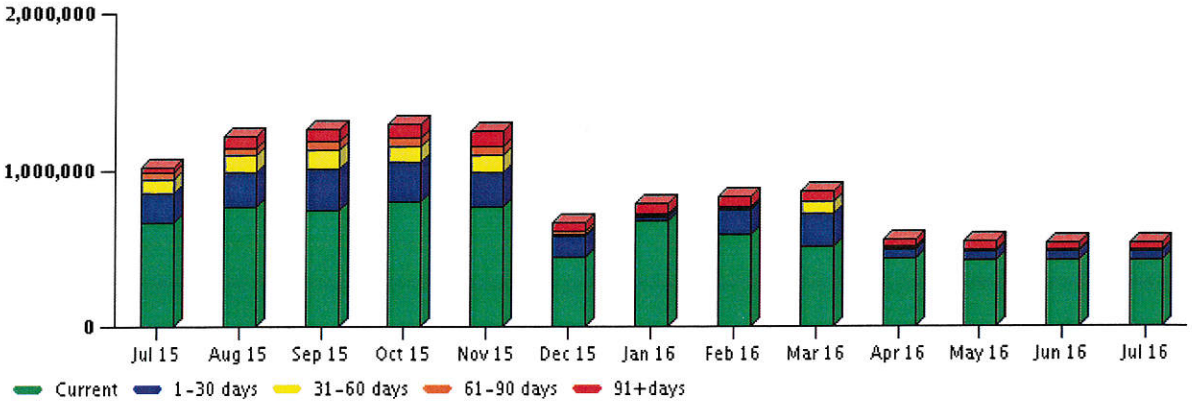


Dollar-weighted average of **145** payment experiences reported from **59** companies

Derogatory Events Last 13 Months from Jul 15 to Jul 16

No Derogatory trade Event has been reported on this company for the past 13 Months

Total Amount Current and Past Due - 13 month trend from Jul 15 to Jul 16



Status	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16
Total	1,020,702	1,213,075	1,257,157	1,291,526	1,245,659	657,627	784,074	827,219	865,422	547,528	537,460	532,412	531,769
Current	663,297	759,455	744,066	791,271	762,404	440,097	674,108	590,814	503,321	431,459	417,889	423,460	423,151
1-30 Days Past Due	188,151	225,144	259,891	253,709	215,537	136,639	23,189	154,183	215,013	56,027	53,875	50,057	50,057
31-60 Days Past Due	87,835	104,287	123,322	104,143	119,354	7,979	13,382	6,799	72,799	11,439	16,874	10,304	9,970
61-90 Days Past Due	43,528	46,874	49,894	53,960	56,708	22,216	6,657	13,650	3,333	7,107	928	1,945	1,945
90+ Days Past Due	37,891	77,315	79,984	88,443	91,656	50,696	66,738	61,773	70,956	41,496	47,894	46,646	46,646

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ATTACHMENT 7

First Transit

DRUG & ALCOHOL POLICY

EFFECTIVE DATE:
August 1, 2001

REVISIONS: All drug and alcohol revisions' will be conducted in accordance with 49 CFR Part 40 and CFR Part 655, as amended.

June 1, 2008	Merged policies from Legacy First Transit and Legacy Laidlaw Transit Services
September 1, 2008	Added revisions to 49 CFR Part 40 which became effective August 25, 2008
February 1, 2009	Policy updated per 49 CFR Part 40 and 49 CFR Part 655
August 31, 2009	Policy updated per 49 CFR Part 40 and 49 CFR Part 655
January 10, 2011	Policy updated per 49 CFR Part 40 and 49 CFR Part 655
March 3, 2011	Policy updated per 49 CFR Part 40 and 49 CFR Part 655

This document sets forth First Transit's policy on alcohol misuse and controlled substance abuse and details First Transit's substance abuse testing program which applies to all First Transit employees who work at the Company's FTA regulated locations.

This policy is based on the DOT requirements set forth in the DOT regulation 49 CFR Part 40 and FTA 49 CFR Part 655. The Federal Regulations are available upon request.

Requirements and/or disciplinary actions established by First Transit are entered in **bold-faced type**; otherwise, the FTA mandates the requirements and/or actions contained in this policy.

On August 1, 2001 the governing board approved this policy. Subsequent revisions and board approval dates are noted above.



Brad Thomas
President

Revised On: 3/31/11
Updated On: 8/10/12
Effective Date: 08/01/2011

A Zero Tolerance Company

First Transit supports a policy of a drug-free workforce. To implement the policy, First Transit has instituted a program of drug abuse education for employees, drug and alcohol testing for all employees and applicants for employment, a statement of prohibited behavior(s), corrective action related to positive tests or a refusal to test, and resources for employee assistance and rehabilitation.

The Company recognizes that its employees' use of illegal drugs and misuse of alcohol pose a significant risk to public safety, as well as the employee's health and well being. Drug use includes, but is not limited to, marijuana, amphetamines, opiates, phencyclidine and cocaine, as well as any substance which causes the presence of these drugs or drug metabolites such as hemp-related products, coca leaves or any substance not approved for medical use by the U.S. Food and Drug Administration. Illegal use includes use of any illegal drug, misuse of legally prescribed drugs, and use of illegally obtained prescription drugs. The "use" of drugs means presence in an employee's body system while on duty. First Transit and all operating Companies cooperate fully with local, state, and federal authorities in matters pertaining to the use, possession, or sale of controlled substances by anyone on Company premises.

A. PURPOSE

The purpose of this policy is to assure worker fitness for duty and to protect First Transit employees, customers, and the public from the safety and health risks posed by the misuse of alcohol and use of prohibited drugs. This policy is intended to comply with all applicable federal, state and local legislation and regulations governing workplace anti-drug use and alcohol misuse. They include DOT 49 CFR Part 40; FTA 49 CFR Part 655**;** as well as Company zero tolerance policy. This policy incorporates the requirements of the above regulations for safety-sensitive and **non-safety sensitive** employees.

Reporting to work in an impaired or unfit condition because of the use or consumption of controlled substances or alcohol is strictly prohibited. Any employee who uses, possesses, or is involved in the sale or purchase of any prohibited drugs, while on Company premises, conducting Company business or operating Company equipment is considered to be in violation of Company policy.

If any conflict occurs between state and local laws and any requirement of the above-mentioned Federal regulations, the Federal regulations prevail. However, Federal regulations do not pre-empt provisions of State criminal laws that impose sanctions for reckless conduct attributed to prohibited drug use or alcohol misuse, whether the provisions apply specifically to transportation employees, employers, or the public in general.

B. EDUCATION AND TRAINING

The education and ongoing awareness component of this policy will include display of posters, distribution to all covered employees and representatives of employee organizations of the drug and alcohol policy and other informational materials, and periodic information seminars. Each employee will be required to sign an acknowledgment form.

As required by FTA regulations, the Company will provide a minimum of 60 minutes of training on the effects and consequences of prohibited drug use on personal health, safety, and the work environment, and on the signs and symptoms that may indicate prohibited drug use.

All supervisory personnel or Company officials who are in a position to determine employee fitness for duty will receive an initial 60 minutes of reasonable suspicion training on the physical, behavioral, and performance indicators of probable drug use and 60 minutes of additional reasonable suspicion training on the physical, behavioral, speech, and performance indicators of probable alcohol misuse. Periodic retraining will also be required of supervisory personnel.

C. COVERED EMPLOYEES

General
As a condition of employment, all employees are required to submit to drug and alcohol testing as allowed by law. Those of Safety Sensitive positions (refer to Appendix A) shall be in accordance with 49 CFR Part 655. A refusal to submit to a test as directed will be considered a refusal and the employee **will be disciplined up to and including termination.**

Safety-Sensitive
As defined by the FTA, safety-sensitive employees include those who perform, or may be called upon to perform, the following safety-sensitive functions:

1. Operating a revenue service vehicle, even when the vehicle is not in revenue service;
2. Operating a non-revenue service vehicle when required to be operated by a Commercial Driver's License (CDL) holder;
3. Controlling dispatch or movement of a revenue service vehicle;
4. Maintaining (including repairs, overhaul and rebuilding) a revenue service vehicle or equipment used in revenue service; and
5. Carrying a firearm for security purposes.

D. PRESCRIPTION OR OVER-THE-COUNTER MEDICATION

Please note there are risks associated with the use of certain prescription and over the counter medications.

Under Company policy, the use of legally prescribed drugs and over the counter medications is not prohibited. However, before beginning a work shift, Company employees must report to his or her supervisor the use of substances that may potentially impair performance or increase the probability of accident, injury, or damage to property. It is the employee's responsibility to advise their supervisor of over the counter medication and/or prescription medications taken. It is also the employee's responsibility to obtain and provide documentation to the employee's supervisor from a certified medical professional confirming the employee's fitness to safely perform his/her job responsibilities.

A verified positive drug test result whether for illegal substances, illegal use of prescriptions, or misuse of prescriptions will result in disciplinary action up to and including termination. A prescription is considered valid only if it is in writing and indicates the employee's name, date, the name of the substance, quantity or amount to be taken, and the period of authorization. It is a violation of this policy to use any controlled substance in a manner that is inconsistent with the prescription.

E. TYPES OF TESTING

Safety Sensitive Employees

Pre-Employment Testing
A verified negative drug test result must be received before any applicant shall be permitted to perform any safety sensitive job function. A pre-employment drug test must also be performed and a negative result

received for an employee who transfers from a non-safety sensitive position to a safety sensitive position prior to the employee assuming his or her new position.

If the applicant previously worked for any DOT-covered employer in the past two years, First Transit also will conduct a pre-employment drug and alcohol background check from the previous employers. The Company will also inquire in writing if the applicant has previously failed or refused a DOT pre-employment drug and/or alcohol test. If there was any previous violation, the employee must provide the Company proof of having successfully completed a SAP-recommended referral, evaluation and treatment plan.

If a pre-employment test is canceled by the MRO, the individual will be required to undergo another test and successfully pass the test with a verified negative result before performing safety-sensitive duties. If an applicant tests positive for drug(s) or alcohol or refuses to submit to a test when required, the Company shall advise the individual of the resources available for evaluating and resolving problems associated with prohibited drug use and alcohol misuse and document such referral. He or she shall be given the name, address and phone number of a local Substance Abuse Professional (SAP).

When a covered employee or applicant has not performed a safety sensitive function or an employee's employment status has changed, (temporary layoff, leave of absence, lost time Worker's Compensation claim. etc) for 90 or more consecutive calendar days regardless of the reason, and the employee has not been in the employer's random selection pool during that time, the Company shall ensure that the employee takes a pre-employment drug test with a verified negative result prior to resuming safety-sensitive functions.

In cases of temporary leave, less than 30 days (such as vacation, sick leave, jury duty, etc.) when the employee has not been taken out of the random pool, a DOT pre-employment test is not required prior to returning to a safety sensitive position.

If the temporary leave extends beyond 30 days but less than 90 days, the employee must have a non-DOT pre-employment test with a verified negative result prior to resuming safety-sensitive functions under Company policy.

For those employees who are in a non-safety-sensitive position and are not covered by federal regulations, they will be required, prior to returning to work, to have a non-DOT pre-employment drug test with a negative test result. This drug test will be conducted only after employee has been out on leave for more than 30 days.
Note: The Return-to-Duty testing category should not be used under these testing circumstances. The pre-employment category is to be used.

NOTE: **The Company may conduct pre-employment <u>alcohol</u> testing where mandated by contract.**

<u>Reasonable Suspicion Testing</u>
The Company shall conduct a drug and/or alcohol test when the Company has reasonable suspicion to believe that the covered employee has used a prohibited drug and/or engaged in alcohol misuse.

- The Company's determination that reasonable suspicion exists shall be based on specific, contemporaneous, articulable observations concerning the appearance, behavior, speech, or body odors of the covered employee. A supervisor or other company official (s) who is trained in detecting the signs and symptoms of drug use and alcohol misuse must make the required observations**.**

- Alcohol testing is authorized under this section only if the observations required by the above paragraph of this section are made during, just preceding, or just after the period of the workday that the covered employee is required to be in compliance with this part, The Company may direct a covered employee to undergo reasonable suspicion testing for alcohol only while employee is performing safety-sensitive functions; just before the employee is to perform safety-sensitive functions; or just after the employee has ceased performing such functions.

- If an alcohol test required by this section is not administered within two hours following the determination under this section, the employer shall prepare and maintain on file a record stating the reasons the alcohol test was not promptly administered. If an alcohol test required by this section is not administered within eight hours following the determination of this section, the employer shall cease attempts to administer an alcohol test and state in the record the reasons for not administering the test.

All Company employees are subject to reasonable suspicion testing for drugs and/or alcohol. Whenever a trained supervisor or other Company official has reason to believe that an employee has misused alcohol or a prohibited drug, reasonable suspicion testing will be conducted. The identifying supervisor's observations will be documented and such documentation shall be kept in the employee's confidential drug and alcohol testing file. **Employees directed to submit to reasonable suspicion testing shall be escorted by a supervisor who will drive the employee to the collection site. The employee shall not be permitted to return to duty until a negative test has been confirmed. An employee who produces a negative result shall be promptly returned to his or her regular work and be made whole for any lost wages.** The Company will only direct a covered employee to undergo reasonable suspicion alcohol testing while the employee is performing, is just about to perform, or has just ceased performing safety-sensitive functions.

Post-Accident Testing

Any safety-sensitive employee involved in an accident shall be required to submit to drug and alcohol test(s) as soon as practicable after the accident.

Thresholds for FTA Post Accident testing:

- Fatality**.** In the event of a fatality, any surviving covered employee operating a public transportation vehicle at the time of an accident will be required to submit to tests for alcohol and prohibited drugs as soon as practicable. The company also will test any other employee whose performance could have contributed to the accident, as determined by the company using the best information available at the time of the decision.
- Bodily injury to a person who, as a result of the injury, immediately receives medical treatment away from the scene of the accident; or
- One or more motor vehicles incurring disabling damage as a result of the accident, requiring the motor vehicle(s) to be transported away from the scene by a tow truck or other motor vehicle.

In the event of a non-fatal accident that otherwise meets the FTA post-accident testing threshold, the decision to administer or not administer a post-accident test shall be based on First Transit's determination of whether or not the covered employee was a contributing factor to the accident, using the best information available at the time of the accident. The company also will test any other employee whose performance could have contributed to the accident, as determined by the company using the best information available at the time of the decision. At First Transit, for all accidents, we use the Post Accident Substance Abuse Testing Decision Maker to make our decision to test or not to test and document the file.

Covered employees are prohibited from using alcohol for eight hours following any accident or until the required post-accident test is administered, whichever comes first. Every effort will be made to conduct post-accident drug and alcohol tests within two hours following an accident. Covered employees involved in accidents must remain readily available for testing, including notifying the Company of their location if they leave the scene of the accident before testing, and will be considered to have refused to submit to testing if they fail to do so. This requirement will not require the delay of necessary medical attention for injured people following an accident or prohibit a covered employee from leaving the scene of an accident for the period necessary to obtain assistance in responding to the accident or obtain necessary emergency medical care.

In the event an alcohol test is not administered within two hours following an accident, the Company will prepare and maintain a record stating the reasons why the test was not promptly administered. If an alcohol test is not administered within eight hours following an accident, the Company will make no further effort to administer an alcohol test and document the reasons why the test was not administered within eight hours.

In the event a drug test is not administered within 32 hours following an accident, the Company will cease its attempts to administer any further testing.

First Transit's policy is such that following a post-accident test; the employee is not allowed to perform any safety-sensitive function until the Company has received negative test results. So long as they are not subject to any disciplinary action related to the accident, any employee whose drug test and/or alcohol test produces a negative result shall be promptly returned to his or her regular work and be made whole for any lost wages, unless the employee is suspended for any additional purposes concurrent with the waiting of the test results.

Random Drug and Alcohol Testing

The Company will conduct random drug and alcohol tests at a minimum annual percentage of covered employees as required by the FTA. The random testing rates are subject to change on an annual basis, depending on the industry-wide positive rate determined by the FTA from the annual MIS reports submitted by covered employers. Management does not have discretion and/or influence concerning the selection process.

The random selection process will be completely objective and anonymous and will utilize a scientifically valid method such as a random number table or a computer based random number generator matched with employee's social security numbers, payroll identification numbers, or other comparable identifying numbers**.** This method ensures each employee the same fair and equal chance of selection for testing. A covered employee may be randomly tested for prohibited drug use anytime while on duty. The testing will be unannounced and unpredictable. The Company will ensure that testing will be reasonably spread throughout the course of the year, all days of the week and hours of the day when safety-sensitive duties are being performed.

Random lists are only valid for the month indicated on the list and expire on the last day of each month. No employee can be tested after the random selection period has expired. Therefore, the DER must make every effort to test all employees selected during the month in which they are selected. If an employee is unavailable for testing due to an approved leave (i.e. vacation, leave of absence, illness) the DER must test that employee when they return as long as it is within the random selection period. All employees selected for random testing are required to be tested during the random selection period. For missed tests, a legitimate reason must be documented and kept on file with the random selection list.

Employees are required to immediately proceed to the designated collection site testing facility following notification of selection.

Covered employees will only be required to submit to random alcohol tests if they are performing a safety-sensitive function, about to perform a safety-sensitive function, or have just ceased performing a safety-sensitive function.

Failure to submit to a test, failure to comply with the instructions of the testing facility staff or leaving the facility prior to the completion of the test shall be treated as a "refusal-to-test", which is treated as a failed test.

Failure to submit to or complete the test as outlined above will subject the employee to immediate suspension and disciplinary action up to and including termination.

Return-To-Duty/Follow-Up Testing

First Transit is zero tolerance employer, and therefore does not conduct Return-To-Duty or Follow-up testing.

Non-Safety Sensitive Employees

Employees in non-safety sensitive positions are subject to the Company's drug and alcohol testing program pursuant to an applicable Collective Bargaining Agreement or State law. The same

guidelines for testing under DOT/safety sensitive will be used for a non-safety sensitive test, only using non-federal forms.

Refusal to Submit/Test
Any covered employee who refuses to submit to an alcohol and/or drug test will be prohibited from performing or continuing to perform a safety-sensitive function and be subject to discipline. "Refusal to Submit" to an alcohol and/or drug test carries the same consequences as a positive test result, a violation of this policy, and includes the following conduct:

- Failure to appear for any test (except a pre-employment) at the collection site in the time allotted.
- Failure to remain at the test site until the testing process is completed, except in pre-employment situations where leaving before the testing process begins is not deemed to be a test refusal.
- Failure to provide a urine, breath, or saliva specimen collection when it is required by DOT Part 40.
- Failure to permit the observation or monitoring or specimen collection when it is required.
- Failure to provide a sufficient amount of urine or breath specimen without a valid medical explanation.
- Failing to cooperate with any part of the testing process (e.g. refusing to empty pockets when so directed by the collector or behaving in a confrontational way that disrupts the collection process).
- For an observed collection, failure to follow the observer's instructions to raise clothing above the waist, lower clothing and underpants, and to turn around to permit the observer to determine if individual is wearing any type of prosthetic device that could be used to interfere with the collection process.
- Failure or refusal to take a second test First Transit, the MRO, or collector has directed the employee to take.
- Possessing or wearing a prosthetic or other device that could be used to interfere with the collection process.
- Admitting adulteration or substitution of the specimen to the collector or the MRO.
- Failure to sign the certification at Step 2 of the ATF (Alcohol Testing Form).
- If the MRO reports a verified adulterated or substituted test result.
- Failure to undergo a medical evaluation, by the MRO or DER for drug and alcohol testing.
- Leaving the scene of the accident without just cause prior to submitting to post-accident test.

F. DRUG & ALCOHOL TESTING PROCEDURES

General

First Transit will conduct all DOT drug and alcohol testing in accordance with 49 CFR Part 40, as amended. To test for prohibited drugs, an initial screening test using an immunoassay technique will be performed at a DHHS certified laboratory. If the specimen is positive for one or more of the drugs tested, a confirmation test will be performed using the state-of-the-art gas chromatography/mass spectrometry (GC/MS) analysis. If the test is confirmed positive, the Medical Review Officer (MRO) will conduct a verification process, which includes giving the employee an opportunity to provide a valid medical explanation for the positive test result.

The Company will require the employee to immediately provide another specimen collection under direct observation if the creatinine concentration of a negative-dilute specimen was greater than or equal to 2mg/dL but less than or equal to 5mg/dL. If the result of the second test is again negative-dilute, the Company will accept the result as negative.

If the laboratory reports to the MRO an "Invalid Result" or "Rejected for Testing" (because of a fatal or uncorrectable flaw), a recollection may be required by the MRO, and depending on the circumstances, the recollection may be directly observed. Urine is collected at a DOT approved collection site and is sent to a DHHS certified laboratory for testing. The employee must produce at least 45 mL of urine or is considered a "shy bladder". If the employee cannot produce the required

quantity of urine ("shy bladder"), the collection site will offer employee the opportunity to consume 40oz. of water within a three (3) hour time frame in order to produce the required 45mL of urine. The employee may NOT exit the premises of the testing facility during this time. If employee leaves the testing facility, the test will be considered a refusal subjecting the employee **to immediate suspension and disciplinary action up to and including termination.**

In the event of a "shy bladder," employee must undergo a medical evaluation. The Company will refer the employee to a physician acceptable to the MRO and employee will be required to provide evidence of a medical condition hindering the production of urine. The employee has 5 days to get a medical evaluation once a shy bladder occurs. **If the medical evaluation proves that there is a valid medical condition, the employee shall be reimbursed and returned to duty with full pay or placed back into the recruiting process**

To test for alcohol, the employee shall be required to provide a breath sample using an Evidential Breath Testing (EBT) device on the NHTSA conforming products list and operated by a trained Breath Alcohol Technician (BAT). If the initial test result is 0.02 or higher, the employee will be directed to take a confirmation test. In the event of a "shy lung", where the employee is unable to provide a sufficient breath sample for testing, the Company will refer the employee to a physician of our choice for medical examination within 5 days to determine if there is a valid medical condition that makes it unable for the employee to provide a sufficient amount of breath.

If the physician finds:

1. That a medical condition has, or with a high degree of probability could have, precluded the employee from providing a sufficient amount of breath, the test is cancelled. Each time an employee of the Company is selected for testing, they must make a valid attempt to provide a breath sample. All previous testing scenarios do not apply and any previous letters that have been kept on file regarding a medical condition are no longer valid.

2. That there is not an adequate basis for determining that a medical condition has, or with a high degree of probability could have, precluded the employee from providing a sufficient amount of breath, the employee will be considered to have refused the test.

Dilute Results
If there is a dilute test result, unless the creatinine concentration of a negative-dilute specimen was greater than or equal to 2mg/dL but less than or equal to 5mg/dL, **the Company will accept the test result and there will be no re-test.**

Prohibited Drugs

The following uses unless legally prescribed, consumption of these substances is prohibited at all times.

- Marijuana
- Cocaine
- Opiates
- Amphetamines
- Phencyclidine

Alcohol Testing
The Company will be testing for alcohol in the following circumstances:

- Post Accident
- Reasonable Suspicion
- Random

First Transit is a zero-tolerance employer, and therefore does not conduct any Return-to-Duty or Follow-Up testing under DOT authority.

Prohibited Usage of Alcohol
The following uses of alcohol are prohibited under this policy:

1. Reporting for duty or remaining on duty requiring the performance of safety-sensitive functions while having an alcohol concentration of 0.02 or greater.
2. Using alcohol while performing safety-sensitive functions.
3. Using alcohol within four hours prior to performing a safety-sensitive function.
4. Employees are prohibited from using alcohol during their specified on-call hours. However, any on-call employee who has used alcohol during his/her on call hours will be given the opportunity to acknowledge such use and/or their inability to perform a safety-sensitive function at the time they are called to report to duty. If an on-call employee acknowledges the use of alcohol, but claims to be able to perform their safety-sensitive function, they will be required to submit to an alcohol test.
5. Eight hours following an accident, or until after the test is completed.

Directly Observed Urine Specimen Collection

Under DOTs 49 CFR Part 40 directly observed collections are permissible only under one of the following circumstances:

- Creatinine between 2 mg/dL but less than or equal to 5 mg/dL as verified by the MRO;
- If the collector observes employee conduct that clearly indicates an attempt to tamper with a specimen;
- If the temperature on the original specimen was out of range;
- If the original specimen appeared to have been tampered with;
- If the laboratory reported to the MRO that a specimen is invalid and there was no adequate medical explanation for the result;
- If the MRO reported that the original positive, adulterated, or substituted test result had to be canceled because the split specimen testing could not be performed;
- The test is a follow-up test or a return to duty test.

The observer shall be the same gender as the employee, but need not be the collector. The observer is responsible for ensuring that the specimen goes from the employee's body into the collection container. If the employee declines to allow a directly observed collection when required or permitted under this policy, it is considered a refusal to test.

Split Specimen Testing

After notification by the MRO of a verified positive drug test or refusal to test because of adulteration or substitution, the employee has 72 hours to request a test of the split specimen. If more than 72 hours have passed, but the employee can present information that demonstrates to the satisfaction of the MRO that extenuating circumstances unavoidably prevented the employee from making a timely request, the split specimen may be tested**. The employee will be suspended without pay or removed from the hiring process until the result of the split sample test is received from the MRO. Should the result of the second test be positive, the employee shall be required to reimburse the Company for the cost of the test. The employee shall be returned to duty with full pay if the second test invalidates the original test or if the test was cancelled.**

G. CONSEQUENCES/DISCIPLINE

In addition to the immediate removal from safety-sensitive functions required by Federal Transit Administration Regulations, the Company will take the following disciplinary action against any individual who violates this policy:

A) An individual who tests positive on a pre-employment or pre-duty test for a prohibited drug will not be hired for a covered function position. A referral to an SAP will be provided.

B) Any covered employee who has a verified positive drug or confirmed alcohol test result with an alcohol concentration of 0.04 or greater, or who refuses to submit to a drug or alcohol test under this part, will be removed immediately from his or her safety-sensitive function and be evaluated by a Substance Abuse Professional. **The consequences of verified positive drug or confirmed alcohol test the employee is subject to disciplinary action up to and including termination under Company policy**

C) If an employee's alcohol test result is 0.02 or above, but less than 0.04, the employee will be removed from safety-sensitive functions and the employee will be subject to the consequences of disciplinary action up to and including termination under Company policy (unless prohibited by Collective Bargaining Agreement).

H. REFERRAL, EVALUATION AND TREATMENT

If an employee or applicant tests positive for drug(s) or alcohol or refuses to submit to a test when required, the Company shall refer the employee to a local Substance Abuse Professional (SAP)**,** advise the individual of the resources available for evaluating and resolving problems associated with prohibited drug use and alcohol misuse, and document such referral. He or she shall be given the name, address and phone number of Substance Abuse Professional (SAP) acceptable to the Company and a list of community hot line numbers if available.

The employee will be responsible for any and all costs associated with the SAP evaluation and recommendation(s), unless otherwise required by applicable federal or state law.

Voluntary Self-Referral
An employee who voluntarily (not in response to a Company request to take a drug or alcohol test, or the positive result of a drug or alcohol test) admits to management that he or she has a substance abuse or alcohol problem, and who wishes to voluntarily submit to a Rehabilitation Program, shall be placed on unpaid medical leave. Any voluntary requests for treatment must be made prior to any pending drug/alcohol test or disciplinary related action.

- **An appropriate leave of absence may be granted for treatment and rehabilitation.**
- **The employee may be permitted to take accrued sick leave or administrative leave to participate in the Substance Abuse Counselor prescribed treatment program. If the employee has insufficient accrued leave, the employee shall be placed on leave without pay until the Substance Abuse Counselor has determined that the employee has successfully completed the required treatment program and releases him/her to return to safety sensitive duties.**
- **Any leave taken, either paid or unpaid, shall be considered leave taken under the Family and Medical Leave Act.**
- **Payment for treatment will be coordinated through the employee's health insurance provider. Employees who do not have health insurance coverage are responsible for the entire cost of any recommended treatment or rehabilitation services.**
- **The employee must present evidence of having enrolled in and successfully completed, at his or her own expense, a rehabilitation program approved by First Transit.**
- **The employee must submit to a non-DOT pre-employment drug and alcohol test, at his or her own expense, which produces a negative result.**
- **The employee must sign First Transit's Post-Rehabilitation Return to Work Agreement.**

- **If a test result is canceled by the lab, the individual will be required to undergo another test and successfully pass the test with a verified negative result before performing safety-sensitive duties.**

An employee placed on unpaid leave as provided in this section must satisfy the provisions of the items above not later than 12 weeks from the commencement of this leave. An employee failing to do so shall be deemed to have abandoned his or her job. Any employee who is returned to work as provided in this section of the policy and who fails to comply with any of the terms of the Post – Rehabilitation Return to Work Agreement will be discharged. Employees will not be disciplined for requesting treatment, but will be expected to observe job performance standards and work rules as they apply to every employee. Any decision to seek help will not interfere with an employee's eligibility for promotional opportunities. Confidentially of information will be maintained at all times.

APPENDIX A - Safety-Sensitive Job Functions/Descriptions

The following positions have been designated as safety-sensitive functions and shall be subject to testing under the requirements of the policy.

All Drivers of Company Vehicles - Any employee who operates a revenue service vehicle, even when not in revenue service, which includes driving on company property and behind-the-wheel training. Any employee who operates a non-revenue service vehicle, when required to be operated by a holder of a Commercial Drivers License (CDL).

Vehicle Maintenance Workers - Those employees that maintain a revenue vehicle or equipment used in revenue service.

Employees Holding A CDL - Any employee who holds a CDL, and is subject to revenue vehicle operation, may operate a non-revenue vehicle when required to be operated by a holder of a CDL, and / or perform vehicle maintenance on equipment used in revenue service.

Dispatchers / General Managers / Supervisors - Employees who control the dispatch or movement of revenue service vehicles including all executive staff during a crisis situation. Supervisors who may have job descriptions that include safety-sensitive functions will be subject to the requirements of the policy while they are performing the safety-sensitive duty. This includes General Managers, Operations Managers, Assistant Operations Managers, Maintenance Managers, and Managers.

Senior Staff Positions - President, Senior Vice President, Region Vice President, Director of Safety, Region Manager, Assistant Manager, and General Manager. This includes all senior staff positions that have the ability to control the movement of revenue service vehicles (dispatch) in a crisis situation.

Clerk / Receptionist / Dispatchers - Those employees that work as clerks or receptionists in the Location who will occasionally control the dispatch or movement of a revenue vehicle.

NOTE:

- In addition to the above, all First Transit positions are subject to review for safety-sensitive qualifications and may be added to the random testing protocol at any time.
- If you have a location specific job function that is not included in the above, please contact the Drug and Alcohol Program Manager (DAPM) to clarify the job duties regarding safety-sensitive or non-safety-sensitive testing.

First Transit has designated the Corporate Drug and Alcohol Administrator to be the Drug and Alcohol Program Manager (DAPM) and Designated Employer Representative (DER), to answer employee questions about the Anti-Drug and Alcohol Misuse Program.

Any questions about the Drug and Alcohol Policy or any aspect of the Company's drug- and alcohol-free program should first be referred to your direct Manager. If you are unable to seek resolution at your local office please seek assistance through the below contact:

- Corporate Drug and Alcohol Administrator (513) 684-8736
  - Kathleen DeKelaita
  - 600 Vine Street, STE 1400, Cincinnati, Ohio 45014

APPENDIX B - To Find a Local DOT-qualified Substance Abuse Professional (SAP) in Your Area

SAPlist.com - www.saplist.com
Primary goal: to help employers find, contract and engage the services of qualified and trained SAPs.

National Counseling Resource – (800) 607-1010
- Managed SAP Services
- Works with qualified DOT SAPs nationwide
- Employer/Employee contacts provider and contracts through them for SAP services for a flat fee
- Oversees process and reports to make sure compliant

National Substance Abuse Professionals – www.nsapn.com (800) 879-6428
- Managed SAP Services
- Works with qualified DOT SAPs nationwide
- Employer/Employee contacts provider and contracts through them for SAP services for a flat
- Oversees process and reports to make sure compliant

American Substance Abuse Professionals (ASAP) – www.go2asap.com (888) 792-2727
- Managed SAP Services
- Works with qualified DOT SAPs nationwide
- Employer/Employee contacts provider and contracts through them for SAP services for a flat fee
- Oversees process and reports to make sure compliant

Drug and Alcohol Policy
Employee Acknowledgement Form

By signing, I acknowledge that I have received, read, understand and shall comply with the First Transit Drug and Alcohol Policy. I have also received the required 60 minutes of training on the effects and consequences of prohibited drug use.

Name: _____

Company/Location Code: _____ Position: _____

Signature: _____ Date: _____

(Return this form to your Supervisor for inclusion in your drug and alcohol file)

SECTION 3

Cost Proposal



First Transit

3. Cost Proposal

The Cost proposal is a presentation of the proposer's total offering price, including the estimated cost for providing each component of the required goods or services and the completion of the Cost Proposal Form containing "at-risk" cost factors must be included to be considered responsive.

Please refer to our **Cost Proposal** found on the subsequent pages of this proposal section.

Subcontractors

First Transit is planning to continue to utilize a subcontractor for janitorial services, American Facility Services, as over the new contract term. We have budgeted $6,900 for these services in the first year.

Assumptions

If it is Escambia County's desire that the contractor pay for all expenses and then charge back the County as a pass-thru expense, First Transit will add a 4.0% overhead fee for all of First Transit-provided services (i.e. medical insurance, vehicle insurance, worker's compensation).

First Transit assumes that Escambia County will provide all fuel for the ECAT service.

First Transit works closely with Escambia County to develop marketing promotions that occasionally include free or reduced fares, First Transit does not assume responsibility for farebox deviations due to these campaigns or any reductions in service as requested by the County.

Escambia County Cost Proposal Form for ECAT Proposals
PD 16-17.039 ECAT Management Contract

		Year 1 Amount	Year 2 Amount	Year 3 Amount
1	Proposed Base, Fixed Management Fee	$425,597	$435,565	$445,806

Amount at Risk for the Following Performance Measures reported Quarterly

	MEASURE	REQUIREMENT	PENALTY	Year 1 Amount Deducted	Year 2 Amount Deducted	Year 3 Amount Deducted
2	Actual Service Hours*	99.6% of Schedule Service Hours	If LESS than 99%	$1,000	$1,000	$1,000
3	Operator, Service and Mechanic Overtime Pay	Less than 6%	If EXCEEDS 10%	$1,000	$1,000	$1,000
4	Customer Satisfaction	Avg. 4/5 cummulative on Survey approved by ECAT	If LESS than 4/5	$1,000	$1,000	$1,000
5	Customer Complaint Tracking and Response	Reported quarterly; response within 2 business days	If EXCEEDS (2) days on (4) occassions in the reporting cycle	$1,000	$1,000	$1,000
6	Fare box revenue	100% of previous year collections	100% of shortfall will be remitted to the County within 90 days of end of fiscal year	N/A	N/A	N/A
	Total At-Risk (Sum of lines 2, 3, 4, 5, 6)					

Deductions 2 - 5 revised through negotiations to $2,500.00

All disincentives will be netted and billed against all incentives and management fees along with the following month's recurring management fee invoice.

Incentive Amount for the Following Performance Measures reported Annually

	TYPE	GOAL	MEASURE	Year 1 * Sharing %	Year 2 Sharing %	Year 3 Sharing %
6	Advertising Revenue	$310,000	Exceeded	20%	20%	20%
7	Gas Tax Reliance	Current 100%; Reduce 5% each year	Reduced 5%	10%	10%	10%

* Sharing % will be the share of the exceeded goal to be given as incentive to the Contractor Annually.
If an Incentive is paid; at least 50% of the bonus will be equally distributed to the Contractor's employees serving Escambia County.
Annually is the FY October to September

In addition to the Base Fixed Managment Fee, First Transit applies a 4% Overhead fee (see next page) on expenses and management fee. If awarded both ECAT Management and Paratransit, this Overhead fee would be reduced to 3%.

Authorized Signature: _____.
Date: April 27, 2017.
Title: Bradley A. Thomas, President

Escambia County, Florida
Fixed Route Services (PD 16-17.039)
May 1, 2017

Annual Expenses	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Driver Wages	$2,840,640	$2,925,044	$3,008,426	$3,076,620	$3,145,624	$14,996,355
Driver Taxes and Fringe	$1,791,677	$1,872,708	$1,956,661	$2,040,410	$2,127,817	9,789,273
Maintenance Wages	$1,080,527	$1,100,060	$1,119,947	$1,140,193	$1,160,806	5,601,533
Maintenance Taxes and Fringe	$579,080	$603,698	$629,448	$656,386	$684,567	3,153,179
Administrative Wages	$762,993	$777,229	$791,731	$806,505	$821,556	3,960,014
Administrative Taxes and Fringe	$268,596	$279,330	$290,542	$302,256	$314,496	1,455,219
Fuel	$0	$0	$0	$0	$0	-
Vehicle Insurance	$279,756	$285,198	$290,618	$296,222	$302,018	1,453,813
Maintenance Parts and Supplies	$538,177	$602,189	$673,523	$743,377	$804,334	3,361,601
Maintenance Tools and Equipment	$40,804	$45,084	$49,838	$54,486	$58,547	248,759
Vehicle Cleaning	$20,485	$20,884	$21,272	$21,666	$22,066	106,373
Radio Communications	$0	$0	$0	$0	$0	-
Safety and Training	$13,500	$13,838	$14,183	$14,538	$14,901	70,960
Recruiting and Hiring	$11,935	$11,954	$11,679	$11,677	$11,667	58,911
Facility Lease	$0	$0	$0	$0	$0	-
Utilities	$107,100	$109,778	$112,522	$115,335	$118,218	562,953
Telephone	$86,100	$88,253	$90,459	$92,720	$95,038	452,570
Scheduling Software	$0	$0	$0	$0	$0	-
Startup Expenses	$0	$0	$0	$0	$0	-
Misc Admin Expenses	$150,422	$154,087	$157,844	$160,373	$164,320	787,046
Marketing Plan	$160,000	$164,000	$168,100	$172,303	$176,610	841,013
Printing of Schedules	$54,000	$55,350	$56,734	$58,152	$59,606	283,842
Total Contract Expense	$8,785,792	$9,108,682	$9,443,528	$9,763,220	$10,082,191	$47,183,412

The expenses listed above are estimates based on the current service. First Transit will continue the current practice of invoicing ECAT for the actual cost of operating the service and will add a 4.0% overhead fee.

Original

Proposal for Operation of Escambia County Paratransit Services

May 1, 2017



First Transit

First Transit, Inc.
600 Vine Street, Suite 1400
Cincinnati, OH 45202
Phone: 513-241-2200
Fax: 513-684-8852

April 27, 2017

Office of Purchasing, Room 11.101
213 Palafox Place
Pensacola, FL 32502
Matt Langley Building
PO Box 1591
Attn: Paul Nobles

Re: Specification No. PD16-17.040, Escambia County, Proposal for Operator for Paratransit Services

Dear Mr. Nobles,

First Transit is pleased to have the opportunity to participate in Escambia County's current procurement for Operator for Paratransit Services. As a partner of the County since 2012 and the successful operator of paratransit services since 2014, no one understands this operation, your expectations and our shared customers like First Transit. If selected to continue as your transportation provider, we will provide the high quality transportation services you have come to expect from us at a fair price. Although we are proud of the accomplishments our partnership has seen, we will work continuously to improve our service delivery to the County and our shared customers.

With more than 60 years of transportation operations and management experience, we stand on our record of performance and commitment to safety and quality. First Transit understands the unique and complex nature of Escambia County's paratransit operations. First Transit is experienced in the successful management and operation of paratransit operations in various communities throughout North America and the United Kingdom, with extensive experience in the State of Florida.

Escambia County's paratransit services, through the management and operations provided by First Transit, will continue to offer high-quality, safe and reliable transportation to its ridership while economically and efficiently providing value to the County.

Escambia County will benefit from the selection of First Transit and our enhanced services:

- A truly seamless transition with no disruption in service to Escambia County/ECCT or our ridership

- Knowledgeable, experienced Escambia team who knows the service, the community and our shared customers, led by our General Manager, Yolanda Cooper
- Our comprehensive safety programs and training processes provide professional training for operators that will lead to delivery of safe, customer-oriented services
- The power of our national network of managers and transportation professionals, providing instant information sharing on a variety of transit matters
- Our company's recognition for safety and quality operations awarded by APTA and the National Safety Council
- Value-added technology that will improve the customer experience, including enhanced IVR and SMS tools
- Additional cost savings offered through the renewal of ECCT and ECAT services with First Transit, as detailed in our proposal

We are extremely excited about the possibility of strengthening our partnership with Escambia County with a new contract for these important transportation services. Should you have questions concerning any aspect of our proposal or wish to schedule a meeting to discuss the ability of First Transit and our management team to continue to successfully operate your paratransit services, please feel free to contact Vasti Amaro, Director of Business Development, at (513) 256-2372, vasti.amaro@firstgroup.com. We look forward to discussing our proposal with you.

Sincerely,



Bradley A. Thomas

President

First Transit, Inc.

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First Transit

SECTION 1

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SECTION 2

Technical Proposal



First Transit

2. Technical Proposal

The technical proposal is a narrative which addresses the scope of work, the proposed approach to the work, the schedule of the work, and any other information called for by the RFP which the proposer deems relevant.

First Transit and Escambia County – A Progressive Partnership



As a company, First Transit's history, shared with Escambia County since 2012, has been one of growth, innovation, and quality service achievement. We are extremely proud of the progressive partnership we have developed with Escambia County, including the addition of paratransit operations in 2014 and the accomplishments we have seen together.

Together, our vision has always been focused on providing top quality service that keeps our customers at the heart of everything we do. When we create an atmosphere that provides each individual, whether customer, employee or the general public, the respect and dignity they deserve, we achieve this vision.

6

Years of collaborative partnership between First Transit and Escambia County

Our Escambia County location is a model operation for First Transit – achieving outstanding accomplishments in safety, and customer service that serves as an example of success to other First Transit locations. Our partnership has adapted and grown with the changing needs of our ridership and the transportation system. Together, we will continue to achieve our shared goals for the system's success.

As the successful provider of these services, we have unique insight into the passengers' preferences, the County's expectations and goals, a familiarity with the geographic location and potential service challenges. Our First Transit leadership team brings a depth of experience and understanding of these services that none of our competitors can touch.

First Transit is poised to continue our outstanding partnership with you as you look to the future of the County's paratransit services. **We celebrate our past successes with the County as we continue to plan for more success in the future.**

Our Accomplishments

Nothing is more important to our qualifications to provide Escambia County paratransit services than our proven experience for the County. First Transit is proud of the many accomplishments we have seen as your transportation provider, just a few of which include:

- Outstanding Rider Survey Results in 2016, as included in the County's Transportation Disadvantaged Service Plan:
  - 93% of riders felt that the drivers are courteous and helpful (giving ratings of good or very good)
  - 92% of riders felt that their driver provided a safe, comfortable ride (giving ratings of very good or good)
  - 92% of riders surveys felts that vehicles were clean and well maintained (giving ratings of very good or good)
- Worked collaboratively with the County to achieve the highest rated Triennial Review on record for Escambia County
- Worked collaboratively with the County to improve their Transportation Disadvantaged model, which resulted in an increase in reimbursable trips
- Revamped the recertification process, resulting in properly transferring customers to the ADA accounting, freeing up space for more Transportation Disadvantaged trips (resulted in daily trips going from 230 a day to 350-400 a day)
- Cleaned up the client database in RouteMatch, resulting in a reduction of unnecessary free bus passes to those who didn't qualify by the County
- First Transit staff from the Escambia County location participated in the Safety Summit presented by the Florida Public Transit Association, in partnership with the Center for Urban Transportation Research, leading workshops

Looking Ahead

Although we are proud of our performance in the provision of Escambia County paratransit services, we will always strive for continual improvement, working very hard to exceed your expectations and goals for this service. In the new contract period, we will continue to provide the safe, customer-focused, high quality transportation services

you have come to expect from us, with meaningful enhancements to continue to improve our service delivery. We will also continue looking forward with new technologies, methods and initiatives to take paratransit services to the next level. This includes:

- CallFire IVR and SMS provides notifications to our passengers that we will be arriving shortly and the ability to send system-wide notifications in the event of emergencies or other situations
- Increased wage strategy for ECCT employees, including minimum starting wage of $11.23/hr., ensuring all employees earn a living wage for the Escambia County market.
- First Transit is proud of both our ECCT and ECAT management operations, and would like to opportunity to continue our relationship with both. If Escambia County chooses to renew both ECCT and ECAT contracts, First Transit can offer an additional savings of $120,000 annually.

Addressing the Scope of Work



As the current successful provider of these important transportation services, we understand the requirements as described in the Scope of Work. As demonstrated throughout our proposal, we will continue to provide the safest, most customer-focused and most reliable services possible for the paratransit passengers in Escambia County. For more information on our understanding of the project, please see Section 2-3 Project Understanding. For more information on our operations and management plan, please see Sections 2-4 Methodology of the Project and 2-5 Management Plan for the Project.

Schedule of the Work - A Typical Day in Escambia County Paratransit Operations

Quite possibly the best way to begin demonstrating our approach to providing Escambia County paratransit services is to illustrate a “Typical Day” Scenario, detailing a standard 24-hours in the provision of these services. We will go in depth into each key area throughout our proposal.

Beginning at 2:00 a.m., 10:00 a.m. and 6:00pm

Dispatchers arrive and complete the following:

- Clocks in
- Logs into RouteMatch, phones, checks voice mails for call offs and ADA trips
- Redistributes trips from closed routes if necessary
- Looks through driver schedules and route sheets for any discrepancies (ex. cancels, re-assigns)
- Fills out attendance forms for call offs
- Distributes route sheets and assigns buses
- Completes a positive check in for each driver (DOT Card, Driver’s License, Base ID)
- Completes all required paperwork
- Morning Dispatch- Completes and verifies the time sheets, run deposit sheets that were filled out, files the backup sheets along with multiple other forms that need to be completed during the early morning hours.
- Afternoon Dispatch- Is responsible for the shift change checking the drivers out, collecting fares, Backup Sheets, monitoring accuracy between the RouteMatch system and the manifests given by the drivers, verifying the amounts and the number of tickets etc.
- Evening Dispatch- Responsible for the monitoring and fixing of the tablets if necessary, completes validations in the RouteMatch system, ensures the evening drivers are on schedule, works directly with the scheduler to assist in the timely completion of the schedule if necessary
- Dispatchers monitor routes for slack time, assure driver locations

Drivers arrive and complete the following:

- Drivers arrive with credentials and “Fit for Duty” (uniform and shoes)
- Driver picks up route sheet and other documentation

- Driver performs 15- min pre-trip inspection and fills out Daily Vehicle Inspection (DVI) paperwork
- Driver turns in completed DVI before pull out
- Driver logs into Mobile Data Terminal (MDT) and performs first radio check
- Driver radios in to dispatch first pick up, departure time, and odometer reading throughout their course of their assigned day

7:45 a.m. to 8:30a.m.:

Reservationists arrive and complete the following:

- Logs in and signs on to Route Match
- Reservationists are ready to start taking reservations at 8:00 a.m. daily for ADA and TD Services
- Completed any filing necessary in the location, monitors and adds standing orders as well as assisting the ADA manager in putting new clients
- Calling all clients in the system to ensure data accuracy for example: addresses, phone numbers, care takers, destinations, etc.

5:00 p.m.:

- Schedulers clock in, log into RouteMatch
- Schedulers look at next day's calendar for any drivers scheduled for approved time off to update into Route Match

Throughout the Day

Reservationists are responsible for the following:

- All incoming calls, including cancellations, other than same-day issues
- Inputting trip data into Route Match

Dispatchers/Schedulers are responsible for the following:

- Handles road break downs, incidents, accidents
- Proactively scans and monitors all routes to ensure on-time compliance and driver efficiencies
- Performs cancels, no shows by validation process, completes daily paperwork, does hourly safety messages
- Re-assigns driver call offs
- Sends out daily stats report to management by end of night

- Starts the preparation in next days' routes to include any time restrictions and/or management meetings with operators
- Completes assignments and goes through each and every route for efficiency and accuracy on time performance to include passenger per hour count

Drivers are responsible for the following:

- Driver performs arrival upon stopping at a location, completes all pickup procedures and performs a departure before leaving the location, ensuring on time compliance and using the most direct route
- Driver is responsible for writing any applicable incident or accident reports and turning them in to the Safety Supervisor
- Drivers come back to base to perform post trip inspections
- Drivers check out with Dispatcher

Safety Supervisor is responsible for the following on a daily basis:

- Conduct or supervise interviews and employee selection
- Manage driver training and may conduct driver training, recommend retraining and discipline as required
- Conduct or assist General Manager with safety training and meetings.
- Review accident reports to reduce number and severity of accidents, maintain complete safety files (example is accident report, I-9, bus reports, worker compensation injury reports).
- Maintain or coordinate complete personnel record keeping
- Maintain substance abuse file.

Administrative staff/ADA Customer Relations Manager is responsible for the following on a daily basis:

- Customer relations, ADA applications
- Utilizes quality assurance review process of eligibility determinations to assure that determinations are rendered consistently and fairly
- Oversees and assists with the scheduling of functional assessments, including reserving and monitoring rides, and ensuring appointment notices communicated to applicants.
- Ensures that functional assessments are performed in accordance with established protocols
- Performs random observations of assessments and assessment forms submitted

- Ensures ADA and Transportation Disadvantaged applications are processed within a timeframe compliant with federal and state regulations.

Office Clerk is responsible for the following on a daily basis:

- All invoices incoming and outbound
- Monitoring of the accurate validations
- Ordering of all uniforms
- Monitoring of RouteMatch information for accurate billing
- Payroll
- Change of profiles
- Termination Profiles
- All trip editing functions
- No Show tracking and sending policy letters
- No fare (tickets owed) policy letters, process and submission to client



SECTION 3

Cost Proposal



First Transit

3. Cost Proposal

The Cost proposal is a presentation of the proposer's total offering price, including the estimated cost for providing each component of the required goods or services.

Proposers should indicate the dollar amount which will be attributed to each sub-contractor, if any.

Please refer to our **Cost Proposal** found on the subsequent pages of this proposal section.

Subcontractors

Yellow Cab of Pensacola

First Transit is proud to partner with Yellow Cab of Pensacola to provide a small portion of our paratransit transportation. Originally founded as Tucker Transportation in 1902, the company provided disembarking passengers from the port of Pensacola with horse drawn transportation. Tucker Transportation began providing taxi service to the Pensacola area in 1925. We have budgeted $90,000 in the first year for Yellow Cab's services.

Yellow Cab was a competing cab company that operated out of the old San Carlos Hotel at Garden and Palafox Streets, from 1935 until it merged with Tucker Transportation in 1975. Since then, the company has sought to be the premier transportation provider in the Northwest Florida area and live up to it heritage of providing quality service to community residents and visitors.

Pensacola's largest and longest running cab service is also Pensacola's most technologically advanced transportation solution, proudly serving Escambia, Santa Rosa and Okaloosa Counties. Their computer dispatch system matches the closest available cab with the customer's pickup address, ensuring the fastest pickup times possible. Their provision of clean, late model cabs to ensure customer comfort.

With its history and market position, Yellow Cab of Pensacola is able to provide its customers with one of the best taxi fleets in the country.

Maintenance Services

Under our Base Proposal, First Transit will be subcontracting out maintenance services for the paratransit fleet to Escambia County. Please see options as detailed below and on pricing pages.

Pricing Assumptions

For our base proposal, First Transit assumes that vehicle maintenance will be performed by Escambia County at a labor rate of $57.00 per hour plus parts at cost.

We have provided four pricing scenarios for paratransit services:

- Base Proposal (not labeled on price pages) – First Transit provides all expenses including vehicle maintenance and fuel.
- Option 1 – First Transit provides all expenses including fuel but excluding maintenance parts and maintenance labor.
- Option 2 – First Transit provides all expenses including maintenance but excluding fuel.
- Option 3 – First Transit provides all expenses excluding maintenance parts, maintenance labor, and fuel.

SIGN AND RETURN THIS FORM WITH YOUR PROPOSALS**

SOLICITATION AND OFFER FORM

ESCAMBIA COUNTY FLORIDA

SUBMIT OFFERS TO:

Paul R. Nobles
Senior Purchasing Coordinator
Office of Purchasing, 2nd Floor, Room 11.101
213 Palafox Place, Pensacola, FL 32502
Post Office Box 1591, Pensacola, FL 32591-1591
Phone No: (850) 595-4987 Fax No: (850) 595-4807

Request for Proposal

RE-SOLICIT OPERATOR FOR PARATRANSIT SERVICES
SOLICITATION NUMBER: PD 16-17.040

SOLICITATION

MAILING DATE: Friday, March 31, 2017
PRE-PROPOSALS CONFERENCE: **MANDATORY** 10:00 am CDT, Wednesday, April 12, 2017
OFFERS WILL BE RECEIVED UNTIL: 2:00pm, CDT, Monday, May 1, 2017 and may not be withdrawn within **90** days after such date and time.

POSTING OF SOLICITATION TABULATIONS

Solicitation tabulations with recommended awards will be posted for review by interested parties at the County Office of Purchasing and will remain posted for a period of two (2) business days. Failure to file a protest in writing within two (2) business days after posting of the solicitation tabulation shall constitute a waiver of any protest relating to this solicitation. All protests must be filed with the Office of Purchasing. They will be handled according to the Escambia County Purchasing Ordinance.

OFFER (SHALL BE COMPLETED BY OFFEROR)

FEDERAL EMPLOYER IDENTIFICATION NUMBER OR S.S. NUMBER: 23-1716119

TERMS OF PAYMENT: TBD

DELIVERY DATE WILL BE TBD **DAYS AFTER RECIEPT OF PURCHASE ORDER.**

VENDOR NAME: First Transit, Inc.
ADDRESS: 600 Vine Street
CITY, ST. & ZIP: Cincinnati, OH 45202
PHONE NO.: (513) 241-2200
TOLL FREE NO.: (866)244-6383
FAX NO.: (513) 684-8852

REASON FOR NO OFFER:

BOND ATTACHED $____ N/A X

I certify that this offer is made without prior understanding, agreement, or connection, with any Corporation, firm or person submitting an offer for the same materials, supplies, or equipment, and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this offer and certify that I am authorized to sign this offer for the offeror and that the offeror is in compliance with all requirements of the solicitation, including but not limited to certification requirements. In submitting an offer to Escambia County Florida, the offeror agrees that if the offer is accepted, the offeror will convey, sell, assign or transfer to Escambia County Florida all rights title and interest in and to all causes of action it may now or hereafter acquire under the Anti-trust laws of the United States and the State of Florida for price fixing relating to the particular commodities or services purchased or acquired by Escambia County Florida. At the County's discretion such assignment shall be made and become effective at the time the County

Bradley A. Thomas, President
NAME AND TITLE OF PERSON AUTHORIZED TO SIGN OFFER
(TYPED OR PRINTED)

** _____
SIGNATURE OF PERSON AUTHORIZED TO SIGN OFFER
(MANUAL)

Failure to execute this Form binding the bidder/proposer's offer shall result in this bid/proposal being rejected as non-responsive.

Annual Rates

Rates per Trip	First Year	Second Year	Third Year	Forth Year	Fifth Year
Ambulatory	$ 34.33	$ 35.71	$ 37.02	$ 38.83	$ 40.09
Wheelchair	$ 46.86	$ 48.68	$50.40	$ 52.75	$ 54.46

Escambia County, Florida
Paratransit Services (PD 16-17.040)
May 1, 2017

Annual Expenses	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Driver Wages	$1,132,513	$1,170,498	$1,214,090	$1,253,553	$1,299,362	$6,070,016
Driver Taxes and Fringe	$243,224	$253,206	$264,677	$275,912	$288,333	1,325,352
Maintenance Wages	$163,050	$172,438	$183,196	$232,812	$219,403	970,899
Maintenance Taxes and Fringe	$8,375	$8,596	$8,824	$9,059	$9,300	44,153
Administrative Wages	$380,001	$386,997	$394,122	$401,378	$408,769	1,971,267
Administrative Taxes and Fringe	$66,976	$69,132	$71,373	$73,703	$76,121	357,304
Fuel	$275,957	$289,602	$304,723	$320,697	$337,547	1,528,526
Vehicle Insurance	$117,255	$119,114	$121,348	$123,670	$126,072	607,460
Maintenance Parts and Supplies	$139,858	$164,679	$189,410	$210,046	$232,420	936,414
Maintenance Tools and Equipment	$3,000	$3,000	$3,000	$3,000	$3,000	15,000
Vehicle Cleaning	$12,194	$12,387	$12,614	$12,846	$13,081	63,122
Radio Communications	$5,916	$5,916	$5,916	$0	$0	17,748
Safety and Training	$3,118	$3,116	$3,194	$3,274	$3,356	16,057
Recruiting and Hiring	$8,062	$6,864	$6,462	$6,330	$6,187	33,906
Facility Lease	$58,200	$59,655	$61,146	$62,675	$64,242	305,918
Utilities	$14,520	$14,883	$15,255	$15,636	$16,027	76,322
Telephone	$10,200	$10,455	$10,716	$10,984	$11,259	53,615
Scheduling Software	$99,162	$101,641	$104,182	$106,786	$109,456	521,227
Startup Expenses	$0	$0	$0	$0	$0	-
Misc Admin Expenses	$60,671	$61,589	$45,461	$43,411	$44,398	255,530
Region and Corporate Support	$121,837	$126,686	$131,292	$137,642	$142,101	659,558
Profit	$121,837	$126,686	$131,292	$137,642	$142,101	659,558
Total Contract Expense	$3,045,926	$3,167,139	$3,282,293	$3,441,058	$3,552,536	$16,488,952

Annual Trips and Miles	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Estimated Annual Trips						
Ambulatory	61,091	61,091	61,091	61,091	61,091	305,455
Wheelchair	20,254	20,254	20,254	20,254	20,254	101,270
Total	81,345	81,345	81,345	81,345	81,345	406,725

Annual Rates	Year 1	Year 2	Year 3	Year 4	Year 5
Rate per Trip					
Ambulatory	$34.33	$35.71	$37.02	$38.83	$40.09
Wheelchair	$46.86	$48.68	$50.40	$52.75	$54.46

Note: The total contract expenses and annual rates per trip are based on the annual trips shown above. If the trips or miles deviate from the estimated amounts, then First Transit requests the opportunity to re-negotiate the annual rates based on the actual trips and miles.

Note: Fuel is based on $2.45/gallon for gasoline in Year 1, with a 5.0% inflator in each subsequent year.

Escambia County, Florida **Option 1**
Paratransit Services (PD 16-17.040) **ECCT provides maintenance**
May 1, 2017

Annual Expenses	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Driver Wages	$1,132,513	$1,170,498	$1,214,090	$1,253,553	$1,299,362	$6,070,016
Driver Taxes and Fringe	$243,224	$253,206	$264,677	$275,912	$288,333	1,325,352
Maintenance Wages	$48,075	$48,941	$49,822	$50,719	$51,631	249,188
Maintenance Taxes and Fringe	$8,375	$8,596	$8,824	$9,059	$9,300	44,153
Administrative Wages	$380,001	$386,997	$394,122	$401,378	$408,769	1,971,267
Administrative Taxes and Fringe	$66,976	$69,132	$71,373	$73,703	$76,121	357,304
Fuel	$275,957	$289,602	$304,723	$320,697	$337,547	1,528,526
Vehicle Insurance	$117,255	$119,114	$121,348	$123,670	$126,072	607,460
Maintenance Parts and Supplies	$14,690	$15,149	$15,576	$16,063	$16,516	77,995
Maintenance Tools and Equipment	$0	$0	$0	$0	$0	-
Vehicle Cleaning	$12,194	$12,387	$12,614	$12,846	$13,081	63,122
Radio Communications	$5,916	$5,916	$5,916	$0	$0	17,748
Safety and Training	$3,118	$3,116	$3,194	$3,274	$3,356	16,057
Recruiting and Hiring	$8,062	$6,864	$6,462	$6,330	$6,187	33,906
Facility Lease	$58,200	$59,655	$61,146	$62,675	$64,242	305,918
Utilities	$14,520	$14,883	$15,255	$15,636	$16,027	76,322
Telephone	$10,200	$10,455	$10,716	$10,984	$11,259	53,615
Scheduling Software	$99,162	$101,641	$104,182	$106,786	$109,456	521,227
Startup Expenses	$0	$0	$0	$0	$0	-
Misc Admin Expenses	$60,671	$61,589	$45,461	$43,411	$44,398	255,530
Region and Corporate Support	$111,266	$114,684	$117,804	$121,161	$125,289	590,205
Profit	$111,266	$114,684	$117,804	$121,161	$125,289	590,205
Total Contract Expense	$2,781,640	$2,867,110	$2,945,110	$3,029,019	$3,132,237	$14,755,116

Annual Trips and Miles	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Estimated Annual Trips						
Ambulatory	61,091	61,091	61,091	61,091	61,091	305,455
Wheelchair	20,254	20,254	20,254	20,254	20,254	101,270
Total	81,345	81,345	81,345	81,345	81,345	406,725

Annual Rates	Year 1	Year 2	Year 3	Year 4	Year 5
Rate per Trip					
Ambulatory	$31.27	$32.24	$33.12	$34.06	$35.22
Wheelchair	$43.12	$44.44	$45.64	$46.93	$48.52

Note: The total contract expenses and annual rates per trip are based on the annual trips shown above. If the trips or miles deviate from the estimated amounts, then First Transit requests the opportunity to re-negotiate the annual rates based on the actual trips and miles.

Note: Fuel is based on $2.45/gallon for gasoline in Year 1, with a 5.0% inflator in each subsequent year.

Escambia County, Florida **Option 2**
Paratransit Services (PD 16-17.040) **ECCT provides fuel**
May 1, 2017

Annual Expenses	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Driver Wages	$1,132,513	$1,170,498	$1,214,090	$1,253,553	$1,299,362	$6,070,016
Driver Taxes and Fringe	$243,224	$253,206	$264,677	$275,912	$288,333	1,325,352
Maintenance Wages	$163,050	$172,438	$183,196	$232,812	$219,403	970,899
Maintenance Taxes and Fringe	$8,375	$8,596	$8,824	$9,059	$9,300	44,153
Administrative Wages	$380,001	$386,997	$394,122	$401,378	$408,769	1,971,267
Administrative Taxes and Fringe	$66,976	$69,132	$71,373	$73,703	$76,121	357,304
Fuel	$0	$0	$0	$0	$0	-
Vehicle Insurance	$117,255	$119,114	$121,348	$123,670	$126,072	607,460
Maintenance Parts and Supplies	$139,858	$164,679	$189,410	$210,046	$232,420	936,414
Maintenance Tools and Equipment	$3,000	$3,000	$3,000	$3,000	$3,000	15,000
Vehicle Cleaning	$12,194	$12,387	$12,614	$12,846	$13,081	63,122
Radio Communications	$5,916	$5,916	$5,916	$0	$0	17,748
Safety and Training	$3,118	$3,116	$3,194	$3,274	$3,356	16,057
Recruiting and Hiring	$8,062	$6,864	$6,462	$6,330	$6,187	33,906
Facility Lease	$58,200	$59,655	$61,146	$62,675	$64,242	305,918
Utilities	$14,520	$14,883	$15,255	$15,636	$16,027	76,322
Telephone	$10,200	$10,455	$10,716	$10,984	$11,259	53,615
Scheduling Software	$99,162	$101,641	$104,182	$106,786	$109,456	521,227
Startup Expenses	$0	$0	$0	$0	$0	-
Misc Admin Expenses	$60,671	$61,589	$45,461	$43,411	$44,398	255,530
Region and Corporate Support	$109,839	$114,094	$118,043	$123,699	$127,425	593,100
Profit	$109,839	$114,094	$118,043	$123,699	$127,425	593,100
Total Contract Expense	$2,745,972	$2,852,354	$2,951,072	$3,092,475	$3,185,637	$14,827,511

Annual Trips and Miles	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Estimated Annual Trips						
Ambulatory	61,091	61,091	61,091	61,091	61,091	305,455
Wheelchair	20,254	20,254	20,254	20,254	20,254	101,270
Total	81,345	81,345	81,345	81,345	81,345	406,725

Annual Rates	Year 1	Year 2	Year 3	Year 4	Year 5
Rate per Trip					
Ambulatory	$30.86	$32.07	$33.18	$34.80	$35.84
Wheelchair	$42.62	$44.23	$45.72	$47.83	$49.28

Note: The total contract expenses and annual rates per trip are based on the annual trips shown above. If the trips or miles deviate from the estimated amounts, then First Transit requests the opportunity to re-negotiate the annual rates based on the actual trips and miles.

Note: Fuel is based on $2.45/gallon for gasoline in Year 1, with a 5.0% inflator in each subsequent year.

Escambia County, Florida **Option 3**
Paratransit Services (PD 16-17.040) **ECCT provides maintenance and fuel**
May 1, 2017

Annual Expenses	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Driver Wages	$1,132,513	$1,170,498	$1,214,090	$1,253,553	$1,299,362	$6,070,016
Driver Taxes and Fringe	$243,224	$253,206	$264,677	$275,912	$288,333	1,325,352
Maintenance Wages	$48,075	$48,941	$49,822	$50,719	$51,631	249,188
Maintenance Taxes and Fringe	$8,375	$8,596	$8,824	$9,059	$9,300	44,153
Administrative Wages	$380,001	$386,997	$394,122	$401,378	$408,769	1,971,267
Administrative Taxes and Fringe	$66,976	$69,132	$71,373	$73,703	$76,121	357,304
Fuel	$0	$0	$0	$0	$0	-
Vehicle Insurance	$117,255	$119,114	$121,348	$123,670	$126,072	607,460
Maintenance Parts and Supplies	$14,690	$15,149	$15,576	$16,063	$16,516	77,995
Maintenance Tools and Equipment	$0	$0	$0	$0	$0	-
Vehicle Cleaning	$12,194	$12,387	$12,614	$12,846	$13,081	63,122
Radio Communications	$5,916	$5,916	$5,916	$0	$0	17,748
Safety and Training	$3,118	$3,116	$3,194	$3,274	$3,356	16,057
Recruiting and Hiring	$8,062	$6,864	$6,462	$6,330	$6,187	33,906
Facility Lease	$58,200	$59,655	$61,146	$62,675	$64,242	305,918
Utilities	$14,520	$14,883	$15,255	$15,636	$16,027	76,322
Telephone	$10,200	$10,455	$10,716	$10,984	$11,259	53,615
Scheduling Software	$99,162	$101,641	$104,182	$106,786	$109,456	521,227
Startup Expenses	$0	$0	$0	$0	$0	-
Misc Admin Expenses	$60,671	$61,589	$45,461	$43,411	$44,398	255,530
Region and Corporate Support	$99,267	$102,093	$104,556	$107,217	$110,614	523,747
Profit	$99,267	$102,093	$104,556	$107,217	$110,614	523,747
Total Contract Expense	$2,481,687	$2,552,325	$2,613,890	$2,680,435	$2,765,338	$13,093,674

Annual Trips and Miles	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Estimated Annual Trips						
Ambulatory	61,091	61,091	61,091	61,091	61,091	305,455
Wheelchair	20,254	20,254	20,254	20,254	20,254	101,270
Total	81,345	81,345	81,345	81,345	81,345	406,725

Annual Rates	Year 1	Year 2	Year 3	Year 4	Year 5
Rate per Trip					
Ambulatory	$27.80	$28.59	$29.28	$30.03	$30.98
Wheelchair	$38.88	$39.99	$40.96	$42.00	$43.34

Note: The total contract expenses and annual rates per trip are based on the annual trips shown above. If the trips or miles deviate from the estimated amounts, then First Transit requests the opportunity to re-negotiate the annual rates based on the actual trips and miles.

Note: Fuel is based on $2.45/gallon for gasoline in Year 1, with a 5.0% inflator in each subsequent year.

SECTION 4

Qualification



First Transit

4. Qualifications

The response to the minimum qualification requirements contained below is a list of the minimum qualification requirements prescribed for the RFP. Proposers must provide documentation which demonstrates their ability to satisfy all of the minimum qualification requirements. Proposers who do not meet the minimum qualification requirements or who fail to provide supporting documentation will not be considered for award. If a prescribed format or required documentation for the response to minimum qualification requirements is stated below, proposers must use said format and supply said documentation.

Leveraging our Company-Wide Qualifications to Benefit Escambia County

In addition to our extensive experience with Escambia County identified in Section 2: Technical Proposal and our specific qualifications related to paratransit services and Florida transportation clients in Section A. Qualifications/Statement of Qualifications, we offer the following as demonstration of our expertise, as included throughout this section:



- ***Company Introduction*** *– Escambia County will continue to benefit from First Transit's more than 60 years in the transportation industry and the financial stability of a world-wide transportation leader*
- ***First Transit's History*** *– Our company's history demonstrates the growth of First Transit our commitment to continual improvement service quality*
- ***Our Vision and Values*** *– In line with Escambia County's vision and values, these concepts have built the foundation upon which First Transit provides unmatched service to our clients and passengers*
- ***Experience Overview*** *– First Transit's experience proves our ability to provide safe, reliable, high quality paratransit services*

Company Introduction

First Transit, Inc. supplies precision, efficiency, innovation, and all-around expertise to both public and private transportation systems. For over 60 years, First Transit has had hands-on experience with nearly every facet of transportation operations, maintenance, and administration. As the nation's leading provider of public transportation contracting and management services, we know transit.

Headquartered in Cincinnati, Ohio, First Transit operates in 320 locations, carrying approximately 350 million passengers annually throughout the United States in 39 states, Puerto Rico, U.S. Virgin Islands, Panama, India and four Canadian provinces. Each day, our managers address the complexities in today's challenging political, economic, social, and operational environments.



First Transit's business practices are designed to offer our customers exceptional customer service, an award-winning safety program, and the highest satisfaction that comes from quality throughout our operations.

By leveraging the unique talents of the professionals in each business unit across the breadth of the company, First Transit participates on assignments of all types, sizes and scopes. Applied in many operating environments, our varied skills include:

- Traditional fixed route and ADA paratransit services under management contracts or turnkey operational contracts
- ADA call centers services and brokerage services for human service transportation
- Flexible Route
- Rural and Urban Transit Systems
- University Transportation Services
- Airport Shuttle Services
- Maintenance and facilities management
- Alternative fuel operations, including electric, hybrid, and compressed gas powered coaches

First Transit's History

Our firm's growth is a direct result of the willingness to embrace change and the desire to build partnerships to achieve common goals.

Founded in 1955 as American Transportation Enterprises, First Transit has had several acquisitions and name iterations. In 1999, the firm was acquired by FirstGroup, plc, our UK-based parent company, and became First Transit (242 contracts and over 11,200 transit vehicles in the US).

FirstGroup is the largest international surface transportation group in the world – with strengths across all five divisions. Sister companies include First Student (54,000 school buses in North America), First Vehicle Services (manages and maintains nearly 38,000 vehicles in North America), Greyhound (20 million passengers annually), UK Bus (1/5 of all local bus service in the UK), and UK Rail (the UK's largest rail operator).

Our name has changed periodically, but our forward-thinking corporate culture of developing our people, leveraging our expertise, and sharing our best practices has always been - and continues to be - steadfast.



With a long and proud tradition in the world of public transportation, First Transit stands behind our promise of superior level of service, performance, and support that is second to none in our industry.

Our Vision and Values

Our Vision: Provide solutions for an increasingly congested world, keeping people moving and communities prospering.



With the world's population now exceeding seven billion and more people living closer together, the problems of congestion multiply and the need for creative transport solutions increases. At the same time, customers expect higher levels of service with greater efficiencies. First Transit is up to the challenge.

First Transit understands transportation systems are the lifeblood of communities — and we work in partnership with customers to help our communities thrive. FirstGroup has grown to become the leading transport operator in the UK and North America. Every day on both sides of the Atlantic, we are relied on to connect communities, making it easier for millions of people to live their lives.

Every one of our 117,000 employees works hard to deliver vitally important services for our passengers. Each year 2.5 billion passengers rely on FirstGroup to get to work, education, to visit family and friends, and much more. Our services open up opportunities and experiences and help to create strong, vibrant and sustainable local economies. Our goal is to be the organization to solve the problems of our increasingly congested world and to help people, communities and society to prosper.

At First Transit, we achieve this through employees holding strong to our five core values and exemplifying these values every day. We demonstrate our **commitment to our customers**, with over 95% on-time performance as a company. Our **dedication to safety** is displayed as we begin every meeting with a safety message. We **set the highest standards** for ourselves and each other, demonstrated by having more ASE Certified maintenance shops than any other competitor. We **support each other** with regional management teams standing ready to aid local managers with daily challenges. We **hold each other accountable** for our performance with our Dashboard application, displaying performance data at a glance.

Our Values

Committed to our customers - we keep our customers at the heart of everything we do.

Dedicated to safety - always front of mind, safety is our way of life.

Supportive of each other - we trust each other to deliver and work to help one another succeed.

Accountable for performance - every decision matters, we do the right thing to achieve our goals.



Setting the highest standards - we want to be the best, continually seeking a better way to do things.

Experience Overview

With 320 contracts in 39 states, Puerto Rico, India, Panama and four Canadian provinces, First Transit **sets the standard for excellence** in transportation. Global in scale and local in approach, we carry approximately 350 million passengers across more than 390 million miles annually. First Transit has approximately 16,000 employees and operates 11,200 buses/vehicles. We are a market leader in each of our core business segments:



- Fixed route
- Paratransit
- Shuttle (University, Airport, Commercial)
- Transportation Call Centers

Each and every day for more than 60 years, First Transit managers and employees deliver safe, high quality, cost effective service in challenging political, economic, social, and operating environments. With the **best safety record in the industry, the highest customer service standards and the best training available**, First Transit offers our customers the optimal solution for their transportation needs.

With innovative technologies like **Paperless Shops** to increase the efficiency and accuracy of our maintenance workflow and reporting and our proprietary **Info-Suite Applications** to optimize operational parameters, we keep our customers on the cutting edge of the transportation industry. By working with our partners to introduce new fleets, powered by alternative fuels when possible and endorsing the latest in clean engine technology, First Transit achieved a 6.7% reduction carbon emissions.

91%

In our FY2015-2016 customer satisfaction survey, 91% of our customers agreed that First Transit "is a company I can trust."

Proven Performance

Although the sheer number of our contracts is impressive, what is really important is the quality of service First Transit has brought to each and every one of our locations, the strong relationships with our clients and the improved transportation services for our shared customers.

A Trusted Partner

LONGEVITY

Nothing illustrates First Transit's strength as a transportation provider like the number of customers who choose to stay with First Transit, renewing contracts with us over and over again. When First Transit makes a promise to our customers, we stand by it. Many of our clients have been with First Transit for decades.

In FY 2015-16, 96% of our current customers chose to renew/extend contracts with First Transit when they expired.

"Our relationship with First Transit can be best described as a partnership. We operate in close communication with First Transit, who understands our goals, needs, priorities and focus on the customer and has internalized our values into their own."

- *Ronnie Siriani, NJ TRANSIT*

AWARDS AND RECOGNITIONS

First Transit is proud of the innovative, high quality transportation services we provide our clients and of the many awards and recognitions we have received over the years. Our complete list is far too long to include here, but below we highlight just a few of our recent recognitions:

- FirstGroup America **has over 74 ASE Blue Seal of Excellence Certified Shops**, including our Escambia location, more than all of our competitors combined. We have achieved this prestigious certification for many of our facilities within two years or less after taking over the service.
- Tri Delta Transit, Eastern Contra Costa Transit Authority was named the **best system of its size in North America** (four million and under passenger category) by the American Public Transportation Association (APTA) in 2014.
- Many of our systems have received recognition as the **best system of its size** from their respective state associations, including Sun Metro in El Paso, TX and Metro Mobility in Minneapolis, MN in 2014.

- Many of our managers, region and corporate support personnel were named as the **"Top 40 Under 40"** by Mass Transit Magazine.
- First Transit received the **Confirmit ACE Award for Excellence in Customer Service** and was ranked **Gold in Business** in the Community's Corporate Responsibility Index in 2013.
- We received the **2015 Arizona Department of Environmental Quality's Voluntary Environmental Stewardship Program –Platinum Level Award** in recognition of our excellent history of environmental compliance and exceeding the minimum industry standards and legal environmental requirements.

Additional Qualifications Information

As required by the RFP, our Statement of Qualifications, including our specific experience in paratransit operations and in the State of Florida, is included in Section A. Qualifications/Statement of Qualifications.

SECTION A

Qualifications / Statement of Qualifications



First Transit

A. Qualifications/Statement of Qualifications

Include a description of all experience (paratransit, ADA, Medicaid, CTC and/or Transportation Disadvantaged) in Florida, qualifications including any minimum qualifications, financial stability, recent references of the proposer's performance on contracts of similar scope and size required. A specific format may be required of the proposers. Experience may be included as the number of years, level of technical knowledge, educational degrees and certifications required. Financial stability maybe determined by requesting the proposer's most recent financial statement, certified audit, balance sheet, or evidence of bonding capacity.



Nothing is more important to our qualifications here than our proven experience with Escambia County. We are proud of our partnership that began in 2012, and as the operator of paratransit services since 2014. After a successful transition and implementation, First Transit has proven to be a high quality, trusted partner of the County in the provision of paratransit services.

We are proud of our collaborative efforts with the County over the last contract period to improve the Transportation Disadvantaged model, which resulted in an increase in reimbursable trips. Revamping the recertification process resulted in properly transferring customers to the ADA accounting, freeing up space for more Transportation Disadvantaged trips (resulted in daily trips going from 230 a day to 350-400 a day). We are committed to continuing to work to find ways to improve our service delivery and bring additional value to the County.

Our partnership with Escambia County, including accomplishments we have achieved together, was highlighted in Section 2. Technical Proposal. Our company's long history was discussed in Section 4. Qualifications. Our nation-wide paratransit experience and our satisfied clients throughout the State of Florida is included on the following pages.

Leveraging our Related Experience and Qualifications to Benefit Escambia County

In addition to our extensive experience with in Escambia County, our accomplishments in collaboration with you and the action plan built upon that success, the following aspects of our nation-wide experience and qualifications (including those specifically in the State of Florida) will continue to benefit Escambia County and our paratransit passengers, as described throughout this section:

- ***Paratransit Experience*** *– Our nation-wide paratransit expertise allows us to derive best practices and procedures that benefit Escambia County*
- ***Florida Experience*** *– Our experience includes over a decade of providing high quality paratransit services in the State of Florida*
- ***Understanding of Florida Subcontracted Transportation Provided Agreement*** *– First Transit has proven understanding of Florida-specific approaches to service, rules, regulations and funding sources that provides benefits to Escambia County*
- ***Financial Stability*** *– First Transit's position as a financially stable world-wide transportation leader with strengths across multiple divisions provides assurances to the County*
- ***References*** *– First Transit has provided references of similar paratransit clients, including NJ TRANSIT, Maryland Transit Authority, San Diego Metropolitan Transit Authority and Metro Mobility in Roseville, MN*

Paratransit Experience

First Transit operates safe, reliable and cost-effective paratransit operations throughout the United States and Puerto Rico. First Transit has provided paratransit services since 1985. We currently manage the operation of more than **50 paratransit systems and an additional 32 combined paratransit and fixed route services,** providing millions of trips on an annual basis in both rural and large metropolitan settings. Of our total contracts, **nearly one quarter are paratransit contracts**, and another 12% have a paratransit component.

An undisputed leader in paratransit operations, in addition to Escambia County, our paratransit clients include NJ TRANSIT, where we operate four of the five regions with **600 vehicles** and Maryland Transit Authority, where our successful transition and startup received accolades from our client. Our relevant experience also includes operations like Metro Mobility in Minneapolis, MN, where we overcame on-time performance challenges with comprehensive solutions that resulted in a consistent **98% OTP**.

First Transit is an accomplished provider of ADA paratransit services, including all management, reservations, scheduling, dispatching, safety, on-road operation and supervision, customer service calls, vehicle supply, maintenance, cleaning, fueling, fare collection, personnel and subcontractor hiring, training, and management, subcontractor management and auditing, and policy enforcement , and fully understands the importance of system efficiency and the need to strive for continual improvement in productivity and passenger satisfaction.

NJ TRANSIT, New Jersey



First Transit has brought improvements in safety, training and customer service initiatives, as well as operational efficiencies and an improved customer/contractor relationship to our paratransit locations across North America. A sample list of current First Transit paratransit customers is provided below ranging from small to large.

Customer Name	Customer Since
Columbus County Interagency Transportation, Inc.	7/1/1987
City of Durham	7/1/1993
New Jersey Transit Corporation - Region 6	6/10/1996
East Bay Paratransit Consortium	7/1/2002
Broward County Transit	1/1/2015
New Jersey Transit Corporation - Region 4	5/7/1996
SamTrans – RediWheels	11/1/2014
Palm Beach County – PalmTran	2/15/2015
Maryland Transit Authority (MTA)	2/19/2013
San Diego Metropolitan Transit System	7/1/2000

First Transit complies with all the requirements of the Americans with Disabilities Act (ADA) as they pertain to the delivery of operations and maintenance transit services. Beyond that, providing superior customer service is instilled in our employees from training through service delivery. Annual ADA refresher training is provided to all drivers.

We also use a number of scheduling systems such as **RouteMatch, Trapeze** and **Trapeze's PASS, NOVUS and Simpli** systems and **StrataGen Adept to optimize our paratransit systems**. Further, we manage a number of paratransit call centers throughout the United States, including the State of Illinois Non-Emergency Medical Prior Approval Program, Denver Regional Transportation District's Call Center and King County (Seattle) Paratransit Control Center.

First Transit is your experienced partner to deliver excellent productivity and on-time performance.

Florida Experience



First Transit and our sister company, First Vehicle Services, currently operate over 20 Florida locations (see map to the right), maintaining over 10,000 vehicles and employing over 1,300 employees in the state. We have been authorized to do business in the state since 1972.

Our history with paratransit services in Florida expands over 10 years. We began providing paratransit services with a contract in Jacksonville that we began to operate in 2007.

First Transit **has become a provider of choice** in the Florida transportation market by being a partner in providing responsive, customer-oriented services. Since 2014, our region management team has been responsible for the seamless transition of five contracts in Florida, ensuring we meet the needs of our clients and our passengers and providing minimal disruption to services. Our successes in transitioning services have included:

- Providing additional regional and corporate support during the Palm Tran transition that led to a reduction in customer complaints
- Improvements in on-time performance, maintenance, and safety in our Bay County TPO startup

Letters attesting to the quality of First Transit's startups at these Florida locations have been included in the **Attachments** to this proposal.

At any given time, we can mobilize personnel from any of our Florida locations to support the Escambia County operation in the event of an emergency or time of need.

Understanding of Florida Subcontracted Transportation Provided Agreement

With our extensive experience in Florida, we manage and provide services as the Community Transportation Coordinator (CTC) in several of our locations. We understand the Transportation Disadvantaged program and its mission to coordinate human services transportation and the mandate under the Florida Commission for the Transportation Disadvantaged.

One of the key components of the program is the maximization of all available funding sources. Our experience provides Florida agencies with the assurance of expert account management, making sure trips are charged to the proper funding source. Additionally, we understand the importance of service availability and capacity for the un-met needs. We have experience with industry scheduling software to assist staff with improved productivity and proper billing of agencies for the trips which qualify under the Transportation Disadvantaged Program.

Financial Stability

First Transit benefits financially from being part of an international transportation giant – FirstGroup plc. FirstGroup plc. operates five divisions that have similar core skills and expertise, diversified by geography, customer base, and mix of contract-backed and passenger revenue. This diverse business model further increases the stability of our corporation, ensuring Escambia County that you will have a financially stable operator throughout this contract term and beyond.



FirstGroup plc is the leading transport operator in the UK and North America. With revenues of more than £6.9 billion per year and approximately 120,000 employees, we transport more than 2.5 billion passengers every year.

Our objective is to create long term value for the County and other local community stakeholders through sustainable, integrated transport services that are safe, reliable, and meet the needs of our passengers and communities.

The expansive size of our parent company, FirstGroup America – the North American division of FirstGroup plc, ensures that our Escambia County operation will be based on financial strength and stability, which smaller transit contractors cannot provide.

First Transit's key characteristics for financial stability are as follows:

- A market leader in highly a fragmented $22bn US transit marketplace – approximately 30% is outsourced

- Established credentials and proven track record in successful transit service across all operating divisions including fixed route, paratransit, demand response, shuttle, university, call center, and rail
- More than 320 transit locations across core business segments

The scale of our activities means that our core skills are employing and training professional, dedicated employees. We are **Committed to our Customers** and their safety; procuring, deploying and maintaining a wide variety of vehicle fleets and other physical assets. Our financial strength and stability enables us to stand behind our Escambia County proposal and keep our commitments to you, our client.

We strive to improve our Escambia County paratransit performance by sharing best practices across our businesses to provide high quality services that are safe, reliable, and meet the needs of County/ECCT customers.



First Transit maintains a strong financial position that creates value to Escambia County. We reinvest in our people, our operations, and the communities we serve.

Financial Statements

Included **under separate cover** are our most recent years' audited financial statements for First Transit's parent company, FirstGroup America. There are no stand-alone audited financial statements for First Transit as it is a wholly owned subsidiary of FirstGroup and included as part of the FirstGroup America annual audit.

These financial statements demonstrate that we possess substantial financial capacity and stability to fulfill our obligations under the terms of this RFP.

Further financial information is available on the web site www.firstgroupplc.com.

Paratransit References

As further evidence of the high level of services we provide, we have provided the following paratransit operations as additional examples. Please feel free to contact the following reference locations.

Bay County, Florida

First Transit's Bay County services are a mix of Demand Response/Paratransit and Fixed Route services. First Transit has operated the demand response contract since June of 2014 and the fixed route contract since July of 2014.

Work Performed	Demand Response/Paratransit and Fixed Route
Current Status	Active since 2014
Fleet Size	44 Vehicles
Work Force Size	72 Employees
Contact:	Angela Bradley Transit Systems Administrator 850-248-2689 abradley@baycountyfl.gov

First Transit is proud of our performance for Bay County. Current on time performance is 98%. Productivity runs at 2.5 per hour. Complaints average only two-to-three per month for both services, fixed and demand response. We take all feedback seriously, analyzing for trends and addressing our customers concerns quickly and comprehensively.

Customer satisfaction is very high, as evidenced by the reference letter included as an **Attachment**.

Demand Response service includes 26 vehicles that supports 500 plus trips a day. Operations run Monday through Saturday.

Bay Town trolley operates six days a week with eight routes that services 2,500 riders a day. The trolley operates 18 vehicles, 10 at peak service. The trolley has 298 stops and 26 bus shelters we maintain as part of the contract.

There are 72 First Transit employees in Bay County, including Maintenance, Staff and drivers.

Our Bay County operation has many similarities to Escambia County paratransit services, including the provision of safe, reliable paratransit/demand response for qualified passengers and nearby geographic location.

NJ TRANSIT - Access Regions 2, 4, 5, & 6

First Transit is the majority provider of AccessLink services for NJ TRANSIT, providing ADA paratransit services for four of the five regions throughout the state of New Jersey. We operate **352 vehicles** for the services with an **annual ridership of over 1 million combined over the four contracts**. Each of these individual contracts have many similarities to our Escambia County paratransit services in terms of approach. Like our Escambia County contract, these are turnkey operations in which First Transit is responsible for scheduling, dispatch, operations, and maintenance. First Transit schedulers and dispatchers utilize the Trapeze scheduling software and First Transit's proprietary Info-Manager software. **Since 1996**, First Transit has partnered with NJ TRANSIT in the provision of quality paratransit services, providing "One Team-One Service" to the AccessLink ridership.

Work Performed	ADA Paratransit
Current Status	Active since 1996
Fleet Size	352 Vehicles (over four separate contracts)
Work Force Size	519 Employees (over four separate contracts)
Contact:	Ronnie Siriani (973) 491-4260 rsiriani@njtransit.org

Customer satisfaction is very high throughout our NJ TRANSIT operation. First Transit provides thorough, quick feedback on all customer complaints and commendations received.

First Transit has been very successful with the **Small Business Enterprise (SBE) Program at NJTRANSIT.** The required SBE component goal varies from 2% to 5% on each of the four contracts. We use SBE contracts for a variety of functions, including staffing, consulting, builders, uniforms, staffing, janitorial services, office supplies, oil, fuel, parts and equipment. First Transit partners with **between 18 and 25 SBE vendors per contract**, some of which are repeated amongst the four contracts.

Some accomplishments include:

A True Partnership

"Our relationship with First Transit can be best described as a partnership. We operate in close communication with First Transit, who understands our goals, needs, priorities and focus on the customer and has internalized our values into their own."

- Ronnie Siriani, NJ TRANSIT

- Region 2 has **increased productivity 5% from 1.65 to 1.72**, resulting in a savings of $1.2M since 2005, while maintaining on-time performance goals
- Exemplary safety statistics in every region, including Region 4 achieving .**37 preventable accidents per 100,000 miles**
- seamlessly **merged two regions** (1 & 4) into a single larger region 4, saving NJT money through the shared use of staff while maintaining a **high on-time performance rate over 97%**
- AccessLink services continually receives **the highest rating of all NJT services on NJ TRANSIT's scorecard,** most recently achieving an 8.3 rating, based on passenger approval
- Providing emergency services in the aftermath of Hurricane Irene and Hurricane Sandy

A **reference letter** from our NJ TRANSIT client has been included as an **Attachment**.

San Diego Metropolitan Transportation System

Work Performed	ADA Paratransit/Shuttle
Current Status	Active since 2000
Fleet Size	142 Vehicles
Workforce Size	287 (including shuttle service as well)
Contact:	Bill Spraul, COO (619) 238-0100 x6400 Bill.Spraul@sdmts.com

Since 2000, First Transit has been providing paratransit service for the San Diego Metropolitan Transportation System. At this location, the team uses over 142 vehicles to provide over **360,000 annual paratransit trips.**

In September 2012, First Transit worked in cooperation with MTS to implement **new ADA paratransit policies** that included the adoption of a door-to-door service model much like Escambia County, Do Not Leave Alone policy, and hand-to-hand paratransit transfers. First Transit implemented all policies with no reduction in the quality or efficiency of our service delivery.

Just a few of our accomplishments include:

- **Productivity** – 2.1 passengers per hour in a service area of approximately 400 square miles
- **On-Time Performance** – 93%
- **Valid Complaints** – .08 per 1,000 passengers
- **Low Hold Time** – 16 second average hold time for reservation center/call center
- **Facility Management –** Construction and development and transition to an ADA Paratransit six-acre facility with no service disruption or service complaints

Professional Relationship

"We have a great professional relationship with First Transit's local management and regional team. I believe that First Transit acts with integrity."

- San Diego MTS Customer Survey

PACE – Chicago, IL

First Transit has been supplying paratransit services for PACE Suburban Bus since 1990 in Lake County, IL. We currently have five paratransit contracts with PACE, including (in addition to Lake County), Will County, North Cook County and McHenry County, as well as the most recently initiated City of Chicago paratransit services. First Transit's operation of the City of Chicago work began includes 97 vehicles and 109 employees. PACE's service area covers 3,500 square miles and it is the one of the largest bus services in North America.

Work Performed	ADA Paratransit
Current Status	First contract in 1990, currently operating five separate contracts with the addition of the City of Chicago paratransit services
Fleet Size	Varies by contract – smallest has 22 vehicles and largest has 97
Work Force Size	Varies by contract – smallest has 35 employees and largest has 109
Contact:	Melinda Metzger, Assistant Executive Director 550 W. Algonquin Road Arlington Heights, IL 60050 Phone: 847 228 2302 Email: melinda.metzger@pacebus.com

PACE's ADA Paratransit Service provides origin-to-destination transportation to ADA Paratransit eligible individuals who are unable to use accessible mainline and rail service due to their disabilities. PACE ADA

Paratransit is a shared-ride program, meaning that multiple individuals' trips are grouped together in an effort to meet all trip requests and improve efficiency.

First Transit's current PACE contracts have seen the following achievements:

- Successful implementation of two Call N Ride Services in Will County and one in Lake County and North Cook County
- Implementation of the Rosemont Circulator and Rosemont Lunch Time Shuttle
- Smooth, successful transfer of the Lake County Call Center to the current operations in the Northern Call Center

Unmatched Support

"Top management is very committed. I feel I can call and get responsiveness."

- PACE Customer Survey Results

Metro Mobility, Roseville, MN

Proudly operating paratransit service since 1993, our Metropolitan Council - Metro Mobility project operating out of our Roseville MN location, utilizes more than 200 client provided buses transporting passenger over a broad swath of the Minneapolis region. Our contract for these services was recently renewed for another term.

Work Performed	ADA Paratransit – Call Center, Operations, Maintenance and Facility
Current Status	Active since 1993
Fleet Size	128 Vehicles
Work Force Size	307 Employees
Contact:	Andrew Krueger, (651) 602-1689; **andrew.krueger@metc.state.mn.us**

A couple years ago, the client, local management team and regional support persons for Metro Mobility met to discuss solutions and create an action plan to increase On Time Performance. The entire operation became part of the solution as dispatchers, call takers, schedulers and maintenance all had their part in solving this problem. Daily analysis of what time points were causing the deviation to meeting the on-time goal of 95%. This led to a number of solutions, including shift changes to allow for better vehicle utilization, scheduling changes, more thorough and earlier identification of possible issues by dispatchers, improved communication and a re-emphasis in training. First Transit now

has the highest ranking of on-time performance, consistently 98%, a source of pride for the entire First Transit team. Our customer satisfaction rating is at an all-time high, with a very low number of complaints received.

Budget Increases

As our relationship with Escambia County has shown, we honor our contractual commitments. However, on occasion First Transit has approached other clients regarding RFPs containing faulty data that had been utilized to develop pricing for a bid. In these cases, we were normally able to arrive at a resolution equitable to both parties.

In instances where there were significant changes to the scope of work or other substantial changes to contract terms or details of service delivery, First Transit and our clients have negotiated equitable rate adjustments on occasion.



SECTION 2-2

Introduction



First Transit

2-2 Introduction

Proposals shall include the complete name and address of their firm and the name, mailing address, and telephone number of the person the County should contact regarding the proposal.

Proposals shall confirm that the firm will comply with all of the provisions in this RFP; and, if applicable, provide notice that the firm qualifies as a County proposer.

Proposals shall be signed by a company officer empowered to bind the company. A proposer's failure to include these items in their proposals may cause their proposal to be determined to be non-responsive and the proposal may be rejected.

Organization	First Transit, Inc. 600 Vine Street, Suite 1400 Cincinnati, OH 45202		
Services	Transit Contracting, Transit Management, Transit Consulting		
Contact	Vasti Amaro Director of Business Development 600 Vine Street, Suite 1400 Cincinnati, Ohio 45202 [p] 513-256-2372 [f] 513-684-8852 [e] vasti.amaro@firstgroup.com	Sharad Agarwal Senior VP, Strategy and Growth 600 Vine Street, Suite 1400 Cincinnati, Ohio 45202 [p] 310.213.8503 [f] 513.684.8852 [e] Sharad.Agarwal@firstgroup.com	
Form of Business	Corporation	**Incorporation**	Delaware in 1969
Number of Employees	Employs more than 19,000 people; Manages 4,000 employees		
Federal I.D. Number	23 – 1716119		

US DOT#	1002211	**Motor Carrier**	MC – 576222
Officers	Bradley A. Thomas, President James Tippen, SVP of Finance Michael L. Petrucci, SVP, General Council & Secretary	Barbara Telek, Treasurer Brian Beechem, Asst. Secretary Christa McAndrew, Asst. Secretary Nancy Eliason, Asst. Secretary	
Regional Location Contact	Dave Van Fossen Region Vice President 1020 Center Street, Suite 16, Horseheads, NY 14845 Cell (281) 932-7015 david.vanfossen@firstgroup.com		

Compliance with Requirements

First Transit will comply with all of the provisions in this RFP. As the current provider of these services, First Transit clearly qualifies as a County proposer, exceeding all minimum qualifications. Our State of Florida business license has been included as an **Attachment**. We are happy to provide any further documentation evidencing this fact, if required by the County.

Proposal Signature

First Transit's proposal has been signed and sealed by Mr. Bradley Thomas, who is President of First Transit, Inc. and an authorized company officer empowered to bind the company.

SECTION 2-3

Understanding of the Project



First Transit

2-3 Understanding of the Project

Proposers shall provide a comprehensive narrative statement that illustrates their understanding of the requirements of the project and the project schedule.



As the successful incumbent provider of these services, no one understands this project or your expectations for safe, reliable paratransit services than First Transit. We will provide door-to-door paratransit transportation services to residents of and visitors to Escambia County, Florida, including all resources necessary to provide such services as required by the ECCT/County to meet the needs of the County's paratransit program. Applicable services will be provided under the Americans with Disabilities Act (ADA).

We also understand that the County is dedicated to providing these services to complement and maintain the quality of life in Escambia County and are committed to continuing to partner with you to do just that. We are fully aware that the demand for these services continues to grow. We will continue to ensure that Escambia County residents have access to safe, reliable and customer-focused transportation services.

We know that the County's objective for the current procurement is to select the most qualified and experienced contractor to serve as the operator for these services. As a leading provider of paratransit services nation-wide with proven experience in Escambia, we have demonstrated throughout this proposal, and with our daily service delivery, that we are the best choice. In addition to the high level of service we provide, through our commitment and this proposal, we have also and will continue to provide value, efficiency and a fair price to the County.

Scope of Services Understanding

As your incumbent provider of ECCT services, First Transit has full understanding of all requirements as described in the RFP. The chart below briefly describes our experience and capabilities in all required aspects of Escambia County's Paratransit operations.

Escambia County Qualification Requirements in RFP	First Transit's Evidence of Exceeding Requirements
Schedule all trips and take reservations for paratransit services	First Transit will continue to offer turnkey operations for the ECCT Paratransit service. We have extensive experience in not only Paratransit operations, but also the more intricate operation of call centers as well. Please see additional detail on this in Section A.
Input trip information into the paratransit scheduling software (operator shall assume full responsibility for the usage (input and output) of the software).	First Transit has extensive experience using RouteMatch software. Please refer to Section 2-4 and included attachment for additional detail. We will continue to assume full responsibility for the operation and optimization of the RouteMatch software.
Accept requests for trip changes, including trip cancellations, from the rider(s), and receive approval from the County/CTC if change will impact programmed budget	Currently, First Transit Schedulers accept requests for trip changes, including cancellations, they will continue to do so under the new contract. Please refer to Section 2-4 of this proposal for additional info on Scheduler duties. In the event that budgets will be affected by trip requests or cancellations, our schedulers will escalate these instances to the County for approval.
Prepare trip manifests for pick-up and delivery of all paratransit services riders	First Transit dispatchers will continue to prepare trip manifests for pick-up and delivery of all paratransit services. Please refer to Section 2-4 of this proposal for additional info on First Transit dispatcher strategies and responsibilities.
Record and investigate and resolve passenger complaints and commendations according to the performance measures required as part of this contract, and shall provide, no less than on a monthly basis, a record of any and all complaints and	Customer service will remain a top priority of First Transit's ECCT operation, ensuring that any complaints received by customer are addressed in a timely manner and reported to the County. Please refer to Section 2-5 of this proposal for greater detail on our complaint resolution and reporting process. Our General Manager, Yolanda Cooper, will continue to serve as the primary liaison between First Transit's operation and Escambia County customer relations department. Yolanda will attend monthly Customer Relations meetings and other meetings as required by Escambia County/ ECCT.

commendations to the CTC/County	
Conduct on-the-road monitoring of the drivers providing Paratransit services	First Transit will continue to utilize our Safety Supervisor, Eric Lucas, and General Manager, Yolanda Cooper, to supervise drivers on-the-road, ensuring operational efficiencies and safety of the Paratransit services.
Comply with the 13(c) Labor Protection Agreement with the Amalgamated Transit Union (ATU 1395), and all hourly employees allowing first right of refusal of employment opportunity.	Working in conjunction with the First Transit-managed ECAT service, all open positions within ECCT and ECAT are opened to qualified current employees and ATU 1395 members previous to being publicly posted. First Transit will continue this practice throughout the duration of the new contract.
Provide a proposed wage plan comparable to the Living Wage Calculator for Escambia County, FL (e.g. the MIT calculator @ http://livingwage.mit.edu/) (Union employees are non-medical, non-CDL transporters and non-union employees), but no less than the current wage, or whichever is greater.	First Transit is excited to propose a minimum starting wage of $11.23 for all employees within the ECCT operation. This rate falls within the living wage range for Escambia County, per the MIT living wage calculator.
Provide, at a minimum, a proposed benefits package comparable to that of one provided by Escambia County, FL (union and non-union).	First Transit provides a robust benefits package to all full time employees, please see “Benefits at a Glance” included in attachments for additional details on this.
Conduct Level II background checks on all employees	First Transit insists that our employees be committed to safety, reliability and customer service. To ensure this happens, we require a safe driving record, past employment verification, a criminal background check, motor vehicle record review, employment eligibility verification, and a drug screen.
Maintain Paratransit scheduling software	First Transit currently operates the RouteMatch software for the ECCT operation, including assuming all operating costs

assuming full responsibility of input and output as if the software was owned by the operator including any associated fees related to support, renewal, etc.	associated with this. We will continue to assume this operation and costs within the new contract.
Provide technical and training support regarding the use of scheduling software	In coordination with General Manager, Yolanda Cooper, First Transit Corporate IT staff will continue to provide ongoing training to reservations, scheduling and dispatch staff in all technology systems as needed. First Transit has experience with RouteMatch software paired with MDC/AVL systems in paratransit operations across the United States. Please refer to Section 2-4 for additional info on First Transit's experience with RouteMatch software.
Train administrative staff and drivers as to job duties and all federal, state, local, transit, paratransit, ADA, and Transportation Disadvantaged regulations regarding loading and unloading passengers	First Transit's industry-leading training program is one of the primary cornerstones of our success in the transportation industry. The training we provide for our drivers and staff ensures safe, customer-focused service day-in and day-out across our 320 locations. Please refer to Section 2-5 of this proposal for additional detail on First Transit training programs utilized at our ECCT operation.
Be responsible for certifying ADA applications and performing assessments for riders, and proper storage of such records which shall be provided to the County in an electronic format on a monthly basis.	First Transit has appointed ADA coordinator in place at ECCT to ensure all applications and assessment of paratransit customers is completed in a timely manner. We will continue to provide the County accurate records of ADA certification on a monthly basis.
Establish/maintain a drug and alcohol testing program to ensure that all drivers are compliant with federal and state requirements; the Operator will be responsible for all	First Transit has a strict zero-tolerance policy with regard to drug and alcohol abuse. Resources are available to any employee who seeks assistance or rehabilitation for substance abuse. Our formal Drug and Alcohol Policy has been included as an **Attachment** to this proposal. First Transit will continue to assume all responsibility for costs associated with drug and alcohol testing under new contract.

costs associated with the testing program	
Comply with all applicable federal and state laws and regulations relating to transportation-disadvantaged transportation	First Transit has thorough knowledge of applicable laws and regulations pertaining to transportation-disadvantaged services. This knowledge is derived from our extensive network of paratransit operations in North America. We will continue to remain compliant to all regulations within the new contract.
Negotiate all employee contracts (union or non-union)	With more than 60 years' experience providing public and private transit services, we have successfully managed both union and non-union operations, establishing excellent working relationships with many unions. Our experience in the collective bargaining process has helped negotiate fair contracts for company, employees, and clients. While our positions have at times been firm, we have developed positive, professional relationships based on mutual respect and fair negotiations.
Coordinate scheduling between funded programs (ADA, Medicaid or contracts of Medicaid, Transportation Disadvantaged, Disability Services, etc.) to ensure efficiency, and to ensure trips are provided under the correct funding source not to exceed allotted amount.	Within our current contract, First Transit has been able to revamp the recertification process, resulting in properly transferring customers to the ADA accounting, freeing up space for more Transportation Disadvantaged trips (resulted in daily trips going from 230 a day to 350-400 a day). First Transit will continue to assess scheduling between funded programs to ensure correct funding and operation efficiencies within the ECCT operation.
Provide a Marketing Plan to the County/CTC for review and approval within 30 days of contract approval.	First Transit has extensive experience in providing marketing plans and assisting our customers with marketing strategies. General Manager, Yolanda Cooper will work diligently with corporate resources and ECAT marketing to provide a robust marketing plan for County approval within 30 days of contract inception.
Make a reasonable attempt to relocate the operations office to an area near and/or within a 5-mile radius from the current ECAT facilities	First Transit recognizes that its current facility on McLemore Drive is not within the 5-mile proximity of ECAT. Our corporate and regional real estate teams have worked with local real estate broker, Gerald McArthur, to identify facilities that meet the

located at 1515 W. Fairfield Drive in Pensacola, Florida.	County's requirements. We have identified two locations within the required radius, as described in Section 2-6.
Attending and/or reporting at any and all related meetings including but not limited to Local Coordination Board, Public Forums, etc.	Yolanda Cooper, General Manager, currently represents the First Transit / ECCT operation in all related meetings with Escambia county, this includes Disabilities Summit Council, MTAC meetings in addition to Escambia County regularly scheduled meetings.

Exceeding Escambia County's Performance Standards

First Transit has thoroughly reviewed the standards of performance outlined by Escambia County in the current RFP. We thoroughly understand these standards and have consistently exceed similar expectations at many of our paratransit locations across North America.

Our entire operation will continue to revolve around adhering to these standards in the provision of your transit service. The chart below explains our understanding of a few of Escambia County's performance standards, our current performance and strategies to exceed them in the new contract.

Performance Standard in Escambia County RFP	Current Performance	Measures to Gauge Progress	Strategies to Meet/Exceed Performance Standard
On Time Performance (Standard is 90%)	Continuing to improve, our On Time Performance has consistently been very close to exceeding this standard while also providing desired productivity, new technology tools proposed will allow us to	Tools within RouteMatch scheduling software Review First Transit's Dashboard Information and other system reports Monitoring by supervisors and management	Sufficient standby drivers available in case of late arrivals Time Checks by management/supervisory staff Re-training for individuals continually not meeting time performance Adding tools such as enhanced IVR that will help to ensure our passengers are ready when we arrive,

	continue to improve		positively impacting On Time Performance
Customer Survey Results (Standard is 90%)	Customer Survey Results for 2016, as included in the County's Transportation Disadvantaged Service Plan reported that 93% of riders felt that the drivers are courteous and helpful, 92% of riders felt that their driver provided a safe, comfortable ride and 92% of riders surveyed felt that vehicles were clean and well maintained	Report on response time for resolving complaints Passenger survey results Monthly reports on # of customer complaints and commendations	Extensive customer service training Analyzing for trends and developing action plans based on rider survey results Adding customer-facing technologies such as chat features and enhanced IVR/SMS capabilities Recognizing drivers who receive strong survey results
Valid Customer Complaints (Standard is no more than one per month for each operator)	Our operators consistently exceed these requirements, with a low number of complaints received	Monthly reports on # of Customer Complaints Report on response time for resolving complaints Passenger surveys	Quick, thorough response to customer complaints Extensive customer service training Analyzing for trends and developing action plans based on complaints and commendations Adding customer-facing technologies such as enhanced IVR/SMS capabilities Recognizing drivers who receive commendations and compliments from passengers

Overall Operator Rating	First Transit welcomes feedback and evaluation from Escambia County and our passengers	Review of operator ratings	Communication and coaching of operators when necessary Extensive Training Program Analysis of trends Consistent communication with operators on their performance and plan for continual improvement
Vehicle Safety Inspections (Vehicle must meet all minimum safety requirements)	We have passed all inspections/audits as your paratransit operator, including triennial reviews.	Review of audit and inspection results	Comprehensive pre-trip inspections by drivers and appropriate follow-up Following First Transit's extensive Safety rules and regulations, as well as the County's expectations

Project Schedule - Implementation Plan

As the successful incumbent provider for these important transportation services, First Transit is the only contractor who can provide a truly seamless transition to a new contract. Escambia County and its riders will continue to see the high quality service they have come to expect from us without any disruptions.

First Transit maintains a full staff on-site at Escambia County, which is led by the General Manager, Yolanda Cooper. To ensure a smooth transition into the next contract, Yolanda and RVP Dave Van Fossen will meet with Escambia County to ensure that all required program plans are delivered on-time for the new contract. Upon contract award, Yolanda, Dave and SVP Tim McCann will meet with Escambia County to finalize the transition plan, including confirming:

- Key personnel
- Timelines for completion of audits
- Roles and responsibilities
- Hiring as needed
- Compliance with all milestones

We will also establish a schedule for weekly (or more frequent) meetings to monitor progress and resolve any issues and concerns throughout the transition period. As the

current operator of the Escambia County services, we foresee no concern in the continuation of our operation, and the transition of services to the new contract.

Transition and Start-up Activities

As the current provider, First Transit's transition activities focus on a review of our service with the new contract term. Milestones for our transition include items such as reviewing our current policies and procedures, auditing our operations, and setting goals and objectives for continuous improvement in the future. Based upon the information provided in the RFP, as well as our long-term experience with and understanding of the services to be provided, we have included a schedule for the transition of the new contract.

Task	Begin Date	End Date
Transitional Timeline and Scope of Service Review		
Statement of understanding of service standards, contract negotiations with Escambia County	5/5/2017	5/5/2017
Notice of Intent to Award	5/10/2017	5/10/2017
Board award by Escambia County and authorization to execute contract	5/16/2017	5/16/2017
Contracted approved and signed by Escambia County and First Transit	5/18/2017	5/18/2017
Notice to Proceed issued to First Transit	5/18/2017	5/18/2017
Scope of Service Implementation – With Escambia County Review		
Review current union labor work rules, policies with Escambia County	5/22/2017	5/22/2017
Labor Negotiations, Recruitment, Training and Staffing Requirements		
Review current drug and physical examination locations	5/22/2017	5/23/2017

Review current First Transit background check process with the Escambia County	5/22/2017	5/22/2017
Provide detailed training schedule to Escambia County for all employees for new aspects of the contract, service changes, refresher training	6/1/2017	6/1/2017
Vehicle Maintenance and Revenue/Non-Revenue Fleet, Equipment		
Review assigned vehicle records, parts inventory, equipment, tools with Escambia County staff	6/5/2017	6/9/2017
Fleet Inspections for new contract baseline conditions determination	6/12/2017	6/15/2017
Review requirements and deliverables with maintenance contractor	6/15/2017	6/16/2017
Fare Collection		
Review all current program processes, fares, control and security with Escambia County staff	6/15/2017	6/16/2017
Driver Scheduling		
Analyze scheduling processes and practices with Escambia County and suggest any revisions	6/19/2017	6/20/2017
Service Start		
Follow-up meetings with Escambia County on any open issues	Ongoing	
Successfully initiate service under new contract		

Additionally, as the project progresses to the new contract, a task-by-task transition plan for key items will be developed and produced, reflecting the updated status of key decisions, coordination with Escambia County, fleet and equipment needs, and any contract changes. First Transit foresees no problems in the transition to a new contract within human resources, accounting, safety/security, labor relations, facility management, asset management and administration.

SECTION 2-4

Methodology Used for the Project



First Transit

2-4 Methodology Used for the Project

Proposers shall provide a comprehensive narrative statement that sets out the methodology they intend to employ and that illustrates how their methodology will serve to accomplish the work and meet the County's project schedule.



Escambia County has invested significant resources into the critical transportation opportunity to continue to be your partner and will continue to be good stewards of this service. Through the leadership of highly seasoned managers, First Transit will continue to operate on three cornerstones: **Safety, Customer Service, and Efficiency.**

- **Safe, reliable transportation** focused on ensuring passengers and employees arrive at their destination in the same condition in which they arrived
- **Customer service** and **reliability** through a focused approach in call center operations; as well as hiring and retaining the right people, offering them industry leading training, and supporting them each day to allow them to care for their passengers as if they are members of our family
- **Efficiency in productivity** optimizing RouteMatch software, expertise of local leadership, and organizational support from industry leaders that are prepared to work with Escambia County/ ECCT to achieve continued improvement in cost effectiveness

First Transit will continue to provide:

- **An Excellent Local Leadership and Management Team –** Yolanda Cooper, on-site General Manager, serving Escambia County on-site with a 100% commitment, as well as a dedicated key management team
- **Industry Leading Regional Support –** Tim McCann, Senior Vice President, Dave Van Fossen, Region Vice President and Region Director of Operations,

Shannon Borst, coordinating the management of the system to ensure your satisfaction

- **Customer Service Focus –** A customer support staff composed of seasoned safety, training, IT, fleet maintenance, and paratransit operations professionals to provide ongoing assistance to enhance system efficiency and effectiveness

The First Transit team will continue to work in cooperation with Escambia County and strive each day to exceed the expectations of our passengers, the community, and Escambia County staff.



The team will continue to work with transparency and in close partnership with Escambia County staff to deliver excellent service to our passengers in a cost effective manner.

THROUGHOUT THIS SECTION:

Ensuring Operational Success through the Right Methodology

Elements of our project methodology, as described throughout the rest of this section, that will lead to continued success in our service delivery for Escambia County paratransit services include:

- ***Operations Management** – General Manager Yolanda Cooper and her leadership team will continue to work collaboratively with the County, with the support of First Transit's Region and Corporate experts*
- ***Ongoing Innovation** – First Transit's staff will continue to provide RouteMatch for scheduling, optimized with the expertise of our staff, as well as new, customer-facing tools*
- ***Call Center Operations** – Best practices derived from our nation network of paratransit operations will continue to lead to lead to effective, efficient reservations, dispatching and scheduling*
- ***Bus Operators** – Hiring and retaining experienced, customer-focused operators and providing them with the tools and support they need to succeed will continue to be the key to our success*

Operations Management

Our operations approach **will continue to focus on operational transparency and collaboration with the County and improving the customer experience while achieving greater cost efficiency.** The approach starts with the diligent management of our senior staff, led by our on-site General Manager, Yolanda Cooper. She is responsible for closely monitoring the daily key performance indicators that reflect service quality and efficiency. Areas of focus include missed or excessively late trips, on-time performance, productivity, road calls, accidents/incidents, and complaints. Service performance outside acceptable parameters will be analyzed to determine what processes must be implemented to improve performance.

Our General Manager will continue to meet regularly with Escambia County staff to review performance. During these meetings, areas for improvement will be identified and real action plans developed. However, action plans are only as good as the implementation that follows. Yolanda does not mistake action plans for results. Only follow-through on the actions identified, and achieving the desired results, is acceptable.

Additionally, these meetings allow for the coordination and communication that is so critical to the success of paratransit operations. First Transit stands ready to apply additional resources to meet any challenge. Yolanda and her team will continue to be supported by region and corporate experts who will ensure your satisfaction with our services.

Ongoing Innovation

First Transit views innovation as a key aspect that is vital to the success of our three guiding objectives for Escambia County:

- **Transparency** (in operations improvements and financial condition)
- **Cost Effectiveness** (continually lowering costs through productivity and operating efficiencies)
- **Customer Experience** (real-time customer interface, customer care)

Technology tools have increasing impact our transportation services industry-wide, and First Transit will continue to ensure that we keep Escambia County on the forefront of emerging technologies that have been proven and will truly enhance our service delivery.

We will continue to utilize RouteMatch scheduling software, as described below, for scheduling of paratransit services, which has proven to be an effective tool for Escambia County. We have also proposed the addition of several new tools, including enhanced IVR, to provide additional customer-facing benefits.

The expertise of our local, region and corporate teams in the area of innovation and technology will ensure the right tools are incorporated into our daily service delivery and that we reach our mutual goals for the County's paratransit service together.

RouteMatch

As it has proved to be an effective tool, First Transit will continue to utilize RouteMatch for implementation of the AVL and MDC solution for the Escambia County/ ECCT vehicles. RouteMatch's approach for service is built around three core teams of **RouteMatch's Professional Services Organization (PSO):**

- **Project Management Office –** provides project management and design expertise
- **Technical Services –** provided engineering and installation expertise
- **Educational Services –** provide expertise in adult education of complex transit systems

Refined through more than 550 installations, RouteMatch's technology and implementation expertise ensures that customers' requirements, timelines, and budgets are met with minimal interruptions and maximum optimization.

The RouteMatch PSO group consists of project managers, business consultants, training consultants and technical personnel devoted to assisting customers in all phases of implementation by:

- Defining guidelines for roles and responsibilities
- Developing a roadmap for scheduling and resource planning
- Creating weekly feedback loops and reviews
- Implementing a systematic, proactive project plan
- Training First Transit staff on the base system as early as possible

RouteMatch will provide weekly and monthly project status reports, including detailed attention paid to issues, risks, and key action items.

Please refer to the **Attachments** section of this proposal for a full description of the RouteMatch system capabilities including the reporting and invoicing functions.

FIRST TRANSIT'S EXPERIENCE WITH ROUTEMATCH SOFTWARE

First Transit will continue to provide extensive support to our local management team and our partnership with Escambia County. This includes the management and optimization of the RouteMatch software package for effective and efficient service for our passengers.

First Transit's operations review team including **Goran Markovic, Business Analyst,** will be on site during the transition and throughout the term of the contract to evaluate the system and optimize system parameters. Additionally, **Tacy Highland, Senior Business Analyst**, will directly support our location to provide refresher training and system customization to ensure that we continue to meet Escambia County's service needs.

In coordination with Yolanda, First Transit Corporate IT staff will also provide ongoing training to reservations, scheduling and dispatch staff in all technology systems as needed. First Transit has experience with scheduling software paired with MDC/AVL systems in paratransit operations across the United States.

In addition to the experience of the local team, First Transit's nationwide operations provides Escambia County with a network of peer agencies for an expanded technology resource. We have extensive experience with the RouteMatch scheduling system in a variety of call center and paratransit environments, a few of which are listed below.

Account Name	Location	User	Fleet Size
Nashua	Nashua, NH	6	21
City of Pasadena	Pasadena, CA	4	11
Columbus County	Whiteville, NC	2	16
Denver RTD	Denver, CO	60	350
First Ride	Denver, CO	4	17
Greene County	Xenia, OH	10	35
Minneapolis Spring St	Minneapolis, MN	7	22
Santa Maria	Santa Maria, CA	8	55

Account Name	Location	User	Fleet Size
SEPTA	Conshohocken, PA	65	35

Our management, dispatching and scheduling staff will complete advanced scheduling training with RouteMatch software to optimize system parameters for increased on time performance and productivity. This includes scheduling principles and theory, tactics for increasing system productivity, familiarization with service areas, and system analysis tools.

First Transit's management team has the technical expertise and support necessary to:

- Train other staff as necessary in the use of the RouteMatch scheduling software
- Ensure knowledge and application of RouteMatch and Info-Manager to optimize vehicle schedules and customer service
- More effectively monitor and manage service for improved performance

Two-Way Radios

First Transit utilizes two-way mobile radios for communications with drivers. CES Team One Communications, Inc. will provide the radio systems. Our drivers, managers, supervisor and, ultimately, our passengers rely on our ability to communicate and be responsive to operational issues.



Outbound and Inbound IVR and SMS Technology - CallFire

Automated SMS (text) and IVR (Interactive Voice Response) messaging enables First Transit or County personnel to our reminders of upcoming trips scheduled, as well as notice of impending arrivals. Customers will also have the ability to easily confirm and cancel their trips.

In addition, mass messages can be sent to update all system users on weather events impacting service and similar issues. This feature would also allow for broadcasting of emergency information and plans immediately.

With an IVR system, it is easy to set up surveys, polls, appointment reminders, payments, and more for inbound or outbound uses. Customers interact using a simple keypress. CallFire IVR technology is easy-to-use with a simple drag and drop menu or XML.

Call Center Operations

Reservations Service Management Strategies

First Transit understands that our staff will handle all aspects of reservations, including cancellation and ride check calls from Monday-Friday 8 a.m. to 5 p.m. First Transit will provide staffing for reservations in accordance with Escambia County's business hours for the Call Center operation. The Call Center will continue to take calls beginning at 8 a.m. and will handle all cancellations, evaluate recently completed trip performance, reduce no-shows, optimize next day schedules, and answer customers calling to check the status of their trip throughout the day

The Reservations Department serves as the first point of contact for your clients after they have been approved to use the service. Thus, it is imperative that each call be conducted in a polite, courteous, and professional manner. This call experience will often determine the client's overall impression of the entire program.

Our highly effective **Customer First** training program and our comprehensive employee monitoring program ensures that each customer will be greeted by a polite and knowledgeable reservationist with every call.

Training for Call Center Reservationist team includes:

- Proper use of the call center agent telephone
- Proper telephone etiquette
- Customer empathy training
- ADA guidelines relative to trip reservation and scheduling
- Escambia County and First Transit policies
- RouteMatch software booking and scheduling training

RESERVATIONS PROCESS

The Call Center Reservationist team is responsible for verifying passenger eligibility, processing trip requests, fielding "Where's My Ride" inquiries, and modifying and canceling existing reservations in a "real time" environment. These functions utilize the

latest RouteMatch scheduling software. At the time of the call, the Reservationists verbally confirm each customer ID, trip date, pick-up/appointment times, street addresses, phone numbers, attendants, and mobility devices, during and before the end of each call, thereby reducing the number of potential data-entry errors. The use of scripts also helps to ensure consistency in the process of requesting and entering trip information. This ensures that our operation is based on complete and accurate information.

During the booking process, our Reservationists employ the use of basic scheduling strategies to evaluate the best available routing solution This skill, taught during our comprehensive training program, maximizes service efficiency and the use of scheduled hours. Reservationists conduct negotiations with passengers to ultimately agree on and confirm a pick-up time with the passenger.

As an added benefit for the new contract, passengers will be able to contact our Reservations staff through chat, as described earlier in this section. Chat functionality will bring a new level of convenience to our customers and increased efficiency for our reservationist staff, who will be able to handle multiple chat conversations at once.



First Transit provides excellence in service provision by establishing high performance standards from the very beginning of the Trip Lifecycle.

Scheduling Service Management Strategies

On-time performance, service productivity, and safe schedules rely on a practical, well-planned service day with tours that are properly constructed for successful delivery. To accomplish this, our scheduling staff is responsible for reviewing, revising, and producing final, daily driver schedules on a daily basis. They utilize the latest RouteMatch scheduling software to accomplish these tasks. Our scheduling staff will complete Advanced Scheduling Training with RouteMatch software, advanced scheduling principles and theory including tactics for increasing system productivity, advanced familiarization with service areas, and use of advanced system analysis tools. We will also incorporate our paratransit scheduling best practices and strategies accumulated from our other paratransit operations within the training curriculum. This will provide consistent and proven methods for maintaining and improving operational performance.

Our management/ supervisory staff have the technical expertise and support necessary to:

- Train staff as necessary for their positions in the use of RouteMatch
- Provide customized performance reports and operating data
- Ensure that scheduling staff are knowledgeable of and apply the tools and techniques in RouteMatch designed to optimize vehicle schedules
- Assess the use of RouteMatch and the performance on services on at least a semi-annual basis and provide the Escambia County with a written report identifying potential improvements and opportunities for retraining and specialized training

SCHEDULING PROCESS

Once trips are created and confirmed by our Reservationists, scheduling staff begin the process of organizing and refining the requests and overall schedules for shared-ride service. The scheduling team's primary focus is to comply with ADA, FTA and Escambia County guidelines and Transportation Disadvantaged Service Plan (TDSP) requirements as they relate to scheduled pick-up, drop-off, ride time, and system productivity. In addition, the Schedulers are responsible for manually scheduling unassigned rides, coordinating callbacks with call center agents where necessary, and adjusting future schedules in anticipation of major events and/or inclement weather. Scheduling staff also work closely with Management and Dispatch to coordinate driver breaks, lunches, and splits to improve resource availability. Additional system management will include accommodating last minute or unexpected shifts in demand.

In utilizing RouteMatch for the Escambia County/ECCT paratransit operation, our scheduling staff quickly and efficiently isolate violations and inefficiencies that require resolution to operate safe, cost-effective schedules. Not only are they able to identify typical scheduling scenarios such as late arrival times, illogical routing, and unrealistic speeds, but they have access to up-to-date calculations. These calculations include productivity, estimated on-time, deadhead, slack, and appropriate trip grouping, on a route-by-route basis to 'drill down' and more granularly resolve potential impacts to performance. All of this is done while maintaining an exceptional level of quality assurance for our customers.

Once the most desirable scheduling for a route is identified, the route can be frozen for the day so that future rounds of batching do not split up groups or other specially scheduled trips. First Transit assigns trips that are outside the productivity and efficiency

range of primary service to the supplemental service only as a last resort, ensuring overflow is used in an efficient and responsible manner.

Because subscription service is such a critical key to higher productivity and enhancing the reliability and consistency of daily schedules, First Transit makes it a policy to employ best practices in Template Schedule management. We continuously optimize and anchor the subscription templates to ensure the “backbone” of the service is still being managed and routed productively. Renegotiation of subscription times is included in this process, constantly refining how scheduled template hours can be put to better use. This regular, repeated revision of the template schedule serves to fill in gaps left by cancelled or modified subscriptions, and improves how the subscriptions are scheduled into available service.

First Transit will continue to analyze scheduling practices and RouteMatch parameter settings to ensure scheduling is done as effectively as possible.

SCHEDULING OBJECTIVES

Productivity Improvements: Optimizing Assignments

First Transit uses multiple RouteMatch batching strategies that regularly run in the background and to reintegrate any overflow-scheduled trips back into regular service hours. This includes creating automated batching jobs specifically configured to identify trips.

Balancing Productivity with Passenger Ride Time and On-Time Performance

First Transit takes a holistic approach to managing service delivery Key Performance Indicators (KPI). We recognize that productivity plays a big part in a successfully run operation. First Transit has operational strategies to help monitor and improve this aspect of service. There are multiple ways to review and positively impact the productivity in a system, from using the scheduling system functionality to employing the use of additional tools for augmenting and enhancing the existing system. An overview of these features follows:

- **Using existing scheduling software functionality with RouteMatch –** Including Trip Bumping, Bad Trip Locator, and batching to optimize and improve schedules.

- **Developing and implementing key foundational scheduling strategies** that focus on improving service:
    - **Implementing Core Routes –** Routes that do not change seasonally. Routes should be seeded with subscription requests and assigned to senior, high performing employees, for the highest and most consistent performance
    - **Implementing Flex Routes –** Routes where the Start and End times adjust based on current demand. Routes should have a mix of seeded subscriptions and demand. Flex Routes should not adjust by more than 60 minutes
    - **Daily Optimization Batching** (future days)
    - **Dispatcher-Scheduler position –** This position focuses on implementing same-day proactive scheduling tactics, in advance of and in preparation for, the period in which the Dispatcher is focused on service. This reduces the amount and complexity of work required of the Dispatcher, freeing up some of their time to work more aggressively in maintaining and exceeding service KPI standards
    - **Continuing a strong Template Management strategy –** This process includes continuous review of current template status to identify potential optimization opportunities due to subscription changes and cancellations, a practice of subscription negotiation and renegotiation as service changes in order to better construct the essential backbone of service
- **Live Day/Real Time tools**
    - **Same Day Cancels** – Gaps in service caused by same day cancels so the scheduled hours can be used more efficiently
    - **Slack Map** – Routes with slack or idle time
    - **End of Route** – Routes with slack or idle time towards the end of the route so poorly performing routes can be broken down and trips redistributed
    - **Group Trips** – Groups being picked or dropped at the same location in order to better optimize with scheduled routes and times
- **Reporting tools**
    - **Periodic trend analysis –** Receive individualized trend analysis for various service issues that may currently be occurring in the system

On-time performance is managed much in the same way, with close evaluation of the scheduling process to specifically identify and improve upon this specific aspect of service performance.

Dispatch Service Management Strategies

First Transit will continue to conduct all dispatching for the Escambia County/ ECCT service. Dispatch service is an integral function that contributes to increase on-time performance and productivity. Based on the extensive experience gained through operating paratransit operations across the United States, we have identified key tactics to achieve the best out of the Dispatching operation. This includes strategic positions and methods to manage same-day service as efficiently as possible.

ON-TIME PERFORMANCE

The focus of any successful operation is on the details of service delivery. On-Time Performance is detailed here, but its emphasis and importance is also highlighted prominently throughout this proposal.

It is critical that each member of the dispatch/supervisory staff, every Primary and Supplemental Driver, each Call Center staff member, and every manager has a clear understanding of his or her duties, and is held responsible for accomplishing them. It is from this perspective that service parameters are constantly monitored, and corrective actions determined to keep service on time during all hours of operation.

Below is a brief position description of First Transit's dispatchers for the Escambia County/ ECCT service to monitor on time performance, including missed trips.

- Ensures that service meets or exceeds the Escambia County/ ECCT's and First Transit expectations for high quality, safe transit services
- Monitors AVL and radio communications, as well as 'Where's My Vehicle' status calls from customers
- Responsible for knowing all the Escambia County/ ECCT standards for service delivery
- Coordinates with the other staff for issues regarding service delivery including vehicles running late, accident/incidents, traffic problems, and on board incident/emergencies
- Utilizes radio to monitor the location of each vehicle on route and monitors the scheduling system for on-time performance to ensure timely performance is maintained
- Creates and implements solutions to trips running behind to minimize late service and eliminate missed and extremely late service.
- Immediately reports and logs road emergencies or other events that may inhibit the performance of the service

- Contacts the Escambia County/ ECCT staff and emergency services such as police, ambulance and fire authorities when appropriate

DISPATCHERS

The Dispatchers impact the overall performance of service, as they are responsible for setting the tone on route timeliness before the vehicle is even in service. These individuals have a thorough knowledge of Escambia County/ ECCT policies and procedures, ADA policies, RouteMatch driver scheduling and dispatch systems, First Transit policies and best practices, and Amalgamated Transit Union (ATU) #1395 labor agreement. In addition, our Dispatcher staff will be thoroughly trained in radio and MDT usage and RouteMatch. This assistance includes communicating with our drivers both directly through radio and at the Window for assistance with operational issues related to passengers, vehicle breakdowns, accidents, and incidents.

First Transit Dispatchers ensure drivers are ready for service and that drivers meet compliance requirements (e.g., license, fitness for duty, uniform, paperwork, fares, etc.). Window staff will assign work runs and vehicles, guaranteeing accurate schedule, manifest and vehicle assignments. Other assigned responsibilities for this position include managing timeliness of daily deployment and return of vehicles and drivers. Our Dispatchers monitor and manage timely deployments and returns according to the schedule and receive notification of routes that violate scheduled times. This initial management greatly impacts system performance, to maintain on-time performance before the route departs base. This results in a reduction in the “domino effect” that late deployments impact the timeliness of subsequent route events.

In order to effectively balance operational needs with available personnel resources, the Dispatchers also monitor driver work hours and assign extra board service as needed, using First Transit procedures for efficient utilization of labor and vehicle assignments. Vehicles assignments are based on the availability of vehicles as determined by the maintenance department. Our Dispatchers will also communicate with other staff regarding vehicle and driver availability, schedule adherence, and any other operational issues that impact service.

Effective ADA paratransit dispatch practices ensure that we maintain established performance standards, and all riders receive a reliable and safe transportation experience.

In addition to having full knowledge of Escambia County/ ECCT and First Transit accident and safety reporting procedures, our Dispatch staff undergo Advanced

Scheduling and Advanced Dispatch training using RouteMatch scheduling software. This training addresses functional use of the scheduling software as well as basic principles and theories in scheduling and dispatching service. This introduces advanced concepts for greater success in managing complex transit systems and includes:

- Advanced principles of increasing system productivity (leveraging slack time to optimize routes, and monitoring efficiency of end-of-route trips to identify opportunities to reduce hours where possible, etc.)
- Advanced training of ADA, FTA and Escambia County policies and procedures including the fare matrix, no-show, no-show return, late cancellation and no-stranded passenger policies
- Radio system training, including basic troubleshooting skills
- Use of communications system including FCC regulations, Escambia County communication guidelines, and use of 10-codes
- Refresher on a regular basis and additional training when a new version of RouteMatch software is installed

DISPATCHING OBJECTIVES

The Dispatchers will perform “real time” schedule updates to effectively manage day-of-service changes using the RouteMatch dispatch module. They are also responsible for monitoring on-time performance, notifying customers of potential late pick-ups, rescheduling trips, and optimizing slack time resulting from no-shows and late cancellations. At a minimum, our Dispatchers:

- Monitor and manage the performance of scheduled trips
- Reassign trips as needed to ensure on-time performance and system productivity is maintained
- Contact customers when necessary to advise them of late pickups when there is no other on-time alternative, due to vehicle breakdown, etc.
- Comply with and enforce Escambia County/ ECCT No-Show and Late Cancellation policies
- Provide continuous monitoring and controlling of assigned radio frequencies during all hours that service provider vehicles are out of the yard
- Ensure all voice radio communications pertain to service and that FCC rules and regulations are enforced (data and voice communications)

ADA Coordinator

We recognize that each customer is entitled to and expects the highest level of customer service and the most positive experience possible. We manage our operations with the philosophy that you are only as good as the previous day's performance. We strive each day to raise service standards and deliver the highest level of customer service possible.

In addition to ensuring ADA compliance for this project, our ADA Coordinator is responsible for providing comprehensive documentation, investigation, follow-up, and resolution for all related comments, complaints, and inquiries.

We believe that customer comments and feedback are extremely valuable in assessing our overall performance. Our Customer Service staff will provide a response to all customer comments, complaints or inquiries, in a timely manner. This response will include a detailed understanding on the individual concern as well as an explanation of our findings and resolutions. Customer complaints will be classified in accordance with Escambia County/ ECCT policies and responded to accordingly.

Our ADA Coordinator is responsible for helping to track no shows and late cancels, and will also issue customer notifications. Our ADA Coordinator and staff work cooperatively with key manager, our customers, vendors, and with Escambia County/ CTC to develop action plans for continually improving services.

Bus Operators

As the incumbent provider, First Transit already has a group of well-trained, experienced and customer-focused operators proudly providing these services every day. When necessary, First Transit will continue to recruit and train Bus Operators to provide the services described in this RFP.

First Transit achieves continual improvement of driver performance through thorough training programs, honest feedback, and employee accountability. We consider it extremely important to spend additional time with an employee who is having difficulty in delivering outstanding performance.

Performance concerns could include:

- Absenteeism
- Late dispatch check in
- Not meeting on-time performance
- Passenger complaints
- Safety concerns

When we observe these issues, our supervisors and managers spend time with the employee to determine the cause. We jointly develop an action plan with the employee to help them improve once we understand what is behind the performance issue. If retraining is necessary, the driver is retrained in whatever areas are deemed necessary, with follow-up observation to ensure the problem does not reoccur. While it is our goal to help every employee improve, sometimes we must provide progressive discipline in order to hold employees accountable and to document performance expectations.

Our road supervision efforts are very important to supporting our drivers. We provide drivers feedback on their performance to help them understand how they are doing relative to Escambia County and First Transit expectations. Our management and supervisory staff understand the issues our drivers face and can offer genuine solutions to tough situations.

Drivers as Ambassadors

Our corporate culture ensures that each driver has a clear understanding of how we value them as individuals and as First Transit employees, and what is expected of drivers regarding their job performance.

We communicate to trainees that our role as a company is to provide safe, courteous, and efficient transportation for each Escambia County passenger we carry. Following this role, First Transit creates an open, cooperative, and supportive working atmosphere to meet service expectations.

First Transit strives not only to hire employees that will help us meet our objectives, but to effectively communicate service standards. This helps drivers understand that they are expected to deliver superior customer service, and will receive fair treatment and support from all First Transit staff.

SECTION 2-5

Management Plan for the Project



First Transit

2-5 Management Plan for the Project

Proposers shall provide a comprehensive narrative statement that sets out the management plan they intend to follow and illustrates how their plan will serve to accomplish the work and meet the County's project schedule.

Management Approach



First Transit has implemented a multi-faceted management approach at each location to support successful operations for our customers. For our partnership with Escambia County, the five components will continue to consist of the following:

- **Yolanda Cooper, General Manager** serving Escambia County on-site for successful performance and operational transparency
- **Dave Van Fossen, Region Vice President (RVP)** overseeing our management of the system to ensure customer satisfaction
- **Regional Customer Support Staff,** composed of seasoned professionals, enhancing system efficiency and effectiveness
- **Value-Added Services** implemented in coordination with Escambia County, improving passenger satisfaction, cost-containment, and reporting of transit information for efficient operations
- **A Nationwide Transit Network** of First Transit customers and staff to share information and experiences, incorporate operational best practices, and provide continuous improvement for Escambia County service

First Transit takes great pride in offering more than just experienced managers to our customers. We offer a comprehensive package that includes expertise from across the country. In addition to our resident transit professionals to manage the Escambia County system, First Transit's team will draw upon an unparalleled nationwide transit network, a rich and diverse collection of experience, to support the success of daily operations.

THROUGHOUT THIS SECTION:

Ensuring Operational Success through the Right Management Plan

Elements of our management plan, as described throughout the rest of this section, that will lead to continued success in our service delivery for Escambia paratransit services includes:

- ***Project Staffing** – Our comprehensive and efficient staffing plan ensures our services our delivered at this high level expected by the County and our passengers*
- ***First Transit's Safety Culture** - At First Transit, we believe that "If you cannot do it safely, don't do it!" and ensure a safety-first approach throughout Escambia County operations*
- ***Recruiting, Retention and Hiring**- First Transit is proposing a wage increase resulting in minimum starting wage of $11.23, additional recruitment and retention efforts include a computerized applicant tracking system, job fairs and employee appreciation events*
- ***Maintenance Excellence** - A high quality maintenance program begins with a focus on preventative maintenance, we will ensure our local maintenance partner exceeds the expectations of First Transit and the County*
- ***Customer Service** – Customer Service will remain a top priority for Escambia County paratransit services, ensuring that we continue to receive a low number of complaints and high ratings on passenger surveys*
- ***Grant Writing Experience** – First Transit's expertise will continue to ensure that the county receives funding from all available sources*

Project Staffing

As the current successful incumbent provider of the County's paratransit services, we have an unmatched understanding of the staffing levels needed to provide these services at the high level you expect. The chart below outlines our proposed staffing levels for the new contract, based on our experience and the information provided in this RFP. First Transit will provide sufficient oversight personnel and direction during all hours of operation.

Position	FT/PT	Year One Pay Scale
General Manager	1 FT	$71,400 Annual
Operations Supervisor / Administrative Assistant	1 FT	$15.30 Hourly

Position	FT/PT	Year One Pay Scale
Safety Supervisor	1 FT	$15.30 Hourly
ADA Coordinator	1 FT	$17.28 per hour
Administrative Assistant / Payroll Clerk	1 FT	$17.50 per hour
Scheduler	1 FT	$12.61 per hour
Dispatchers / Reservationists	4 FT	$12.24 to $13.01 per hour
Drivers	36 FTE	$11.27 to $13.11 per hour after training
Technicians	**Outsourced - Provided through local partner**	
Utility Worker	2 FT	$11.22 per hour
Total	**48 FTE, plus maintenance**	

As required by the RFP, detail on the qualifications and experience of First Transit's local management team, as well as our region and support systems is included in Section 2-6 Experience and Qualifications.

First Transit's Safety Culture

Safety is not simply found in a set of policies and procedures. Safety comes from conditioning proper thought processes and behaviors, preparing for situations, and knowing how to respond in ways that protect the well-being of our employees, those with whom we work, and those we serve.

First Transit's Safety Program encourages all First Transit employees to replace risky behaviors and thought processes that jeopardize safety in the workplace. Through the program, we are striving to build a cultural identity that is focused on:

- Rewarding improvements in both individual and team performances
- Encouraging group safety awareness activities
- Recognizing and rewarding personal safety longevity

If you cannot do it safely, don't do it!

This is First Transit's core philosophy. Safety is at front of mind at all times.

From management to operations, safety is the number one value of every First Transit employee. Our program was initiated to minimize risky behavior for the greater good of each person and our entire team. No priority or perceived priority should be pursued without following safety standards.

We emphasize this safety culture in our employee recruiting, selection, orientation, training, education, and management support. Our drivers, mechanics, and other employees are expected to look out for the safety of the passengers we transport each day. That same protection is given to our coworkers, those that depend on each of us to do our jobs without shortcuts that can cause injuries. Safety is continually stressed and reinforced throughout our day-to-day operations, in our employee reviews, and at every management and employee meeting.

As just one example of our safety culture in place for Escambia County, First Transit staff from the County participated in the Safety Summit presented by the Florida Public Transit Association, in partnership with the Center for Urban Transportation Research, and leading workshops on safety-related topics.

Be Safe – Safety Leadership Program

The Be Safe Safety Leadership training program focuses on positive reinforcement to build safe operational and maintenance practices. To do that, we improve the knowledge, foresight, awareness, judgment, and skills of our employees to encourage preventive approaches to safety.

The Be Safe Program is incorporated into manager and supervisor training through hands on, interactive training by certified Performance Management Consultants, further supported by additional elearning modules. The training helps managers identify how their own everyday behaviors, and those of their team to influence safe behaviors and

overall safety for the clients and communities we serve. First Transit's managers and supervisors in Escambia County have all completed the Be Safe training and are utilizing it in their daily interactions with staff.

Led by location managers and supervisors, Be Safe encourages safety conversations to promote employee accountability to achieve safety. As frontline leaders, the managers and supervisors implement skills-based training to shape, promote, and maintain positive safety behaviors. Be Safe reinforces our group-wide safety goal of Zero – this means zero accidents, zero injuries, and zero fatalities.

The Be Safe Program ensures our employees:

- Understand the behavioral causes of safe and at-risk behavior and how to create the optimal conditions for safety
- Develop proactive safety practices, measure performance, and improve safety behaviors
- Are confident in their skills to have consistent and quality safety conversations
- Uphold a measurable three-point framework for safety conversations – plan, touch-point, review
- Use the insight and data from safety conversations to make and influence better safety decisions

First Transit focuses beyond simply changing our safety processes and systems toward fundamentally changing our day-to-day safety habits and behaviors. As leaders, managers play a critical part in this process through daily interactions with employees to encourage, reinforce and influence good safety behaviors.

Be Safe Accident and Incident Prevention

ACTIVE CARING

Active Caring makes sure that injury prevention drives our day-to-day management activities. It is based on remembering at all times that "If you cannot do it safely, don't do it." Active Caring is gaining the courage to have safety conversations, performing safety tours, risk assessing for your sake and others, and taking a "brother's keeper" approach to safety by encouraging others to adhere to safety principles at work, just as they do at home.

PERFORMANCE MANAGEMENT

Performance Management requires our managers to take an active role in helping achieve our goal of zero collisions and zero lost-time injuries. Safety must drive the decision-making and guidance provided by our managers. Our managers are the force that puts our safety policies, procedures, laws and regulations into practice, and they are responsible for measuring the performance of our staff against our goals.

Although we will always continue to evaluate our safety performance via Key Performance Indicators, performance management is a more proactive way of modifying unsafe or potentially unsafe employee behaviors before accidents or incidents occur. We are increasing developing new methods to measure and identify indicators of potential behavior issues we proactive behavior modifications can take place.

CONTINUOUS IMPROVEMENT

Continuous Improvement is critical for reaching our zero goal. Safety is not a one-time occurrence. It is part of our culture and everything we do today, tomorrow, and every day we come to work. Our safety standards and best practices are continually updated with input from industry safety experts, fellow industry leaders, and our front line employees. We analyze safety trends to identify corrective patterns, then incorporate changes to improve our overall performance. First Transit leverages its vast experience nation-wide and the experience of our sister companies across the globe to develop best practices in safety, identify trends and develop action plans.

Moving Ahead for Progress in the 21st Century Act (MAP-21)

First Transit has already put MAP-21 in action and incorporated Safety Management Systems (SMS) principles into our culture. We have and will continue to be ahead of the game in terms of local, state and federal regulations and FTA requirements regarding safety programs and procedures. Our SMS and System Safety and Security Plan combine established systems safety engineering principles with advanced organizational management techniques. Our SMS supports continuous improvement in safety performance through a positive safety culture founded on four basic principles:

- Safety policy
- Safety risk management
- Safety assurance
- Safety Management Systems (SMS)

- Encourages managers and employees to work together to identify hazards and act in concert before system failures occur. (Our Injury Prevention Database)
- Everyone is held accountable making sure we deliver positive safety results.
- Is about making the system safer for everyone. (If you cannot do it safely, don't do it!)
- We empower our employees to assess their own safety risks and prioritize the risks.
- Our safety principles and practices are already in place, integrating human factors and human performance management into existing maintenance, training, and hazard management processes.

We take pride in our approach-involving and share our knowledge among the public, transportation agencies, state agencies, and the FTA.

First to Zero

When safe behavior becomes instinctive, quality of life improves, working conditions are more favorable, and collisions and injuries are reduced. As part of our extreme focus on safety in the workplace, we have initiated a **First to Zero goal**, which means we will strive to **achieve zero collisions and zero lost-time injuries**.

As we strive to reach First to Zero, we will build on the accomplishments we have already achieved. Our key safety actions for the current year include:

- Expanding the usage of Smith System driver safety training across all businesses
- Implementing campaigns designed to prevent passenger injuries related to slips, trips, and falls
- Championing the National Safety Council's campaigns around teen driving, distracted driving, and safe communities
- Implementing actions to prevent injury when handling passengers, wheel chairs, baggage and freight
- Provide training on dispute resolution to preventing assaults by difficult passengers

First Transit's System Safety and Security Plan

Our System Safety and Security Plan (SSSP) is based upon federal safety regulations and describes the standards in place for driver and maintenance employee hiring,

training, vehicle safety, and record keeping. Our SSSP is divided into six core areas of focus:

1. Employee selection
2. Employee training
3. Substance abuse testing and education
4. Safety maintenance
5. Security awareness
6. Accident and safety data acquisition

Below is a broader description of each SSSP Core.

CORE 1 – EMPLOYEE SELECTION

Working for First Transit requires a sense of commitment and dedication to safety that is not found in other companies. We insist that our employees be committed to safety, reliability and customer service. To ensure this happens, we use predictive data and a thorough evaluation process when selecting new employees. We require a safe driving record, past employment verification, a criminal background check, motor vehicle record review, employment eligibility verification, and a drug screen.

CORE 2 – EMPLOYEE TRAINING

In support of our security plan, our training programs are focused on safety and security. Below is a brief overview of the kinds of training we provide our employees.

Training	Description
Driver Training	The new driver education and training process provides learning opportunities in two areas of focus – classroom (knowledge-based) and behind the wheel (skills-based). All training is taught by First Transit's certified instructors. Classroom and behind-the-wheel (BTW) training for new drivers includes programs based on TSI and Smith System modules.
Certified Instructor Program	We combine our own instructor certification program with the Transportation Safety Institute's (TSI) certification program to create a standard training initiative that is built on industry-leading quality and excellence. Our certified trainers provide competency-based job-related training. All TSI-certified instructors are registered with the Department of Transportation (DOT), which provides unmatched training regulation and compliance. In addition, our instructors also are certified by the highly reputable Smith System Driver Improvement Institute.

Training	Description
Ongoing In-Service Training	We provide ongoing in-service training to help our drivers keep their skills up to date. Drivers participate in mandated annual safety meetings and periodic safety awareness campaigns that provide detailed instruction on defensive driving techniques and other safety-related issues. Both regularly scheduled and random road observation checks evaluate our drivers' compliance with policies and procedures and rate their overall proficiency. In addition, every driver is required to undergo a ride-along evaluation once every 12 months with a certified trainer.
Collision Retraining	Drivers involved in collisions are required to take part in our collision-retraining program. Certified instructors lead the two-hour classroom and behind-the-wheel retraining course that focus on identifying root causes and contributing factors when collisions occur. Once causes or contributing factors are determined, we retrain drivers to correct issues such as improper backing or improper mirror use.
Safety Training	Every module in our driver training programs has an underlying theme of safety. Training modules such as Vehicle Familiarity, Vehicle Maneuvering, Service Area Familiarization, Passenger Assistance Training, and Defensive Driving are specifically designed to provide drivers with the knowledge they need to operate revenue vehicles safely.
Safety Re-training	Mandatory monthly safety meetings for the Escambia County service include topics of local importance and will reinforce the important position that safety occupies on the job. All drivers receive routine and continuous in-service training on the safe operation of revenue vehicles. Additionally, drivers and dispatchers receive annual refresher training on safe operations. This process also includes identification of "high interest" drivers and appropriate behavior modification efforts to proactively improve safety habits.
Safety Discipline	We have strict operating regulations regarding safety and injury-prevention measures. We focus disciplinary action on the incident, not the severity of the outcome. Any employee who demonstrates a disregard for safety is held accountable for his or her actions, since unsafe performance can result in an escalation of risk. Repeated violations will result in termination.

SAFETY TRAINING PARTNERS

We have partnered with many of the organizations that drive industry-wide instructional standards and programs to help develop our own safety training needs. We rely on their experience, research, and continual program updates to help us stay on the leading edge of employee training.

National Safety Council

The National Safety Council's (NSC) mission is to save lives by preventing injuries and deaths at work, in homes and communities, and on the roads, through leadership, research, education and advocacy.

Working with NSC, we have adopted the following initiatives to help achieve our own injury prevention goals:

- NSC membership and training
- Participation in the NSC Congress & Expo panels and technical sessions
- Participation in NSC's Safe Communities America program
- Involvement in symposiums and advisory roles
- Planned meeting on teen driving initiatives
- Development of FirstGroup's 2008 Cell Phone Policy (total ban)

Smith System Driver Improvement Institute

Our preferred driver-training program incorporates the Smith System of Defensive Driving program. The focus of this class is hands-on, behind-the-wheel learning in actual driving environments. Smith System classroom training includes:

- Common factors that cause collisions
- Smith System's Five Keys to Space Cushion Driving
- The 5 Keys plan to avoid backing collisions
- Use of important traffic information to gain an advantage

Prestigious Safety Recognition

The NSC selected FirstGroup as a recipient of the 2009 Green Cross for Safety Medal. To this day, FirstGroup is the only ground transportation company to receive this important award recognizing companies committed to improving safety and health in the workplace and the community.

- Isolate and insulate the vehicle in traffic
- Forecast the probable activities of other drivers
- Reduce fuel consumption
- Reduce vehicle maintenance costs

Transportation Safety Institute

We use the Transportation Safety Institute's (TSI) professional modules for our TSI instructor-training program, and for our training on customer service with regard to passenger assistance and ADA issues. All TSI-certified instructors are registered with the DOT.

National Transit Institute

Our passenger, facility, and vehicle security programs are based on industry-leading security standards, including:

- Public Transportation System Security and Emergency Preparedness Planning Guide (published by the US Department of Transportation)
- Transit Security Handbook
- Transit Security Procedures Guide
- National Transit Institute's pocket handouts
- Employee Guide to Workplace Violence – Prevention, Response, and Recovery
- Employee Guide to System Security – Observe and Report

NTI's Multimodal Transportation Planning courses support the following standards:

- Transportation Equity Act for the 21st Century
- Intermodal Surface Transportation Efficiency Act of 1991
- Clean Air Act Amendments of 1990
- SAFETEA-LU, and their regulations and support of the good practice of multimodal transportation planning

CORE 3 – SUBSTANCE ABUSE TESTING AND EDUCATION

First Transit, the Federal Transit Administration (FTA), and the US Congress have determined that alcohol abuse and illegal drug use pose specific dangers to the safety and welfare of the nation. Furthermore, the FTA has specifically stated that the use of alcohol and illegal drugs significantly affects the performance of individuals involved in the mass transportation industry. Because of the risks to employees, passengers, and

the community at large, it is our policy – and that of the FTA – that safety-sensitive employees be free from the influence of drugs and alcohol.

CORE 4 – SAFETY MAINTENANCE

All maintenance personnel are trained in shop safety, OSHA standards, vehicle maintenance, driving techniques, and safe driving. Employees are continually evaluated and tested throughout the training program. Those who do not demonstrate the required level of proficiency are provided additional training or are removed from training.

We audit our training procedures to verify that all policies are enforced to prevent incidents, collisions and injuries. Safety audits include government level auditors from FTA, OSHA, DOT, and third-party auditors. We also provide our own internal corporate auditors and local on-site safety auditors. From First Transit's director level and above, each auditor is responsible to do a spot check safety tour at least 12 times a year at any given location.

CORE 5 – SECURITY AWARENESS

We are keenly aware of security threats that exist in our current culture. Our management and staff are trained to closely scrutinize the security of our buildings, facilities, and vehicles at all times, promptly reporting of any inconsistencies or identifiable threats.

Protecting our facilities takes more than fences, security cameras, and proper lighting. Our approach to protecting our facilities includes an overall sense of awareness on the part of our employees. Our staff is responsible for securing all facilities and maintaining a heightened sense of awareness at all times.

All visitors, vendors, and suppliers who enter our facilities should be carefully scrutinized. Although we want to maintain a reasonable level of trust in those who do business with us, our employees recognize that any person who enters a facility on a temporary basis has the potential to be a security risk.

Transit Authority of River City (TARC) – Louisville KY



CORE 6 – ACCIDENT AND SAFETY DATA ACQUISITION

Our regard for the safety of our passengers and staff is paramount. Any injury, collision, or incident involving a First Transit driver will be investigated to determine cause and responsibility. Investigations are performed in any situation when a vehicle is damaged, a vehicle leaves the traveled roadway, or a passenger or driver is injured.

If a driver is involved in a preventable injury or collision, he or she is placed on administrative leave pending the outcome of the investigation. All investigations are conducted by unbiased management personnel. At the conclusion of the investigation, appropriate action is taken, which may include a written warning, retraining, a

suspension, or termination. If a settlement is necessary, we coordinate the efforts of insurance companies, maintenance personnel, and our management to ensure that we reach a prompt, equitable agreement that protects the interest of First Transit and our clients.

Recruiting, Retention and Hiring

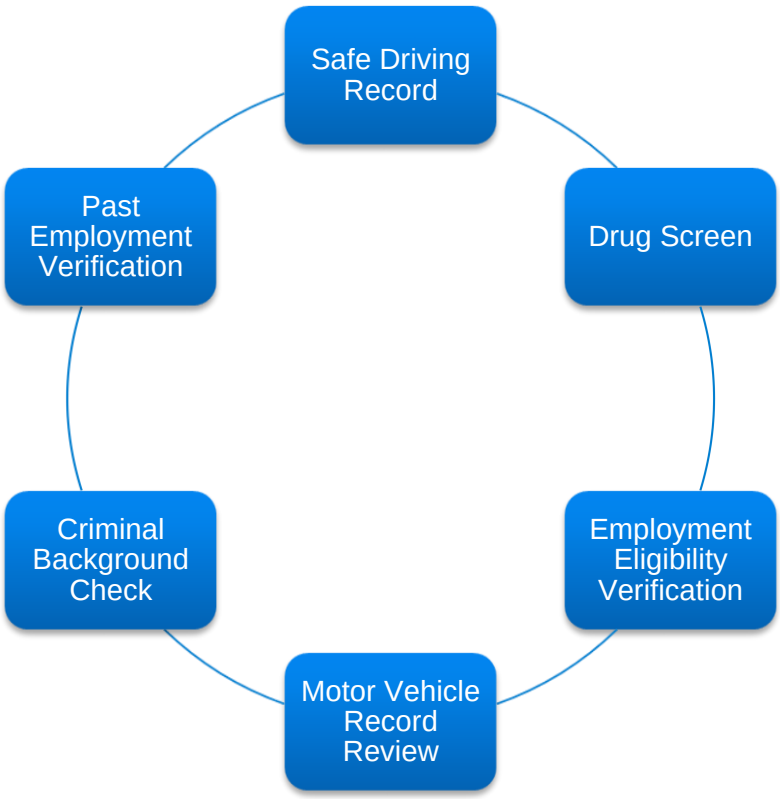
At First Transit, we look at our company as more than just a provider of transit services. We're a community resource. Our passengers rely on us to safely transport them to school, work, and to the many other destinations that are part of their daily lives. Our employees are key to providing safe, reliable services. We will continue to ensure that we retain our valuable employees and recruit and hire high quality personnel when needed.

As the incumbent contractor, First Transit already has a workforce of trained and talented drivers operating the Escambia County paratransit service. Upon contract award, First Transit's management team will ensure drivers are made aware of any changes to current contract terms. Our management team will also perform a review of driver files to ensure training and licensure is up to date.

The stability of the workforce and minimization of turnover are key to First Transit's successful contract operation for the County. Our retention efforts include sustaining a positive work environment through approachable management staff, the potential for promotion from within and employee appreciation events.

First Transit understands the need to provide competitive wages in order to attract and retain the most qualified drivers for the ECCT operation. **We propose an increase in minimum starting wage to $11.23 upon inception of the new contract**. This wage falls within the living wage range for Escambia County, per the MIT living wage calculator. We are confident this increase, coupled with our competitive benefits package will provide a sustainable and living wage for our ECCT employees, promoting retention and attraction of qualified individuals.

When it is necessary to recruit and hire new personnel, we do this by sending our teams and recruiters out in the community to attend local career fairs and events, along with partnering with local CDL and Tech schools to provide opportunities for new graduates.



We have worked with many national transit organizations to identify best practices and effective ways to recruit drivers and technicians. We'll work with local and state employment agencies, workforce development agencies, multi-cultural organizations, Veteran Affairs and military outplacement programs to find dedicated, hard-working people who want to be valued members of the First Transit team.

Working for First Transit requires a sense of commitment, attention, and diligence that is not found in other companies. **That's because we're in the business of transporting people – individuals and families that trust us to provide a consistently safe experience every time they take a seat on one of our vehicles**. We insist that our employees be committed to safety, reliability and customer service. To ensure this happens, we require a safe driving record, past employment verification, a criminal background check, motor vehicle record review, employment eligibility verification, and a drug screen.

Our recruitment efforts to find high quality employees includes:

- The use of eArcu, an new online recruiting tool to generate interest in applying for work at First Transit and successfully track candidates throughout the hiring process
- Ongoing assistance and support from Regional Field Recruiters and a centralized Talent Acquisition team to ensure the candidate experience is positive, effective, and efficient
- Strategic search methods are used to “source” qualified candidates from multiple resume databases
- Create & enhance partnerships with tech/vocational schools and other local community schools to improve our branding through networking, campus visits, and career events
- Continuous efforts in analyzing wage surveys and local market trends to ensure we are offering competitive opportunities to qualified candidates
- Yard signs and sandwich boards strategically located throughout the community
- Distribution of flyers during neighborhood events, such as parades, flea markets, farmer’s markets, and sporting events, as well as at local businesses, churches, libraries, police and fire stations and community centers
- Niche-specific online job boards
- Our own intranet (First Bulletin)
- Local publications including, but not limited to, the classifieds in the local paper, free-to-the-public papers, and community newspapers and bulletins
- Postcards or letters mailed to local households

RECRUITMILITARY®

CONNECTING VETERANS TO CAREERS

First Transit has partnered with RecruitMilitary to support the employment of current active military and veterans. RecruitMilitary is a full-service military-to civilian recruitment firm that connects job seekers who have military backgrounds with employers. Their hiring services are free to men and women of all ranks/rates and all branches of the service who are transitioning from active duty to civilian life, veterans who already have civilian work experience, members of the National Guard and Reserves, and military spouses and other family members.

Through this partnership, First Transit attends multiple job hiring events, and has access to a database of over 700,000 current active military and veterans to provide new employment opportunities to this skilled workforce. Additionally, our field managers and recruitment teams have completed hours of training to expand our employment marketing, improve recruitment of military applicants, and retain some of America’s experienced veterans.

- Radio advertisements and promotions
- Local networks and cable television advertisements
- On-site, local and regional job fairs
- Billboards

Training Excellence with First Transit

First Transit's industry-leading training program is one of the primary cornerstones of our success in the transportation industry. The training we provide for our drivers ensures safe, customer-focused service day-in and day-out across our 320 locations. With comprehensive, up-to-date content and certified, experienced trainers teaching all training, First Transit provides a program that is unmatched by any of our competitors. We recognize that the training we provide has a profound impact on every aspect of service delivery – including safety, customer service, overall quality and efficiency and will continue to work diligently to see that our drivers and employees receive the tools to succeed.

Proven Results

"As a direct result of the quality training invested into each member of their (First Transit's) staff, we have seen excellent safety records in the past year."

- *Robin Chiarelli, Client, SunTrolley, Fort Lauderdale, FL*

As a testament to our success, our new locations often see significant improvements in their safety records after First Transit institutes our comprehensive training program. At our Louisville, Kentucky location, a 60% reduction in accidents and incidents from the previous year (and prior contractor) was realized after implementation of First Transit's Training Program (please see the full case previously in this section in our safety information).

The Best Preparation

"Of all of my driving jobs, First Transit's training program is the most extensive. It really prepares you to get out on the road."

- *First Transit Driver, NJTransit, New Jersey*

The Right Content

First Transit ensures we have up-to-date material and content in place through the following measures:

- First Transit is the only private contractor to use official US Department of Transportation (USDOT) training manuals for core training of its drivers.
- Throughout our training modules, we provide an emphasis on safety and customer-service
- Evaluation and constant revision to our curriculum takes place through the collaboration of experts on our local, region and corporate teams
- We ensure that new technology is incorporated into our training program, allowing our employees to get the most out of the tools available

The Right Delivery

Our comprehensive training program is delivered by experienced, trained and certified professionals in a manner proven to achieve results. The following highlights of our training delivery ensure that our programs are effective:

- First Transit's Transportation Safety Institute-certified instructors are capable, experienced, registered with the Department of Transportation (DOT) and certified by the highly reputable Smith System Driver Improvement Institute
- We are the only transportation provider providing truly one-on-one behind the wheel training, making sure each driver receives the customized feedback and support to be truly ready to get behind the wheel
- Our Training Programs are customized to the skills, education and needs of our trainees

- First Transit provides more standard training hours than our competitors, as well as more refresher and follow-up training
- We evaluate an employee's learning and retention through written quizzes, driving tests, and customer service skills evaluations, all of which must be passed to qualify to operate a vehicle

Driver Training Program

All new drivers for Escambia County paratransit services receive a **minimum of 54 hours of training** including training in all First Transit - Escambia County routes, vehicle maneuvering, passenger assistance techniques and customer service, regulatory issues, workplace violence, system security, blood borne pathogens, hazardous materials, and ADA requirements. Under the FTA MAP 21 guidelines, we have added a course in Distracted Driving and Fatigue Awareness for drivers.

Driver Training Program	Hours
Classroom Training	20.00
Behind the Wheel	24.00
Cadet-in-Revenue	10.00
Total	**54.00**

The curriculum for our training program features:

First Transit / TSI Classroom Training Manual	First Transit Injury Prevention
First Transit specific DVDs	Facilitator Guides
Participant Guides	Behind the Wheel Manual
Minimum Standards	Written Tests
Skills Assessments	Proficiency Workbook

Not only are our on-site trainers and managers overseeing the training and progress, but our regional management staff also accesses this information for quality control and oversight purposes. Our instructors have access to our Safety Resource Center that includes all policies and procedures for employee training and management.

CLASSROOM TRAINING

The following minimum classroom instruction is provided:

Classroom Training	DVD / Video	Hours
First Transit - Introduction, Company Policy and Procedures	Welcome to FT	1.00
Bus Operations		0.50
TSI - First Transit Defensive Driving / Smith System Curbing Transit Employee Distracted Driving	Smith System Certified Trainer Critical Point Out of Harm's Way	5.00
NTI - Security Awareness	Warning Signs video & Tri-fold Pamphlet	1.00
The Operator Drug and Alcohol Awareness Program TSI - Fatigue Sleep Apnea Awareness Injury Prevention and Risk Assessment Back Safety FT - Basics of Safety Safe Work Methods	Basics of Safety Safe Work Methods DVD	4.00
Customer Service Mobility Device Securement	DVD - A.C.C.E.S.S. Matters QRT Safe and Secure Ten Commandments	5.00
TSI - Emergency Procedures	TSI - Emergency Procedures	1.00
FT - Map Reading / Use / Scheduling		1.00
FT - Communication Use & Operation		0.50
Hazard Communication	Global Harmonization Blood Borne	1.00
Total Hours of Classroom		**20.00**

BEHIND-THE-WHEEL TRAINING

In-class instruction is only part of our comprehensive training program. To familiarize new drivers with actual on-road situations and hazards, all drivers complete First Transit Behind-the-Wheel Training. This involves closed-course instruction, controlled course instruction, and road work training.

- **Closed course instruction** trains drivers in complete vehicle maneuverability in a secure area. This training uses simulated obstacles and road situations that replicate the Escambia County service area.
- **Controlled course work** allows the driver to become more familiar with handling the vehicle in a controlled area. The course is designed specific to the service area, on two lane roads with minimal obstacles, and is less than 35 mph. Drivers learn the challenges of routes and service area characteristics, and develop skills to anticipate and manage actual driving situations.
- **Advanced road-work** training is conducted on a one-on-one basis with qualified trainers. No passengers are on-board during road-work training, while the new operator becomes familiar with service area routes. Drivers are credited ONLY for the time they are actually operating the vehicle during road-work instruction.

Behind-the-Wheel training courses include the following modules:

Behind-the-Wheel (BTW)	Hours
Closed Course (Group Work)	
Vehicle Orientation – Pre-Trip Inspection; Seat Adjustment; Mirror Adjustment; Braking, Accelerating and Transmission; Wheelchair Securement	10.00
Reference Points – Lane Position; Right Side / Left Side; Backing Point; Forward Stop; Pivot Points; Turning Points	
Vehicle Control – Straight in Lane; Left Turn; Right Turn; Lane Changing - Moving Right or Left	
Controlled Course	
Smith System; Intersections; Service Stops; Backing	4.00
Advanced Road Work	
Smith System Commentary Driving; Roadways; Expressway / Highway Driving; Intersections; Service Stops	9.00

Behind-the-Wheel (BTW)	Hours
Final Evaluation	1.00
Cadet Training	10.00
Total Behind-the-Wheel Training	**34.00**

DRIVER EVALUATION

The safety of our passengers is our number one priority — one that simply cannot be compromised. After completing behind-the-wheel training, drivers demonstrate that they have mastered required skills by successfully completing a thorough final evaluation before progressing to cadet training. We do not allow a new hire to operate a vehicle with revenue passengers until this phase of training is completed satisfactorily.

Each driver must pass the Final Evaluation in order to receive certification as a First Transit driver – a mandate over and above established State and USDOT requirements.

CADET-IN-REVENUE SERVICE TRAINING

The final step in new-driver training – and the transition from instruction to real-world experience – is our Cadet-in-Revenue Service Training. Each new driver, or cadet, is coupled with a certified cadet trainer, who is typically a mentor or senior operator. This one-on-one evaluation includes in-service training hours on actual transit routes.

Cadets demonstrate their ability to drive safely, provide excellent customer service, and assist persons with disabilities and mobility devices. Cadet trainers conduct a final evaluation after the Cadet-in-Revenue modules are completed. Only cadets who successfully pass this final stage of training are qualified to be assigned manifests or routes.

POST-TRAINING EVALUATIONS

To monitor driver performance and ensure continued compliance with the training principles, all new operators undergo three (3) post-training evaluations. These evaluations are completed 30 days, 60 days, and 90 days following successful completion of the training program. Evaluations provide additional mentoring

opportunities for new drivers and additional support as successful members of the First Transit team. Operators who need additional training will be referred to and assessed by the Safety Department.

Management Training

STAFF CROSS TRAINING

The successful management of transit operations requires flexibility. Depending on external and internal influences, our General Manager must have the ability to adjust staff positions to adapt to day-to-day circumstances. That is why all lead/ supervisory staff is cross-trained to meet the needs of each department in the event of sickness, vacations, peak times, and unforeseen circumstances.

FIRST TRANSIT UNIVERSITY

From senior executive to new employee, everyone at First Transit is considered to be a tremendous asset to our overall success. To lead this group of valued employees, we continually build and nurture a high-performing management team that is dedicated, focused, and well-trained in providing the guidance needed to properly serve our clients and communities.

First Transit University (FTU) creates a company culture of continued learning where employees expand their individual capacity to deliver results, where innovative thinking is encouraged, and where the collective experiences of our staff are harnessed and shared across the group. To deliver on this mission, FTU conducts the following management training modules for continuous development and improvement of our leadership teams.

- **Frontline Manager Training –** Designed for new and prospective Contract Managers, this program offers training in all functional areas of the position, such as accounting, finance, human resources, safety, and maintenance. There is also an emphasis on team building and team roles and responsibilities regarding safety, customer satisfaction, public perception, and overall quality assurance
- **Managers' Meeting –** We bring our region General Managers, select Assistant General Managers, and Region Vice Presidents together for a conference that includes operational, technical and leadership training. Sessions generally focus

on issues facing the transit community, including safety, passenger relations, customer satisfaction, labor relations, environmental compliance, preventive maintenance, ADA compliance, and other federal regulations

- **Technical Training –** Our managers are encouraged to take advantage of technical training opportunities. For maintenance employees, this includes on- and off-site training offered through vendors and vehicle parts manufacturers such as wheelchair lifts, air conditioning systems, engines, and brake systems

ELEARNING COURSES

First Transit continues to make the best use of technology to support our managers by giving them the most recent training tools at their disposal. Most recently, FTU has added electronic learning resources, enhancing leadership development opportunities for First Transit's most valued resource – our employees.

First Transit Managers and Supervisors complete the leadership development curriculum via eLearning. The eLearning courses include subject matter on coaching, discipline, providing feedback, motivating employees, delegation, diversity in the workplace, and building a productive team.

Monthly links to leadership courses will include the following:

- Business Ethics
- Leadership
- Valuing Diversity in the Workplace
- Conducting Performance Reviews
- Communicating Persuasively
- Delegation
- Job Candidate Interviewing
- Selecting Top Talent
- Developing Strong Leadership Teams
- Mentoring for Improved Performance
- Employee Motivation
- Delivering Effective Feedback
- Change Management

Upon completion of these courses, each First Transit Manager and Supervisor will finish almost 20 hours of leadership training.

In addition, FTU is developing additional coursework through an electronic Learning Management System (LMS), specialized to the most innovative and cutting edge practices in the transit industry. Customized training allows First Transit to capitalize on the expertise of our most stellar managers across the nation by allowing the development of transit-specific curriculum. This keeps First Transit's values of safety and customer service on the forefront of all learning.

First Transit Managers and Supervisors will have access to education at their own pace, and allow repetition of courses as needed to brush up on skills. The FTU Learning Management System became accessible to all Managers and Supervisors in mid-August of 2013. It will be continuously improved through ongoing curriculum development.

Because business changes and evolves, management solutions must keep pace through continual improvements and modifications. FTU is committed to improving the effectiveness of our management team with future programs such as executive training and development sessions, monthly training webinars, self-lead training programs, tuition reimbursement benefits, and mentor programs.

Maintenance Excellence

First Transit is proud of our maintenance program for Escambia County, as your current ECAT Transit Management Provider. Our dedication to preserving the County's investment in the fleet is evidenced in our commitment to preventative maintenance. First Transit completes 100% of our preventative maintenance on time at the Escambia County shop. Our maintenance shop in Escambia is ASE Blue Seal Certified, a testament to the quality of maintenance we provide and the investment we make in properly training our technicians.

Although our base proposal assumes that we will be contracting out maintenance services for the paratransit fleet to the County, we hope that we will continue as your Transit Management provider, providing maintenance services for the County. If not, we will we will ensure that our strict standards, as described throughout this section, are upheld by the maintenance services provider.

Our guidelines for successful maintenance are as follows:

- **Every repair is made in accordance with original equipment manufacturer (OEM) standards**. This is the most cost-effective and efficient approach to assuring proper vehicle operation.
- **Preventive maintenance is a priority**. This continuous process improves the manner in which we can diagnose and address issues before they become more costly and detrimental to our level of service.
- **The use of well-trained and skilled technicians** leads to accurate problem diagnosis, reduced repair costs, and increased vehicle availability.
- **Complete and accurate maintenance records** allow for rational, logical decisions regarding our fleet vehicles and equipment.

- **Clearly stated performance standards** establish shared quality expectations and serve as a guide for management oversight.
- **Tracking inventory by individual part and repair** improves inventory management and historically based stock levels.

Together, **FirstGroup America is responsible for the safe operating condition and asset lives of over 110,000 vehicles and equipment**, making our industry-leading company uniquely qualified to handle responsibility of the maintenance of the Escambia County/ ECCT fleet.

Nationwide, First Transit manages and operates 11,200 vehicles, with direct maintenance performed on 8,700 vehicles. Our First Vehicle Services division directly maintains over 38,000 pieces of equipment ranging from buses, emergency response vehicles (fire apparatus, police cars, ambulances, etc.) and sedans to sanitation trucks, construction equipment, specialized equipment, and small equipment. Our First Student and Greyhound divisions directly maintain another 53,000 buses ranging from over the road coaches to small buses and small vans.

Preventive Maintenance Program

The backbone of First Transit's commitment to exceptional maintenance is a strong Preventive Maintenance (PM) Program.



Our comprehensive PM program will protect your capital investment in the fleet, keep the fleet operational and available, and provide a high level of reliability and safety for your ridership.

Preventive Maintenance Inspections

Every Escambia County paratransit vehicle undergoes thorough PM inspections to remain in top condition. Systems are inspected for wear and tear and any necessary adjustments are made in accordance with OEM specifications.

Our computer systems log vehicle miles, which is the basis for all PM inspections. The frequency of these inspections is customized to meet Escambia County's requirements. Our Quality Control program monitors each vehicle's service goals using **Statistical**

Process Controls, monitoring the statistics of our preventive maintenance program to achieve continuous improvement and maintenance excellence.

The level and complexity of each PM inspection depends on the type of equipment and the number of miles operated since the last maintenance check. We categorize PM inspections into three designations: **A**, **B**, and **C inspections**. Sample intervals and procedures are reflected in the following table:

Paratransit Route PM Inspection

Inspection	Interval	Details
A	4,000 miles	Engine service, including engine oil, filter change, and comprehensive vehicle inspection
B	24,000 miles	A-inspection plus fluid changes and brake inspection
C	48,000 miles	A- and B-inspections plus and a comprehensive vehicle inspection of all systems

The PM Process

Preventative maintenance is assigned to a trained, qualified technician for inspection. Inspections are documented on an itemized PM inspection form and a repair work order form. This includes the date, life miles, and description of the work performed, list of the repairs made, discrepancy sheet, parts used, mechanic's name, and time spent on repairs.

All work is performed to OEM specifications and in accordance with the Federal Motor Carrier Safety Regulations Handbook.

Upon completion of work the inspection check sheet is reviewed and spot checks are performed on the vehicle. If any issues are identified, they are corrected before the vehicle is returned to revenue service.

Daily Driver Inspection Program

Every Escambia County driver's daily routine includes a pre-trip inspection designed to identify safety issues and items in need of immediate attention. This can include air leaks, fluid leaks, burned-out light bulbs, graffiti, and body damage. The driver notes any defects on the Driver Vehicle Inspection Report (DVIR), which immediately alerts maintenance personnel of pressing issues.

All DVIRs are collected during PM pull-ins. Each vehicle is visually inspected and the DVIR is reviewed for any follow-up repairs. If necessary, the driver places the vehicle out of service until proper repairs can be made.

Driver inspections include:

- Radiator coolant level
- Tires (visual check for cuts, worn tread, penetrations or obvious low pressure)
- Brakes (operation of hand brake, foot brake and brake lights)
- Lift/ramp full cycle
- Headlights, sidelights, tail lights and direction indicators
- Horn
- Windshield wipers and washers
- Passenger doors
- Interior lights
- Interior cleanliness and seat condition
- Fire extinguishers
- Passenger communication bells or buzzers
- Directional signals and flashers
- Seat belts
- Air conditioner/heater/defroster
- Steering
- Radio
- Body's exterior, interior and associated equipment and supplies
- Transmission and engine operation
- Wheels and lugs
- Vehicle cleanliness

AIR-CONDITIONING AND HEATING SYSTEMS

Our extensive PM program includes specific climate control system procedures, which meet or exceed manufacturer recommendations.

Every PM inspection includes several checks to the climate control system. Furthermore, the entire system undergoes detailed inspection and cleaning to ensure optimum performance prior to peak air conditioning and heating seasons. Air-conditioning repairs are made in accordance with all applicable regulations, including those outlined in the Clean Air Act of 1990. This includes the use of certified mechanics, an approved Freon recovery system, and the tracking of refrigerant used for each repair.

BRAKE SYSTEMS

Brake system inspections and repairs are made during scheduled PM. Any defects or other safety-related system issues are corrected and tested prior to the vehicle being placed back into service. Our policies require the use of OEM quality parts and repair practices to maintain our brake systems.

TIRES

Only brand tires are used on our vehicles. The brand names of choice include Michelin, Bridgestone, and Bandag.

Our tire maintenance plan includes:

- Daily pre-trip and post-trip inspections by drivers, documented in the DVIR
- Daily inspection at the fuel island by the utility personnel, documented on the fuel log
- PM inspections, documented on the task list for the inspection
- Tire mounting and dismounting, wheel inspection, and wheel and tire installation on vehicles, as necessary
- In-shop tire and wheel installation, as necessary
- Tire tread depth inspections
- Quality Control review to ensure compliance with our tire maintenance policies

WHEEL CHAIR RAMPS AND LIFTS

For the safety of our passengers, it is critically important to make sure wheel chair ramps and lifts are functioning properly at all times. During PM inspections, technicians lube the lift and perform a comprehensive inspection of the entire system, including the platform, sensors, barrier, securement devices, and controls. Technicians pay particular attention for structural deficiencies and hydraulic leaks. Most importantly, all lifts and ramps are cycled daily before vehicles enter service. Drivers are required to promptly report lift malfunctions, and vehicles are removed from service until proper function is restored.

FLUID REPLACEMENT AND LUBRICATION

All lubrication, oil, and filter change intervals are performed in accordance with OEM and Escambia County/ ECCT specifications. Additionally, we regularly check engine oil, transmission fluid, coolant, and differential fluid levels.

RADIOS AND COMMUNICATIONS SYSTEMS/SURVEILLANCE SYSTEMS

All communications and security systems are checked during pre-trip inspections. Any unit not working is reported immediately and the vehicle is taken out of service.

Defective units under warranty are repaired by a manufacturer-approved shop to adhere to warranty requirements. Items not under warranty are repaired by qualified employees or vendors.

FOLLOW-UP REPAIRS

After the PM inspection is complete, any necessary follow-up repairs are assigned to specialized technicians. Only after final follow-up repairs are made will vehicles be released into revenue service.

Unscheduled Maintenance Repairs and Services

Corrective or unscheduled maintenance is most often a result of:

- Road calls
- Electronic Driver Vehicle Inspection Report (DVIR)
- Accidents

While some unscheduled maintenance will always be needed, we take appropriate steps to minimize the impact on our fleet availability, service levels, and budgets. Thorough training of drivers and oversight of our maintenance provider, along with our PM Program, helps us address potential issues early, when repairs are more manageable and have less long-term impact.

ROAD CALL AVOIDANCE

A significant number of road calls can be minimized with proper training and appropriate policies and procedures. Our maintenance department has developed driver tutorials to

provide guidance on mechanical issues that can occur on the road. Our dispatchers also use these procedures to assist drivers and to determine if road calls can be avoided.

ROAD CALL PROCEDURES

Our general manager or on-duty dispatchers make appropriate decisions regarding the response to mechanical breakdowns and accidents. Any vehicle that breaks down while carrying passengers is immediately replaced with a new vehicle delivered by a stand-by driver. Passengers WILL NOT be delayed while a technician attempts to correct a problem.

Any vehicle that breaks down while deadheading into service is immediately replaced, and a spare vehicle is sent to cover scheduled stops that may be impacted, which eliminates late arrivals.

Emergency road service is available during all operating shifts. Depending on availability, a technician is sent to repair an inoperable vehicle, or the vehicle is towed back to the garage for service.

In the event of any road call, an incident report is filed with all pertinent vehicle information, condition assessment, actions taken, time and signatures of those involved. The road call report becomes a permanent part of the vehicle history file.

MINIMIZING DOWNTIME

Breakdowns and accidents happen, despite our best efforts to keep the fleet in optimal operating condition. To minimize downtime in these situations, our staff works quickly to identify root causes of breakdowns and make repairs efficiently. By understanding the origin of the problem, our technicians can spend less time diagnosing issues and more time making repairs. For our passengers, this means that downtime is kept to a minimum.

All road calls are entered into our KPI maintenance report. This information is used to identify trends, repeat failures, systematic issues, problematic vehicles, and drivers in need of retraining. KPI maintenance reports and road call reports from all First Transit locations are reviewed on a monthly basis to track similarities and address problem areas as necessary.

Customer Service

At First Transit, customer service is in everything we do. It's engrained in the way we interact with passengers, how we respond to their feedback, how we maintain and operate or vehicles, how we handle our day-to-day responsibilities, and how we serve you, our client.

It is this focus on customer service that leads to excellent results in passenger surveys for the paratransit services in Escambia County, including extremely high ratings in key areas of operator courtesy and friendliness.

Our corporate culture drives us to provide the best customer service in the fixed route, shuttle, and paratransit industries. To achieve this, we train our staff to identify with customers' needs and expectations. Furthermore, everyone in our company is empowered to do whatever it takes to exceed ridership expectations. Everyone has an opportunity to positively impact a customer. That's the First Transit way.



Meeting expectations is what's expected of us. But we strive to exceed those expectations: Exceptional customer service every day and in every customer interaction.

At the core of our customer service commitment are behavioral standards that come from our comprehensive training programs and our service-oriented culture.

- **Professional Attitude** – Wear specified uniforms that are clean and maintained. Be well groomed and ready to work at designated times and positions. Be calm, energetic, pleasant and polite. Smile, make eye contact, and be committed to excellence.
- **Superior Customer Service** – Go out of your way to meet customer needs, providing personalized service when appropriate. Work as an effective team member with an enthusiastic attitude. Be able to take direction with minimal supervision.
- **Effective Communication** – Speak clearly and in a friendly tone of voice. Ask questions to clarify customers' understanding, and assist any special needs passengers. Seek bilingual assistance when necessary. Be an active listener and demonstrate attentiveness and sincerity.

- **Problem Solving** – Handle and resolve difficult situations promptly. Be discrete, apologize to the customer or driver, and suggest solutions. Remain calm and notify a supervisor when necessary to keep a situation from escalating. Be a proactive problem solver and anticipate potential issues.

And we extend to our riders a set of customer rights that we are committed to delivering every day.

- The customer receives prompt, friendly, courteous service and accurate information.
- The customer receives a smile and thank you.
- The customer is treated with respect, dignity, care and compassion.
- The customer has the right to depart with minimal waiting time.
- The customer will be kept informed during service delays and handled with extra care in these circumstances.
- The customer will receive prompt answers to his or her questions.

CUSTOMER FEEDBACK

Providing our riders with safe, comfortable, on-time service is the reason we are in business. So when our customers provide input, we make it a point to listen. All input – whether a suggestion, complaint, or commendation – is taken seriously, given proper attention, and is followed up on quickly to help improve the way in which we serve our riders and our communities.

Proactive Customer Response Action Plan

The vast majority of our customer comments are received from telephone calls, written communications, personal contact and surveys. The objective of our Customer Response Action Plan is to respond quickly to satisfactorily resolve each complaint based on its merits.

Each complaint received from our customer service staff will be investigated and responded as quickly as possible. Critical complaints will be investigated and responded to within 24 hours. The opinion of the passenger will be considered carefully when evaluating and resolving problems or disputes.

ACCEPTANCE OF CUSTOMER COMMENTS

Responding to customer comments is a collaborative process. First Transit will work with Escambia County staff to respond to customer comments using the guidelines below:

- First Transit personnel receives customer comments from the client or customer
- The Customer Comment Form is completed, including date, time, employee name, employee description, and a brief summary of the comment
- To the extent possible, the comment will include the exact statements of the customer
- Upon acceptance, the comment is date-stamped and an investigation is initiated

COMPLAINT RESOLUTION

Our goal is to resolve most customer concerns quickly and fairly. Almost all complaints are resolved within 24 hours of the initial call. However, more serious concerns warrant a more in-depth investigation that may require a meeting with the complainant.

When customer complaints are received, we initiate the following procedures to facilitate a fair and thorough resolution:

Complaint Resolution Process	
General Manager's Involvement	The General Manager's role in complaint resolution is twofold. First, the GM is responsible for the timely resolution of all complaints and serves as a liaison between our operations and the community. Second, the GM serves as a customer advocate during the process.
Initial Investigation	The Operations Supervisor reviews pertinent manifest data, then interviews dispatchers, the vehicle operator, maintenance technicians, or other staff, as needed. Information is recorded and the root cause(s) of the complaint is determined.
Complainant Meeting	If necessary or requested, the GM arranges a meeting with the complainant to review all pertinent information. Results of the meeting are documented and a resolution is agreed upon at this time.
Additional Investigation	Based on the complainant meeting or facts that emerge from witness statements, the GM may initiate additional fact-finding efforts to resolve the complaint. Vehicle maintenance records and the driver's personnel file are reviewed and all information is used in developing a resolution.
Exploration of Remedy	If a passenger complaint is the result of a preventable action on the part of an employee, the GM is responsible for the appropriate re-training or disciplinary action. The complainant and

Complaint Resolution Process	
	Escambia County staff are made aware of any remedies put into effect.
Discussion in Weekly Staff Meeting	The GM reviews the proposed resolution with all appropriate First Transit staff to ensure compliance with all service policies and procedures.
Resolution	Resolution occurs when the GM has determined that the cause of the problem is understood, the appropriate employees have taken action to prevent the problem from recurring, and the passenger is satisfied that the complaint is resolved. Escambia County receives documentation regarding the final resolution.
Re-training	If a complaint is determined to be the result of a preventable action on the part of an employee, the appropriate re-training takes place. Concerns involving route operations are addressed and documented by our supervisory staff. Concerns involving safety are addressed and documented by our Safety Department. Concerns relating to vehicle maintenance are addressed and documented. In every instance, we attempt to make re-training a positive and productive experience for the employee. This creates a learning environment and ultimately increases the level of satisfactory employee performance in the future.
Evaluation	Complaints are reviewed, resolutions are discussed, and possible trends are evaluated at regular staff meetings. This helps us avoid the development of systemic problems in the future, and ensures that successful solutions adhere to First Transit and Escambia County policies and procedures.

Grant Writing Experience

First Transit operates 320 locations on behalf of our customers, including services for Departments of Transportation (DOTs), universities, federal agencies, municipal organizations and private companies. Each of these successful operations is built on three cornerstones: **Safety, Quality, and Cost Savings.** First Transit's business practices are designed to offer our customers substantial cost savings, award-winning safety records, and the highest satisfaction that comes from quality throughout our operations.

First Transit is proud that we have passed all audits and assessments by regulatory agencies as the provider of paratransit services in Escambia County, including successful FTA Triennial Reviews.

Like Escambia County, the vast majority of First Transit's contracts involve the operation and/or management of public transportation systems receiving federal funding that are subject to Federal Transit Administration (FTA) reporting requirements including Uniform System of Accounts requirements and National Transit Database (NTD) reporting. For these contracts, First Transit gathers and maintains information in compliance with the Uniform System of Account and submits the information to our clients to enable submittal of NTD reports to the FTA along with the other required reporting areas.

First Transit's involvement in Federal Transit Administration Funding encompasses numerous transit systems, receiving grants including:

- Section 5303 – Metropolitan Planning
- Section 5307 – Urbanized Area Formula Program
- Section 5309 – Major Capital Investments
- Section 5310 – Transportation for Elderly Person and Persons with Disabilities
- Section 5311 – Formula Grants for Other than Urbanized Areas
- Section 5316 – Job Access Reverse Commute
- Section 5317 – New Freedom
- ARRA – American Recovery & Reinvestment Act
- TIGER – Transportation Investment Generating Economic Recovery
- TIGGER – Transit Investments for Greenhouse Gas and Energy Reduction Program

In addition, First Transit locations successfully compete for grant funds from other federal agencies to supplement the FTA funds and further enhance the systems. These include but are not limited to:

- Department of Energy Grants
- HUD Grants

Transit systems contracted to First Transit also participate in funding programs specific to the state in which they operate, such as the states of Texas, North Carolina, South Carolina, and Tennessee, among others.

As an example, First Transit systems in the state of Texas participate in the federal grant programs listed above. In addition, these systems receive and administer grants from

the Texas Department of Transportation (Tx-DOT) for a myriad of capital and operating projects. First Transit is very knowledgeable of the Tx-DOT reporting requirements and the grant processing procedures.

First Transit has hands-on experience with every facet of public transportation operations, maintenance and administration. Each and every day, First Transit managers deal with the complexities of operating in today's challenging political, economic, social and operating environments. Our skills are varied, being applied in many operating environments including:

- Traditional fixed route and paratransit services under management or turnkey contracts
- Rural and Urban Transit Systems
- Federally funded operations
- Federal, State and Locally funded Grant operations
- University Services
- Airport Shuttle Services
- ADA call centers services and brokerage services for human service transportation
- Light rail transit operations
- Maintenance and facilities management
- Alternative fuel operations including electric, hybrid and compressed gas powered coaches
- Management of Systems
- ITS systems

Community/ Stakeholder Satisfaction

At First Transit, we believe that when we enter into an agreement with a federally or publicly funded transit agency, such as Escambia County, we also enter into a relationship with the communities and stakeholders the agency serves. This is an important role to play and must be treated as seriously as the contractual relationship.

In order for the partnership between Escambia County and First Transit to continue to succeed, the community must be satisfied with First Transit as a responsible corporate citizen, and stakeholders must have confidence in First Transit as a steward of their best interests.

To accomplish these levels of satisfaction, we employ the cornerstones of our Customer First philosophy.

- **Performance –** Stakeholders and community leaders have placed their trust in Escambia County. In turn, Escambia County/ ECCT has placed their trust in us by selecting First Transit. We earn that trust every day by performing, delivering safe, high quality, cost effective service.
- **Communication –** For community leaders and other Escambia County stakeholders to be satisfied with First Transit as a contractor, we make ourselves available to them, to share ideas, listen to concerns, and discuss community needs. Communication is as important at this level as it is at the passenger and transit agency levels of customer satisfaction. We make it a priority to become a valued member of the community, so that community leaders know who we are and are comfortable approaching us.
- **Value –** We do not perceive ourselves merely as a contractor or employer. We believe it is critical to contribute back to the community, by actively supporting public transportation and participating in endeavors that are important to Escambia County. We do this on a national and regional level by actively participating in APTA and other programs that build support for public transportation.
- **Community Relationships –** The final ingredient to satisfying the community and Escambia County stakeholders is to build and sustain a relationship with community leaders that foster growth and best-in-class public transportation services. Our senior managers and corporate support staff assist our General Manager in making sure that he has the tools and resources needed to maintain a positive image in the community, for First Transit as well as Escambia County.

Knowledge of Public Transit Operations and Regulations

First Transit is very familiar with the challenges of Public Transit, and with Escambia County's expectations, operations methods, and customers. Our experience is focused on providing efficient and effective operations. Depending on our customers' contractual specifications and requirements, First Transit provides a wide variety of related services for our transit operations customers across the country, including management, operations, reservations, scheduling, dispatch, and vehicle maintenance.

First Transit has demonstrated our ability to perform these duties through our performance for the County, our expertise as a regional transportation services contractor as well as at our other contracting locations across the United States.

First Transit is a comprehensive transit service provider with practical experience to meet nearly every transit related need. Our depth of knowledge is rooted in our stable

workforce and the longevity of many of our managers and contracts, as well as the knowledge base of our sister companies.

Our proposal offers a professional relationship with strategies proven in the transit industry, providing Escambia County with the best possible services.



SECTION 2-6

Experience and Qualifications



First Transit

2-6 Experience and Qualifications

Provide an organizational chart specific to the personnel assigned to accomplish the work called for in this RFP; illustrate the lines of authority; designate the individual responsible and accountable for the completion of each component and deliverable of the RFP.

Provide a narrative description of the organization of the project team.

Provide a personnel roster that identifies each person who will actually work on the contract and provide the following information about each person listed;

[a] title,

[b] resume,

[c] location(s) where work will be performed,

[d] itemize the total cost and the number of estimated hours for each individual named above.

Provide reference names and phone numbers for similar projects your firm has completed

Demonstrating the Experience and Qualifications of First Transit's Team for Escambia County Paratransit Services

Throughout this section, as required by the RFP, First Transit demonstrates how having experienced, knowledgeable staff in place, supported by the proactive support of region and corporate experts, will lead to continued success for the County's paratransit operation:

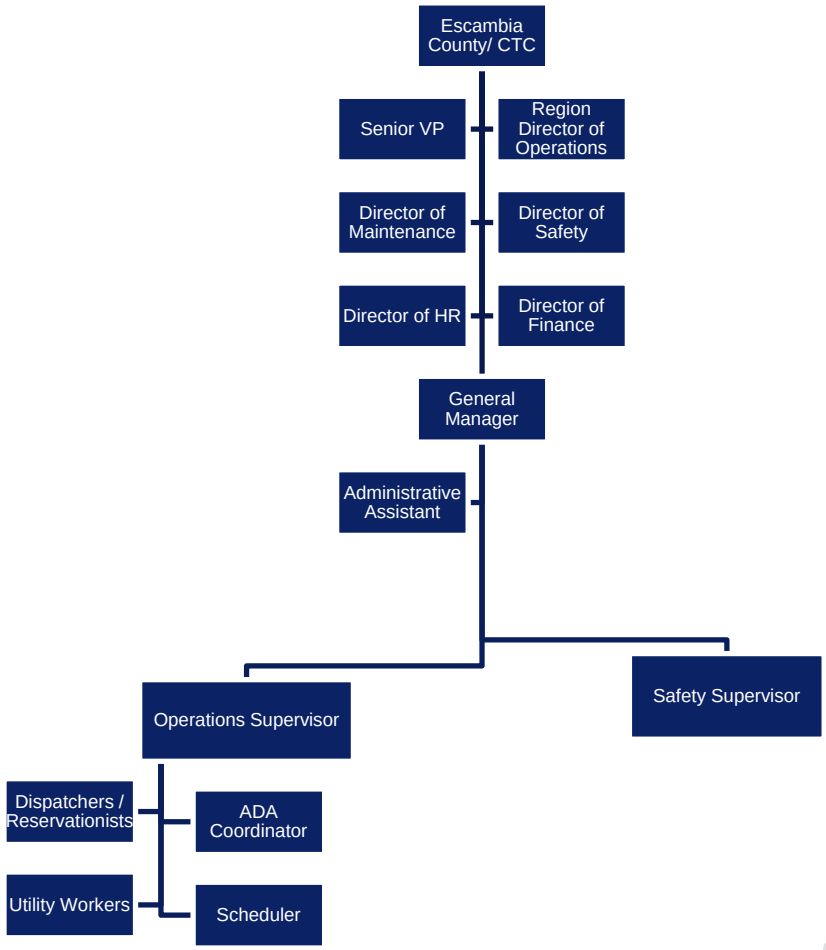
- ***Organization Chart** – First Transit's proven organizational structure, as well as our clearly defined lines of responsibility, will continue to ensure the accountability of our staff*
- ***Personnel Rooster** – Each team member has an important role to play in our success*
- ***Escambia Local Management Team** – Experienced staff led by General Manager Yolanda Cooper will provide motivating leadership for our team*



- ***East Region Customer Support*** *– Proactive, consistent support from region and corporate experts to provide additional depth, led by Region Vice President Dave Van Fossen*
- ***Corporate Support –*** *Experts in important aspects of paratransit operations, including safety, human resources, maintenance and Technology, will continue to support the Escambia operation*
- ***Location Where Work is Performed*** *– First Transit's has identified two new facility options within the required distance for the County to consider*
- ***References*** *– Our references included in Section A. Qualifications/Statement of Qualifications provide examples of First Transit's quality service*

Organizational Chart

First Transit's organization chart for these services follows.



Our Staffing plan is detailed in Section 2-5 Management Plan.

Personnel Roster

First Transit will provide a professional management team, operations staff, and support personnel to serve Escambia County/ ECCT's complete transportation needs.

The following is a brief overview of each job description.

Position	Responsibilities
General Manager	• Complete oversight of operations, safety and administrative duties • Primary liaison with customer • Provide leadership and support for all project personnel • Maintain strong safety culture and encourage continuous improvement
Operations Supervisor	• Oversee quality of daily operations • Management and oversight of drivers, dispatchers, schedulers • Ensure on time performance, productivity, etc. • Manage on-time performance of bus operators • Continual service monitoring utilizing scheduling system • Immediate response to operational issues
Safety Supervisor	• Ensure safe operations • Oversight of training program • Accident investigation

Position	Responsibilities
ADA Coordinator	• Taking trip calls, negotiating rides, scheduling trips and managing daily manifest schedules • Distribute, collect, approve/deny certifications and recertification of ADA clients • Maintain accurate and current files, providing monthly certification reports • Track and collect back fares/no show fares for all ADA clients • Provide client with daily rider no show/no fare log • Accepts customer commendations / comments and complaints and forwards to General Manager for necessary action
Administrative Assistant/Payroll	• Facilitate business information and administrative activities in support of management personnel • Prepare financial and statistical data • Payroll and benefits administration • Timely, accurate collection and reporting of service data, including database and other required reports • Sell, invoice, track, and report on tickets to clients and/or agencies
Scheduler	• Manage subscription templates and demand rides to create efficient driver schedules • Review and correct route structure for greater efficiency, optimal ride durations, and on-time performance • Manage and track carriers' daily trip performance measures, punctuality, and service • Manage emergency situations for vehicle operators

Position	Responsibilities
Dispatcher / Reservationist	• Proficient use of reservations and scheduling software • Familiarity with all database policies and service requirements • Handle front-line customer interactions with the public, including call management, scheduling demand-response service, negotiating pick-up times, and providing support for trip edit functions, as needed • Taking trip calls, negotiating rides, scheduling trips and managing daily manifest schedules • Accepts customer commendations / comments and complaints and forwards to General Manager for necessary action
Drivers	• Primary passenger-relations contact • Provides safe transportation and exceptional customer service to the passengers • Perform scheduled runs, assist passengers as needed, complete pre-trip and post-trip vehicle inspections
Utility Worker	• Provide vehicle fueling • Vehicle cleaning • Facility cleaning and maintenance as needed • Transports vehicles to ECAT facility for maintenance

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Escambia Local Management Team

The key to any successful operation is an experienced, motivated, and high-performing management team. As the incumbent provider of these important transportation service, First Transit's successful management team is already in place, and provides knowledge, experience and stability that none of our competitors can provide.

Our management team brings proven knowledge of the transit industry and the service area, experience leading successful organizations, including Escambia County, and the energy and passion for delivering efficient operations. A representative from the management team will always be on call to respond to Escambia County concerns or emergencies, ensuring proactive and responsive service 24 hours a day.

Resumes for our key personnel have been included as an **Attachment.** All key personnel are 100% dedicated to Escambia County. Information on their salaries/wages was included in Section 2-5 Management Plan for the Project.

Yolanda Cooper, General Manager



With a decade of well-rounded experience in the transportation industry and seven years in management First Transit is very proud to propose that Yolanda Cooper continue in her new position as General Manager for Escambia County Paratransit Services. Although she has just arrived recently, we are confident that her experience leading other paratransit locations in Florida and her passion for customer service and operations excellence has made her the right choice to fulfill this important role.

For the past 2 ½ years, Yolanda served as the General Manager for a private company providing medical transportation in Orange, Seminole, Osceola, Palm Beach and Broward Counties in Florida. There, she stabilized the workforce, ensuring operator and staff success by giving operators all necessary tools, documentation, training and equipment.

Her previous experience also includes serving as the Operations Manager and Safety Manager for fixed route and paratransit services in Leesburg, Florida (Lake County). She also has experience in scheduling and dispatch for paratransit operations, including significant experience with RouteMatch.

An effective and results-oriented manager, Yolanda will provide motivational leadership for our Escambia County Team. Yolanda is dedicated solely to Escambia County paratransit services, performing all on-site management duties on your behalf, and with complete decision-making authority regarding the operation of transit services. She is dedicated to this project 100% and will not be assigned partial responsibility for any

Looking Forward

"I'm excited to be a part of the Escambia County Operation, and look forward to combining the existing success of the operation with my previous experience, so that we can continue to improve service for our customers."

- Yolanda Cooper, General Manager

other transportation operation while serving in the capacity of General Manager.

RESPONSIBILITIES

- Primary Contact – Yolanda will continue to serve as the primary contact for Escambia County.
- Performance Management of Personnel – She is responsible for the performance of her managers, contract compliance, and ultimately all operators, dispatchers, reservationists, maintenance workers, drivers and all other personnel who serve Escambia County/ECCT.
- Employee Relations – She is responsible for talent recruiting, hiring, employee retention, motivation, labor relations, and work force planning and allocation.
- Operational Oversight – She is responsible for successful operations, maintaining corporate policies and procedures, maintaining and reporting on expenses and revenues, managing all assets, and monitoring service performance goals.
- Operational Data – She is responsible for collecting, maintaining, and reporting on all operational data, with support of First Transit's Regional Vice President Dave Van Fossen.
- Safety and Security – She is responsible for the safety and security of passengers, employees, fleet, and facilities by assuring that standards for safety, customer service, and professionalism are maintained throughout the region. This includes proper fleet and facility maintenance and repair.
- Regulatory Compliance – She is responsible for all governmental regulations, and compliance with Local, Regional, State and Federal established standards and procedures.
- Community Relations – With assistance from Region Vice President Dave Van Fossen, Director of Operations Shannon Borst and First Transit's Senior Vice President Tim McCann, the General Manager will continue to maintain a positive community presence and be responsible for all community outreach activities. She is ready to respond to any issues related to service delivery.

Led by Yolanda, First Transit's management team is responsible for promoting and maintaining effective communications throughout the local staff.

- Lines of authority are clearly defined
- Proper resources will be allocated to maintain a high level of employee performance
- Employee expectations will be established and agreed upon

- Performance reviews will be conducted to measure employees' progress toward goals
- Open channels of communication will be assured throughout the organization

Toby Lorge, Operations Supervisor



First Transit is pleased to propose that Toby Lorge become our Operations Supervisor for the Escambia County operation. Currently serving as Dispatch Supervisor, Toby manages the after-hours operations of the department, writes and develops Standard Operating Procedures (SOPs) and Training Guides for the dispatch department. Toby has an excellent rapport with the Escambia County drivers and we are confident that he will excel in the Operations Supervisor role.

A Naval Service Veteran, Toby is dedicated to client satisfaction and accomplishing the company's mission. Toby excels at utilizing modern technology, including RouteMatch to increase productivity and efficiency.

Toby is responsible for all transportation activities, including oversight of dispatching vehicles on schedule, driver operation and supervision while in service, and the accuracy of data collection and reporting. In support of the general manager GM Yolanda Cooper, Toby monitor and evaluate all activities to promote successful operation and full compliance with Escambia County requirements.

RESPONSIBILITIES

- Management Support – Toby will be accountable to our General Manager for the quality of service delivery, and will support Yolanda with daily operational activities.
- Employee Relations – He will coordinate operations personnel selection, recruitment, and training with the Safety Supervisor.
- Operational Oversight – He will continue to monitor and evaluate operations activities, including vehicle on time statistics, missed runs, revenue/cost data, total work hours, total pay hours, customer compliant data, accident data, road call data, other operations related functions.
- Safety and Security – He will continue to coordinate with administrative staff for verification of operations payroll, accuracy of revenue collection and reporting,

the administration of our drug and alcohol testing program and training/personnel file administration.

- Provides direct operational oversight to deliver safe and reliable operations for Escambia County with our reservations, dispatch and operating personnel delivering passenger satisfaction.

Eric Lucas, Safety Supervisor



First Transit is pleased to propose Eric Lucas to serve as Safety Supervisor for Escambia County operations. Coming to us from Capitol Heights, Maryland, where he served as the Quality Assurance Manager, Eric is excited to bring his extensive paratransit expertise to the Escambia County leadership team. As the Quality Assurance Manager in Capitol Heights, Eric ensures the overall quality of the large paratransit operation, including on time performance, fleet condition, operator performance and system communications.

Eric's experience includes 16 years of exemplary driving experience in Bristol, PA, Georgetown, DE where he received recognition as a safe, reliable and customer-focused driver. He currently holds a CDL Class A license.

His career also includes 17 years of military experience with the United States Army, where he focused on Transportation and Logistics Support, Supervision and Coordination

Eric will oversee all aspects of operator training. He conducts regularly scheduled safety meetings with utility and operations personnel, including operators

RESPONSIBILITIES

- Employee Relations – He will supervise recruiting efforts, conduct reference checks and DMV verification for prospective employees, process new hires, oversee physicals and drug/alcohol testing, and monitor credentials and licenses.
- He will develop and implement a Safety Action Plan, chair the Safety Solutions Team, conduct monthly safety meetings, conduct observed and unobserved ride checks, review accidents and incidents with operators, and assign refresher training or recommend disciplinary action, as needed; gather information, investigate, and report on safety, accident, and Worker's Compensation issues.

- Customer Service – He will ensure that Escambia County services are provided in a safe, reliable and timely manner, and will conduct semi-annual location audits to maintain performance standards.
- Road Supervision – Eric, along with General Manager, Yolanda Cooper, will monitor operators in service on the road to ensure the safety and efficiency of all drivers in the ECCT service.

East Region Customer Support Staff

Tim McCann, Senior Vice President



Tim began his career with First Transit in 1997, holding various positions in operations, business development, and IT before working his way up to the position of Region Vice President. He has Bachelor of Arts degrees in economics and policy studies from Syracuse University, and has completed Transportation Leadership Development Training. Tim works closely with General Managers to ensure the efficiency of personnel, effectiveness of communication, and a high level of morale within the operational area. His region includes numerous University shuttles, airport shuttles, fixed route systems, and paratransit operations. He brings valuable experience from previous positions as a project manager in paratransit operations, and is committed to exceeding your expectations regarding service quality, passenger growth, and responsiveness to stakeholders' needs.

Dave Van Fossen, Region Vice President



Dave has more than 25 years' experience in transit management, including safety and training, maintenance, labor relations and operations. He earned a Bachelor of Science Degree from the University of Alabama in Business Administration and a Master's Degree from Alabama A&M in Community Planning. As Region Vice President, he will make certain all management and staff clearly understand Escambia County goals and are compliant with the contract. Dave will also develop the management team and supervise the operation through regular site visits, conference calls, reports, and annual budget

reviews. His diverse background and experience give him a unique perspective in assisting the day to day operations on the locations he oversees.

Shannon Borst, Director of Operations



Serving as Director of Operations for our East Region, Shannon Borst has been in transportation management for 14 years with extensive experience with paratransit operations utilizing the RouteMatch scheduling system and Mobile Data Terminals. Most recently serving as the District Manager in the Chicago area for our Pace Suburban paratransit contracts since 2007, Shannon will provide consistent support for the Escambia County operation. Among her many accomplishments as District Manager, Shannon implemented monthly regional safety meetings with all general managers and safety managers to improve safety awareness and internal communication.

Shannon's previous positions range from paratransit manager, safety manager and general manager. Before becoming district manager of the Chicago-area, she served as general manager of the 32-vehicle, 60-employee Pace paratransit system in McHenry, Illinois. While there, she was responsible for FTA Safety and Security audits, which resulted in a very successful audit with zero findings.

Paul Meredith, Director of Safety



Paul has over 25 years of transportation management experience in the area of regulatory compliance, training and program development. He has also managed compliance operations dealing with state and federal regulations, including OSHA, EPA, and drug and alcohol testing programs. Paul's primary responsibility is the management and coordination of safety compliance for the region. He conducts regular on-site safety audits to check for compliance with state and federal regulations, and with the First Transit Occupational Safety and Health Program. In addition, he coordinates the development of training programs and curriculum for our operating locations.

Wayne Johnson, Director of Maintenance



Wayne has more than 27 years of maintenance experience and more than 18 years of maintenance management experience spanning both school and transit bus operations. His education includes the completion of the U.S. Army Heavy Wheeled Vehicle Repair course and Vehicle Recovery School, and Heavy Duty Diesel Truck Technology at Dakota County Technical College in Minnesota.

Wayne provides oversight of regional maintenance functions, carefully monitoring maintenance standards, repair efficiencies, and maintenance training programs. He has hands-on experience implementing and managing maintenance quality control programs, and performing equipment inspection of transitioning vehicles. Wayne is headquartered in Cincinnati, OH.

Danny Guerdon, Human Resources Manager



Danny has been in the transportation industry since 1991. Danny first joined Vancom Inc., a seven-(7) state, South Holland, IL, based company, as Director of Risk Management for the Corporate Insurance Program. He then transitioned into Human Resources with an emphasis on employee relations, management and employee development.

Mr. Guerdon came to Laidlaw as a result of the Laidlaw acquisition of Vancom Transportation in 1997. Danny subsequently joined First Transit as a result of the Laidlaw acquisition. Mr. Guerdon has a Bachelor of Arts degree from Indiana University and a Masters in Business Administration from Loyola University in Chicago, Illinois.

Mr. Guerdon is currently the Region Human Resources Manager responsible for supporting the company's southern states and his responsibilities include employee training, labor relations, employee relations and staff training and development.

Jennifer Green, Senior Director of Finance



As Senior Director of Finance, Jennifer provides management reporting and analyses of all financial and operating data for our East Region locations. She is responsible for business and financial forecasts for the division and each of its locations. Jennifer also prepares financial and business updates, progress and variance reports, and other ad hoc reports for management evaluation. Jennifer received her Bachelors of Science Degree from Indiana University of Pennsylvania, with double majors in Accounting and Finance. Jennifer also has a MBA from SUNY Binghamton with a concentration in Finance.

Corporate Support

First Transit provides our local management teams with expert support by both regional and corporate staff. Escambia County's management and regional staff are provided corporate oversight with all operations and maintenance functions by the following support staff.

Staff

First Transit's corporate support team, led by President Bradley Thomas, provides corporate oversight in all areas of our operations, including safety, maintenance, and finance. This layer of additional support for our locations allows our local management teams to focus on the day-to-day tasks of overseeing the Escambia County operations while our experienced corporate team provides knowledgeable and experienced support with important background projects, such as tax documents, labor negotiations, and the continual improvement of our operations that our customers come to expect from First Transit.

Accessible Leadership

"When I think of the culture of First Transit, the first word that comes to my mind is 'accessible.' I know that I can always call any staff member, be it the top leader or otherwise, and the individual will exhibit a level of responsiveness unmatched by any other company in this business."

- *Robin Chiarelli, Sun Trolley, Fort Lauderdale, FL*

Our corporate support is comprised of professionals who not only are leaders in their functional areas, but many of whom developed their understanding in transit operations backgrounds. **Together, our corporate support team offers Escambia County over**

100 years of transit-industry experience. Biographies for our corporate support team have been included in the **Attachments** to this proposal.

Support Functions

Our corporate support team provides higher-level support to our operations through implementing best practices across their functional areas. President Bradley Thomas oversees the initiatives and directives of the corporate teams. The corporate support team provides the following support:

Functional Area	Corporate Support for the Local Management Team
Maintenance	Managing our maintenance quality assurance programs Implementing innovative methods to improve efficiency and bring accountability to our clients Provide technical assistance, training, and best-practice information to Escambia County maintenance operations Environmental compliance, audits, and monitoring
Safety	Developing, recommending, and implementing safety policies and procedures for the organization Ensuring compliance with safety practices Establishing First Transit's safety targets and setting the plans to achieve them Corporate Communications support in emergency situations
Human Resources	Facilitating human resources strategy Developing workforce planning models and HR metrics Guiding employee relations, diversity and career development Employee benefits
Finance	Performing budget analysis, forecasting and strategic planning Accounts payable/receivable
Labor Relations	Developing, recommending, and directing a positive, pro-active corporate labor policy Representing First Transit all labor relations matters, arbitrations, National Labor Relations Board cases, and collective bargaining

Legal	Ensuring policies and procedures comply with local, state, and federal requirements and guidelines Overseeing contract matters, labor and employment, OSHA compliance, FTA regulatory compliance, risk management and public procurement.
Innovation	Providing guidance on industry best practices to implement at locations

Areas of Expertise

First Transit's corporate support extends to leveraging the best practices and talents among all of FirstGroup's divisions, including First Student, Greyhound, First Rail, and First Vehicle Services. Our strategy is to develop and share our global expertise for the benefit of Escambia County. Our four Areas of Expertise (AoEs) were created to demonstrate this strategy on a large scale:

- **Employee Engagement**: Employee Engagement is a key area of concentration for us and that includes recruitment, training and communication. We work proactively with our managers on employee retention, engaging managers on understanding our employees are our best assets and providing them with the tools and best practices for retaining valuable employees.
- **Community Engagement**: First Transit provides our managers with the tools and training they need to grow and sustain trusting community relationships. We encourage our management teams to be involved in the communities in which we serve.
- **Consumer Engagement**: The Consumer Engagement AoE team focuses on engaging our current clients to ensure we are consistently offering innovation, service improvement ideas, and cost efficiencies.
- **Disciplined Operations**: Through standardization and optimization, Disciplined Operations strives to ensure the delivery of timely service to our customers every day, on every route. Disciplined Operations achieves its objective by evaluating and improving the processes that support service delivery and by providing our local management teams with training, best practice awareness, tools to facilitate root cause analysis of delays, mentoring sessions with region leaders, improvement planning, and centralized reporting capabilities.

Each AoE is led by a team of representatives from across the organization who identify and capture best practices among our FirstGroup locations, developing the means to share and deploy it to our management teams at our locations. These four AoEs are designed to provide our clients with management teams who are engaged with the

community, our clients, and our employees to provide overall positive impacts to service throughout the life of the contract.

IT Support

First Transit offers a robust support system for all technologies and systems implemented on the Escambia County services. Our locations management teams benefit from our corporate support as well as the partnerships we have developed to add additional layers of support for maintaining the technology systems at Escambia County.

Proactive Monitoring

First Transit's corporate teams set up internal structures for the systems at our locations. When issues arise, the IT team is immediately alerted and assigned to resolve issues. This level of proactive monitoring allows First Transit's IT team to work with local IT teams to resolve issues before they affect service.

Corporate IT Support

First Transit offers corporate support teams who monitor, support, and troubleshoot issues for each of our operating locations. Our IT Corporate Support teams use the ITIL Process Model for service management, which focuses on aligning IT services with the needs of business. Our IT support offers three layers of incident management:

Level	Support
Level 1: Help Desk	First Transit's help desk provides customer-facing support to troubleshoot common problems (password resets, etc.) The Help Desk will route more technical problems to Level 2 for additional support
Level 2: Application	Subject Matter Experts (SMEs) and suppliers examine more complex issues to develop responses and solutions SMEs and Suppliers may work with Level 3 to craft solutions
Level 3: Development	Our developers work through system bugs and issues to maintain the efficiencies of the systems Developers communicate solutions to Level 2 and Level 1

Location Where Work is Performed

Per RFP requirements, First Transit has identified two potential facilities within a 5-mile radius of ECAT location. First Transit will work with Escambia County staff to choose which option best suits the needs of the ECCT operation. Both facilities can be outfitted to be fully equipped to handle all requirements of the Escambia County paratransit services. The location will run 24-hours a day.

Facility 1 is located at 57 S. Coyle Street, Pensacola FL 32502. This facility offers over 2000 SQF of available space.





Facility 2 is located less than half a mile from the ECAT location at 1851 St. Mary Street, Pensacola FL 32501. This facility offers a turnkey office space with over 5000 SQF of available space.

Please see attachment for greater detail on these properties.

If the county has interest in maintaining a seamless transition into the new contract, and ensuring full continuity of service, First Transit welcomes the possibility of continuing our operations at the current location of 3346 McLemore Drive, Pensacola FL 32514.



First Transit does understand the desire of the county to operate ECCT services from a location closer in proximity to the ECAT Facility. Our current location is just outside of the required 5-mile radius from ECAT facility. In order to alleviate the difficulties of current facility location for ECCT customers, First Transit is proposing a revised ADA and TD eligibility certification process located at the ECAT, Rosa Parks Transit Center facility. We believe conducting all certification interviews at the ECAT facility will provide

customers with the convenience of a one stop process, where they can interview for certification, obtain their identification badge and familiarize themselves with the transit station. We believe this relocation of the certification process would eliminate the need for us to relocate to a new facility.

References

Detailed reference information, including contact details, on five similar projects was included in Section A. Qualifications/Qualification Statement.

SECTION 2-7

Cost Proposal



First Transit

2-7 Cost Proposal

Proposer's cost proposals shall include all direct and indirect costs associated with the performance of this contract, including, but not limited to, total number of hours at various hourly rates, direct expenses, payroll, supplies, overhead assigned to each person working on the project, percentage of each person's time devoted to the project, and profit and be provided on a cost per trip basis.

First Transit's pricing information was included in Section 3. Cost Proposal.

REQUIRED FORMS



First Transit

ATTACHMENTS



First Transit



ATTACHMENT 1

First Transit

Palm Tran
Administrative Offices
3201 Electronics Way
West Palm Beach, FL 33407-4618
(561) 841-4200
FAX: (561) 841-4291

Palm Tran Connection
50 South Military Trail
Suite 101
West Palm Beach, FL 33415-3132
(561) 649-9838
FAX: (561) 514-8365
www.palmtran.org

Palm Beach County
Board of County
Commissioners

Shelley Vana, Mayor
Mary Lou Berger, Vice Mayor
Hal R. Valeche
Paulette Burdick
Steven L. Abrams
Melissa McKinlay
Priscilla A. Taylor

County Administrator

Robert Weisman

"An Equal Opportunity Affirmative Action Employer"

Official Electronic Letterhead

May 4, 2015

To Whom It May Concern:

It is my pleasure to provide a reference for the service we have received from First Transit. As a new partner with First Transit, implementing services in February 2015, I am pleased with the level of service and communication we receive from the local and region team. From transition and startup of the service to inclusion of subcontractors and DBE vendors, First Transit has delivered on their promises and improved service delivery in the short time we have worked with them.

In transitioning from a single provider to a multi-provider system, First Transit's cooperation and communication have been instrumental to the transition of the service from the previous operator. First Transit's additional region management support during transition has ensured quality and efficiency in the areas of safety, maintenance, recruiting and operations. The local First Transit Management team's commitment to customer service and the improvements in dispatch services have reduced customer complaints. First Transit has also proven their partnership with the community through their partnership with local DBE vendors.

I am confident in First Transit's understanding and ability to provide a smooth transition of services and provide a partnership with the community. We have already seen improvements in our paratransit services over the past few months, and we look forward to the future of our relationship with First Transit. Please contact me should you have any questions.

Sincerely,

Shannon R. LaRocque, P.E.
Assistant County Administrator
Interim Executive Director, Palm Tran, Inc.

On behalf of Bay County TPO

March 26, 2015

To Whom It May Concern:

As a partner with First Transit since July 2014 I am happy to submit this letter in recommendation of their services on behalf of Bay County, Florida. First Transit provides demand response services and a fixed route trolley service for Bay County. This contract includes data and assistance with reports for Transportation Disadvantage Commission, FTA, and FDOT and the local governing TPO Board.

We also have noticed a difference in the maintenance of the vehicles, on time performance, safety, and passenger satisfaction. An open line of communication regarding operations and maintenance has been key in the noticeable positive changes within the systems.

First Transit is a partner I can trust. The local management team provides transparency in their operations and has been responsive to our needs since implementing our contract.

I appreciate the support First Transit has provided to us and to our ridership, and I look forward to our continued partnership with First Transit and the good things to come.
Sincerely,

Angela Bradley,

Transit Systems Administrator

NJ TRANSIT
One Penn Plaza East
Newark, New Jersey 07105-2246

June 2014

To Whom It May Concern:

I am writing this letter in support of First Transit. NJ TRANSIT has successfully contracted and done business with First Transit for many years. In fact, the majority of our statewide ADA service (4 of 5 contracts) is operated professionally, with safety at the forefront and tremendous care for our customers by the First Transit team.

First Transit is a company who understands the paratransit business and has performed very well in New Jersey. First Transit has numerous corporate controls in place and has brought a great deal to the table to enhance management, safety, dispatching, vehicle maintenance and other areas in our growing program. In the operation of service for our four ADA paratransit contracts statewide, NJ TRANSIT enjoys the benefit of First Transit's years of experience and professionalism in meeting the challenges of each very different regional location.

Some of the benefits gained by First Transit's operation of providing service to multiple regions for NJT are numerous. In addition to the local operations personnel, First Transit staffs additional management at the District and Area level, to oversee and ensure quality and efficiency in safety, maintenance, recruiting and overall operations. Combined with a strong, effective District Manager, this ensures a high level of consistency in our program that ultimately benefits our riders, regardless of which region they are riding in. Serving multiple regions gives First Transit the ability to develop and provide career opportunities for staff, and to readily provide experienced, effective support when there is a need in any region. Working with one company makes it easier for our agency to understand service trends, pilot new initiatives and accomplish goals. We believe strongly that First Transit's high levels of performance in our contracts have helped us to receive the highest customer satisfaction ratings on our corporate "Scorecard" higher than that of any branch in our agency since the inception of this performance measurement/customer service concept since July 2011.

Our relationship with First Transit can be best described as a partnership. We operate in close communication with First Transit, who understands our goals, needs, priorities and focus on the customer and has internalized our values into their own. In our Access Link program, First Transit's local General Managers generally have years of experience and success in their roles – we trust their opinions, rely on their judgment and depend on the active involvement they bring to our program. First Transit provides ongoing feedback, which we invite, and makes suggestions to help continually explore better ways of doing things. In addition to regular, unplanned site visits and inspections, we have regular teleconferences and meetings to discuss issues, successes, initiatives and best practices.

Maintenance – First Transit puts great emphasis from numerous levels to ensure that vehicles are well maintained so that they are operated in safe and clean condition.
Safety –First Transit's use of Drive-Cam combined with best safety practices allow our program to benefit from high levels of safety.

Cleanliness – First Transit has internalized our standards for keeping paratransit vehicles clean all of the time. Customer satisfaction ratings continue to be high in this area.

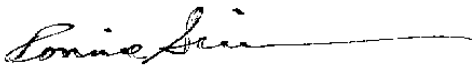
Facilities – First Transit understands the need to provide modern, high quality, fully-equipped facilities for those who operate the service – and that quality facilities perpetuate quality employee performance.

Benefits – First Transit understands the importance of having a stable workforce – and the downsides of turnover in our specialized business, especially with drivers – so First Transit offers a competitive benefits package to its employees which include various plans of coverage, employee support and safety and performance incentives (some of which are joint initiatives with NJT).

First Transit delivers high quality customer service. Their General Managers are very supportive and knowledgeable about how we expect our program to operate. They instill this in their teams and are overall very responsive. The local management teams share our values and are well-versed in expectations, contract standards and program needs. First Transit's District Manager is involved and responsive as well. First Transit also utilizes corporate support to be both proactive and reactive in our program.

In closing, I would like to share that First Transit's know-how and experience operating our service is a large part of why our statewide program is so successful. Our goal is to provide safe, efficient, and the highest quality service possible to the customer – during each ride, on each vehicle, and in each telephone call –First Transit understands this and is an effective, supportive partner.

Sincerely yours,



Ronnie Siriani
General Manager, ADA Services



ATTACHMENT 2

First Transit

State of Florida
Department of State

I certify from the records of this office that FIRST TRANSIT, INC. is a Delaware corporation authorized to transact business in the State of Florida, qualified on October 13, 1972.

The document number of this corporation is 828834.

I further certify that said corporation has paid all fees due this office through December 31, 2016, that its most recent annual report/uniform business report was filed on April 1, 2016, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Twenty-sixth day of September, 2016

Ken Detzner

Secretary of State

Tracking Number: CU9558252879

To authenticate this certificate,visit the following site,enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication

ATTACHMENT 3

First Transit



Proven Technology, Products and Services

RouteMatch was founded on the idea that sophisticated software need not be complex and difficult to use. We started with a clean sheet of paper and developed a set of tools that helps customers run their businesses by their own rules, not by forcing customers to change processes to fit our software. As a result, our software is very intuitive and flexible. With our help, clients will configure the system to route and schedule according to operating strategies and service definitions. Dispatchers will configure screens to view what is most important to them, in order to keep vehicles on time, and to honor customer commitments. Our software will capture custom information about vehicles, drivers, and customers, and this data is immediately available for creating reports.

Our technology is proven. We started by using Industry Standards for Software Development, namely, SQL databases, Microsoft programming languages, GDT/TeleAtlas data sets, ESRI mapping components, Crystal Reports, and distributed computing components. Scalability and extendibility have been core considerations in our architecture. The architecture is open, which means clients are free to integrate our software with third party systems. After all, the data belongs to you, and RouteMatch has developed tools that make it easy to extract the data needed to calculate operational and customer service metrics.

Software must be easy to learn and easy to use. RouteMatch has the most intuitive user interface of any company and it matches the native workflow of the operators. Our trip reservation process is fast, which results in higher staff efficiency and improved customer convenience. We will train the entire staff with the goal that expert users will be prepared to assist each other. If any user has questions or needs additional training, we will provide the tools to get the answers they need.

The core components of our proposed solution are the RouteMatch Scheduling Engine™ (RSE) with integrated Geographic Information System (GIS), Data Management, and

Reporting. Our flagship product, RouteMatch TS™, is a flexible, GIS-based automated scheduling software system. RouteMatch TS™ will assists in automating the scheduling functions, as well as various data management/business functions, that ultimately helps provide increased service and operations efficiencies throughout a transportation provider's entire operation.

RouteMatch Scheduling Engine™ (RSE) with integrated GIS

The RouteMatch Scheduling Engine™ (RSE) is built on a strong foundation of sophisticated technology, applied mathematics, and advanced logistics algorithms. RSE uses an integrated Geographic Information System (GIS). RouteMatch extracts the most value from GIS data by using each systems real street network. Road conditions impact driving time, and are considered by RSE: one-way streets, "no turning" lanes, road construction, interchanges and ramps, surface streets versus interstates, and topography, such as mountains. The results are manifests that transportation providers can actually drive, and schedules that are realistic and accurate.

From the outset, we recognized that optimizing routes and schedules is a subjective process, and at all times the user must have control over how the schedule is set, which resources are included, and what parts of the schedule should be modified to accommodate new trip requests. With our software, the user has a full range of scheduling capabilities. In a fully automated mode, RSE will create an entire day's schedule according to each system scheduling preferences. In a computer-assisted mode, RSE will make vehicle recommendations for single trip requests. In a manual mode, the user can assign trips and set pick up and drop off times using his/her own rules of thumb and experience. This means the users will have the flexibility to create schedules that effectively balance vehicle efficiency and customer convenience.

Reporting

RouteMatch Software makes management information visible across the entire organization. Clients can access important data and compile valuable reports in a few minutes. Reports are always accessible, easily customized, and available in a variety of formats. For example, in a matter of seconds, Providers can review operating statistics and compare them to last quarter or last year, track trips by funding source, see where money is being spent, and determine if the number of trips and mileage are increasing or decreasing at any given moment.

RouteMatch uses the industry standard "Crystal Reports Designer" as its report engine. Many of our standard reports are flexible – created by entering a date range or other criterion (service type, passenger type, etc.) that allows the end user to produce either very specific or system-wide results. In addition to the standard S-10 required for the National Transit Database (NTD) reporting, the following are a sample of the reports that come standard with the RouteMatch Software Solution:

Customer Information Report	Summary Invoice Report	Will Calls Report
Driver Information Report	Operating Statistics Report	Unscheduled Trips Report
Vehicle Information Report	Trips By Funding Source Report	Scheduled Trips Report
Verified Routes Report	Vehicle Productivity Report	Route Overview Map Report
Driver Directions Report	Run Productivity Report	Customer, Vehicle, Driver, Verification Reports
Driver Manifest Report (By Trip Time)	Cancellations And No Shows Report	Runs By Date
Detailed Invoice (Monthly Billing Report)	Scheduled Trips Summary Report	Will Calls Report
Driver Manifest Report (By Stop Time)	Productivity By Funding Source	Trip Information Report

Due to the open nature of RouteMatch's architecture and SQL database, all standard, customized, and ad-hoc reports are exportable into any windows based program (i.e. MS Access, MS Excel). For the purposes of merging reports with other data not captured in the RouteMatch system, our export functionality provides the ultimate flexibility in owning, manipulating, and understanding data that the agency maintains.

RouteMatch will work closely with clients during the implementation stage of the project to fully understand the immediate reporting needs. Reports that are not located inherently within the standard reporting package will be created in an ad-hoc environment, with exception of a more complex custom reports. RouteMatch will also train users on the ad hoc report generator so that reports can be created "on the fly" at a later date.

Dispatching

RouteMatch Software's dispatching module is specifically designed to allow dispatchers quick access to schedule, trip, and customer information in order to improve daily operational decision making. The component is very flexible; dispatchers can create and design "Data Views" that are specific to their dispatch needs. This allows each dispatcher to have a custom screen that specifically meets the type and mode of dispatch they use. Dispatchers access the driver component to easily obtain driver information and schedules.

RouteMatch Software contains an integrated reservation/scheduling/dispatching/verification process that allows dispatchers and schedulers to easily move between each component to:

- Make last-minute changes to routes and schedules.
- Insert trip requests on-demand, including same day standby and unscheduled trips.
- Manage no-shows, cancellations, and trip status.
- Manage open returns or "Will Calls."
- Manage vehicle breakdowns and migration of existing trips on "broken-down" route.
- Enter trip information such as odometer readings, stop times, driver comments, customer comments, etc.
- Quickly access information about daily operations.
- Use "Map View" for easy navigation and spatial analysis, including fixed route proximities and trip distances.

The optional RouteMatch Mobile Data Computer (MDC) and Automatic Vehicle Location (AVL) modules make the dispatch application even more powerful. All vehicle trip status and ETA's are automatically refreshed as trips are being performed in the field. Dispatchers can broadcast both canned and text messages to the entire fleet or individual vehicles. In turn, drivers can send canned messages back to dispatch. With a quick glance dispatchers can see which trips have not yet been performed as compared to the planned stop time. In the case of late trips, dispatchers use the AVL display to monitor current vehicle locations, speed, heading, and last reported time. The user can right click on any trip and ask the system to locate the closest vehicle. This is a fast way to identify possible target vehicles for redistributing work. The map can be configured to show one or many vehicles, and display both the planned route and the actual route driven. This data is stored and available to the user for investigating the cause of late trips and identifying poor routing decisions.

Mobile Communication System (MDC/AVL)

RouteMatch Software is changing the way transit operators are doing business. Mobile Data Computers (MDCs) allow drivers to have accurate, up-to-date information in their vehicles, resulting in increased safety and security. Through Automated Vehicle Location (AVL), an automated tracking system made possible by Global Positioning Systems (GPS), dispatchers can easily and dynamically view and locate drivers and collect trip and route data in real-time. This information provides the ability to locate and track vehicles, perform optimal dispatching, and maximize routing and scheduling efficiency.

Key benefits & features include:

- Improve service and increase on-time percentages.
- Reduce costs out in the field and in the office.

- Increase safety and security through emergency messaging and GPS reporting components.
- Get up-to-date information to ensure accurate and efficient schedules.
- Improve operating efficiency by reducing vehicle layover and non-revenue deadhead miles.

The RouteMatch AVL / MDC Module requires integration to a mobile data computing device on board the vehicle. RouteMatch will supply and fully integrate the RouteMatch Software suite of products to the mobile data computer. The system proposed for this project will utilize the Mentor Ranger® device.

Mentor Ranger® is a tough, compact computer that fits in the vehicle and connects the fleet and office. Ranger supports voice and data communications, GPS vehicle tracking, and vehicle telemetry, all fully integrated on a single, powerful platform.



In-vehicle Navigation. Ranger displays up-to-date maps and delivers turn-by-turn voice prompts that help drivers quickly reach their destination in order to improve response times and lower fuel consumption.

Operational Reporting. Ranger provides GIS validated entries that automatically populate passenger miles statistics in the RouteMatch software, providing fast, accurate NTD reporting.

Mobile Communications. Ranger incorporates a voice communication capability that eliminates the distraction inherent in operating cellular or radio communication.

Up to the minute information. Driver entries on the Ranger immediately update the RouteMatch Software so that dispatchers can be involved at a much earlier stage in designing service interventions.

Value Proposition

Our approach to software development has been that it must save our customers money and raise their productivity. Our scheduling engine will reduce your direct costs of operation. Our data management and exceptional reporting functions will help you identify and handle high cost transactions; inter-agency communication is facilitated and tracked using RouteMatch's software. In short, our software pays for itself very quickly.

Overall, RouteMatch will provide a solution that enhances the ability to accomplish strategic goals and objectives. With the integration of technical expertise and customer support, RouteMatch will provide:

- Increased efficiencies with reduced operating costs.
- Improved routes and schedules.
- Automated reporting and billing.
- Optimized business processes.

RouteMatch is confident that our proposed solution will meet the tactical goal of using technology to improve the efficiency of operation, while meeting the individual needs of those who depend on public transit.



ATTACHMENT 4

4

First Transit

Yolanda S. Cooper
General Manager

EXPERIENCE

First Transit

2017—Present **General Manager** Pensacola, FL

- Oversee the daily operational and business support activities of the facility and direct the workflow
- Manage, motivate, coach, and evaluate employees, and facilitate effective training programs
- Implement and enforce policies and procedures and ensure safety and timeliness in all projects
- Facilitate and conduct negotiations, manage union labor agreements, and establish budgets
- Monitor KPI data through First Transit's Dashboard to provide trend analysis and proactively make positive impacts to service

Pro Transportation

2015 – 2017 **General Manager** Orlando, FL

- Evaluate and assess revenue cost data; total work/ pay hours; customer complaint data; accident data
- Monitor employee attendance to ensure all employees are adhering to company attendance policies
- Develop Procedure Manuals for Dispatchers, Road Supervisors, Operators and Service Personnel
- Manage Manpower requirements for sufficient staff to ensure contractual obligations
- Identify safety concerns and direct re-training of employees. Stabilize workforce ensuring Operator and Staff success by giving operators all necessary tools, documentation, and proper working equipment
- Develop business tools and solutions based on knowledge, product, or technology to identify process improvement opportunities through strategic thinking, critical thinking, and analysis
- Provide discipline and/ or coaching for operators and staff to ensure a high level of performance and professionalism
- Conduct periodic departmental audits
- Daily, weekly and monthly review of key operational metrics.
- Managed location financial metrics continuously, reported exceptions and developed action plans to ensure the location meets it financial, safety and operational expectations

Yolanda S. Cooper
General Manager

- Implement, promote and adhere to company policies and procedures
- Approve employee's payroll and PTO request

Ride Right, LLC

2013 – 2015 **Operations Manager** Lake County, FL

- Reviewed operational performance, prepare/review daily attendance issues, and creates schedule and other work rule infractions.
- Evaluated, planned, implemented safety and training programs related to paratransit and fixed route services
- Monitored drive cam for drivers' unsafe driving acts, counsel and implement driver improvement plans
- Reconstructed and organized staff schedules to suit operational needs
- Designed and reorganized base assignments workload
- Conduct site visits and make recommendations to dispatcher on how to communicate clearly with drivers on location of site for pickup)
- Maintained positive employee relations and morale whenever possible
- Used analytical methods and a variety of tools to understand, predict, improve, or control operations and processes
- Created driver bid picks
- Participated in location(s) labor and employee relations activities

MV Transportation

2011 – 2013 **Operations/Safety Manager** Leesburg, FL

- Hired and trained office staff
- Reviewed operational performance, prepare/review daily attendance issues, and creates schedule and other work rule infractions
- Evaluated, planned, implemented safety and training programs related to paratransit and fixed route services
- Monitored drive cam for drivers' unsafe driving acts, counseled and implemented driver improvement plans
- Ensured FDOT standards were enforced
- Conducted accident and injury investigations
- Monitored operators and staff performance to include spot checking various routes
- Investigated and resolved customer complaints

- Coordinated with County Fleet to ensure timely vehicle maintenance
- Coordinated with County staff to ensure compliance with contractual obligations

2009 – 2011 **Dispatcher / Scheduler** Leesburg, FL

- Trained in Route Match and Trapeze scheduling software
- Coordinated and verified daily work of drivers
- Ensured all available drivers are placed on shift
- Communicated with Operation Manager, dispatch and drivers to handle any scheduling issues or changes
- Established and monitored drivers bid hours and daily work schedules
- Created drivers' bid module in accordance with union contract
- Managed drivers' overtime hours
- Monitored radio, telephones and on-road provision of service for quality
- Assigned trips to drivers to ensure trips booked were covered
- Monitored trip cancellations and no shows
- Screened drivers' routes to ensure on time performance
- Direct communication with drivers to assist in any scheduling issues

EDUCATION

University of Central Florida Orlando, FL

Upper Level Coursework

Lake and Sumter Community College Leesburg, FL

Associates of Art, General Studies

Toby J. Lorge

Operations Supervisor

EXPERIENCE

First Transit

2015 – Present **Dispatch Supervisor** Pensacola, FL

- Manages the after-hours operations of the department
- Wrote and developed the current Standing Operating Procedures (SOP) and Training Guide for the dispatch department
- Back-up scheduler for the location
- Implemented the dispatch duty log and fare ledger to keep track of important events and finances
- Established new clipboards for the vehicles to increase productivity
- Proficient with the Route Match system and RM mobile
- Proficient in submitting reports such as the DVIR report, daily mileage report, and performs daily verifications

United States Navy

1997 – 2015 **Lead Petty Officer** Beaufort, SC

- Effectively managed and evaluated subordinates
- Implemented duty schedules by using various computer programs to ensure effective operations
- Effective in instilling a sense of pride and professionalism with subordinates by setting the example for others to emulate
- Proficient in building a successful team to meet the company mission
- Reviewed and revised all correspondence submitted to senior supervisors
- Revised existing Standard Operating Procedures (SOP) to ensure services were in line with JHACO and Bureau of Medicine and Surgery guidelines
- Managed active EMS service for the US Navy
- Managed and conducted Naval Aircraft Mishap Investigations
- Trained subordinates in all aspects of Aerospace Medicine

EDUCATION

United States Navy

Chicago, IL

Basic and Advanced Occupational Skills, Hospital Corpsman

Eric Lucas

Safety Supervisor

EXPERIENCE

First Transit

2017–Present **Safety Supervisor** Pensacola, FL

- Responsible for all training programs for Escambia County Paratransit operation
- Hire, train and maintain fleet of drivers
- Maintains all employee files, including medical updates per First Transit policy
- Manages Drug and Alcohol Program, including administration of random testing
- Accident investigation and reporting
- Development of education programs for drivers to maintain safe driving skills
- Conducts mandatory monthly Safety Meetings
- Handles safety related customer complaints and requests following Client and First Transit Policies and Procedures

2016 – 2017 **Quality Assurance Manager** Capitol Heights, MD

- Ensured overall quality in on-time performance, bus conditions, missed service, operator performance, service interruptions and driver/dispatch radio communications
- Conducted and logged field inspection reports for random W/C life and climate control inspections
- Coordinated with appropriate agencies on obstructions and necessary repairs
- Assisted police with related transit inquires and investigations
- Changed out security cameras and radios as necessary
- Processed tags, titles and PSC documentation required for new vehicles

MV Transportation

2014 – 2016 **Bus Operator** Georgetown, DE

- Operated bus in safe and courteous manner
- Assisted in boarding passengers in wheelchairs or other mobility aids
- Assured accuracy of fares
- Notified dispatch of deviations, overloading, accidents or malfunctions

Laidlaw Transit

2000 – 2014 **Bus Operator** Bristol, PA

- Operated bus in safe and courteous manner

Eric Lucas
Safety Supervisor

- Assisted in boarding passengers in wheelchairs or other mobility aids
- Served as first point on contact for all customers, providing customer service
- Complied with all laws and safety regulations in order to ensure efficient and reliable transportation

United States Army

1985 – 1997 **Transportation and Logistics / Distribution Supervisor** Various Locations

- Directed team in developing the most efficient routing system for supplies and equipment
- Monitored all transportation operations, including quality control and training to ensure transportation services met contract obligations
- Served as transportation liaison between various organizations and countries
- Oversaw training, dispatching, routing, tracking and shipping activities to ensure safe, prompt and accurate procedures

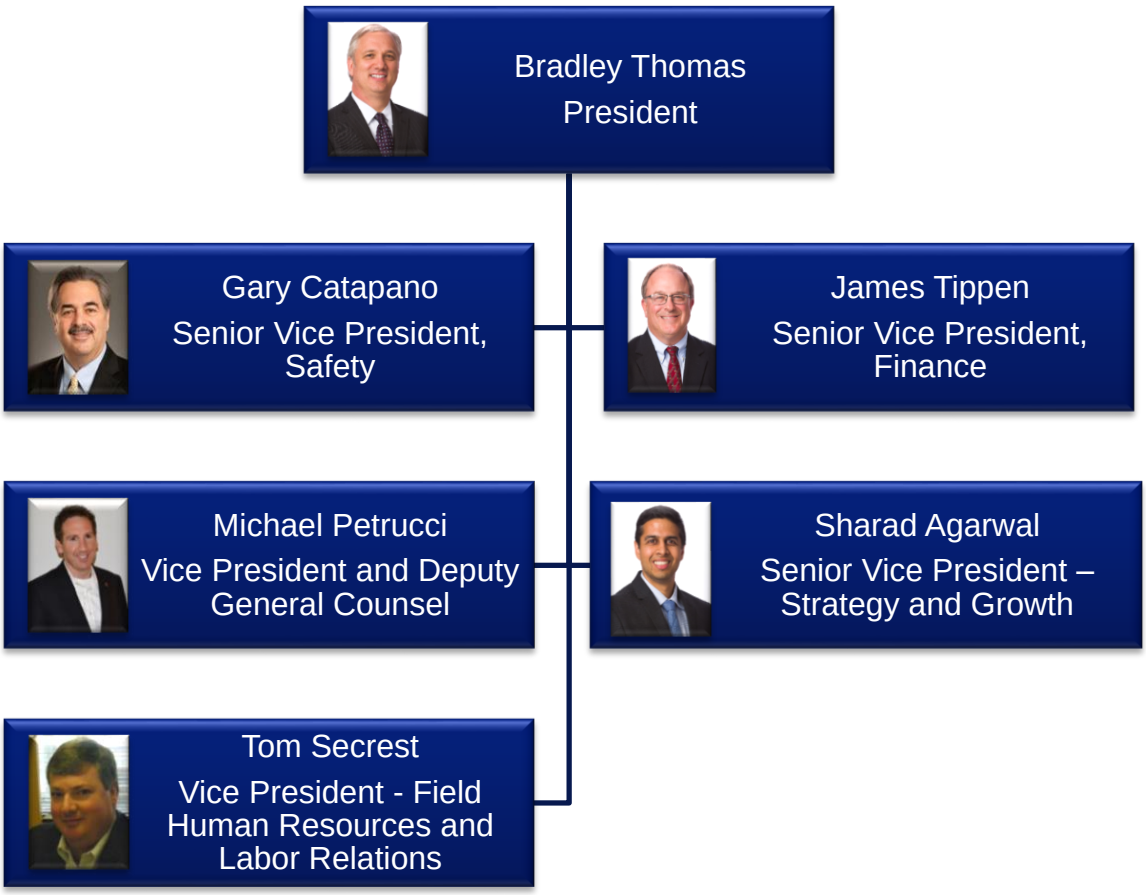


ATTACHMENT 5

First Transit

Corporate Support Staff

First Transit provides our local management teams with expert support by both regional and corporate staff. Escambia County's management and regional staff are provided corporate oversight with all operations and maintenance functions by the following support staff.



BRADLEY THOMAS, PRESIDENT



As president of FirstGroup America's division First Transit & First Vehicle Services, Brad Thomas is responsible for more than 15,000 employees across North America. His team operates, manages and maintains nearly 12,000 transit vehicles and provides fleet maintenance services for more than 38,000 public and private sector vehicles and pieces of equipment across the continent. Brad joined First Transit as senior vice president of the East Region in 2003 and was named president in 2009. With nearly 20 years of experience in the transit industry, Brad is well versed in fixed-route, paratransit and university transportation systems, and has extensive expertise in fleet maintenance solutions. Brad earned a bachelor's degree in political science at the State University of New York College at Cortland and holds a master's degree in political science—public policy analysis and administration—from Binghamton University (NY). Committed to service, Brad encourages his teammates to actively support their communities and professional associations. His engaging and respected approach has helped transform the business and its relationship with customers across the continent.

JAMES TIPPEN, SENIOR VICE PRESIDENT, FINANCE



James "Jim" Tippen is the SVP of Finance/CFO for First Transit & First Vehicle Services. In this role, Jim oversees all finance activities including budget analysis, forecasting and strategic planning of the company's financial strategy. Jim has over 20 years of experience in finance, accounting and operations. Most recently, he held the position of Vice President, Finance Operations & Administration at xpedx. Jim has a bachelor's degree from Western Michigan University and a master's degree from the University of Southern Illinois.

SHARAD AGARWAL, SENIOR VICE PRESIDENT – STRATEGY AND GROWTH



Mr. Agarwal has 10 years of experience in the transportation industry, and has successfully managed transit services and contact centers. Sharad oversees our call center locations, including all aspects of management, safety, operations, human resources, and service networks and will support the operation.

Our management team will be assisted in safety, human resources and labor relations functions by the following staff:

GARY CATAPANO, SENIOR VICE PRESIDENT, SAFETY



Gary has worked for more than two decades as a transportation safety professional. Prior to his career in transportation, he worked for 15 years as a consulting engineer in the nuclear power industry. Gary serves as a member of the Board of Delegates and formerly chaired the Transportation Safety Division of the National Safety Council (NSC). Gary holds a commercial driver's license and has completed thousands of hours of specialized safety training in subjects ranging from safety event and collision investigations to human factors and industrial hygiene. He is also certified to teach and coach behavioral safety technologies.

TOM SECREST, VICE PRESIDENT - FIELD HUMAN RESOURCES AND LABOR RELATIONS



Formerly an attorney with the U.S. Department of Labor, Tom joined FirstGroup America (formerly Ryder Public Transportation Services) in 1997 as a Labor Relations Associate. Over the years, he has worked extensively with both the Transit and Student divisions, and served as the Director of Labor Relations for First Student from 2001 to 2010. Currently, he represents FGA-companies in all labor relations matters, arbitrations, National Labor Relations Board cases, collective bargaining, and supervises junior staff members involved in the same functions. Tom obtained his B.S. Labor Relations from Cornell University, and is a graduate of the University Of Dayton School Of Law.

To ensure that our policies and procedures comply with local, state, and federal requirements and guidelines, we provide highly qualified legal staff. Our First Transit legal team is headed by the following individual:

MICHAEL PETRUCCI, VICE PRESIDENT AND DEPUTY GENERAL COUNSEL



Michael has over 20 years' experience as a practicing attorney, with over 11 years in the transit industry. He is also a board member of the Greater Cincinnati Minority Counsel Program. Michael is responsible for contract matters, labor and employment, environmental and OSHA compliance, FTA regulatory compliance, risk management and public procurement.



ATTACHMENT 6

First Transit

Arthur J. Gallagher & Co.

April 25, 2017

Escambia County
Office of Purchasing
Room-11.1101 PO Box 1591
Pensacola FL 32591

Re: Specification Numbers: PD 16-17.039 & PD 16-17.040

To Whom It May Concern:

This letter confirms that First Transit, Inc. will procure and provide the required coverages as specified in the insurance requirements. These coverages are already in place as evidenced on the certificate of insurance issued.

The insurance companies providing coverage are various (AIG Companies) "A XV" rated in A.M. Best's guide and licensed to do business in the State of Florida.

Best regards,

Tanya Stephenson
Client Service Manager-Licensed Casualty/Property Broker

cc: Judith Leo
Area Vice President
Jim Corej
Area Executive Vice President

Arthur J. Gallagher Risk Management Services, Inc.
250 Park Avenue, 5th Floor
New York, NY 10177

m 212.994.7100
f 212.994.7047
ajg.com

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 4/24/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Tanya D. Stephenson	
Arthur J. Gallagher Risk Management Services, Inc. 250 Park Avenue 3rd Floor New York NY 10177	PHONE (A/C, No, Ext): 212-994-7085	FAX (A/C, No): 212-994-7047
	E-MAIL ADDRESS: Tanya_Stephenson@ajg.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : National Union Fire Insurance Compa	19445
INSURED	INSURER B : Commerce and Industry Insurance Com	19410
FIRST TRANSIT, INC. 600 Vine Street, Suite 1400 Cincinnati, OH 45202	INSURER C : New Hampshire Insurance Company	23841
	INSURER D : American Home Assurance Company	19380
	INSURER E :	
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** 2073818111 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X **COMMERCIAL GENERAL LIABILITY** [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [X] PRO-JECT [X] LOC [ ] OTHER:			GL 3629890 (10MM AGG)	12/31/2016	12/31/2017	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG $	$5,000,000 $5,000,000 $ $5,000,000 $10,000,000 $5,000,000 $
A A A	**AUTOMOBILE LIABILITY** X ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS X HIRED AUTOS ONLY X NON-OWNED AUTOS ONLY			CA1921809 (AOS) CA1921810 (MA) CA1921808 (VA)	12/31/2016 12/31/2016 12/31/2016	12/31/2017 12/31/2017 12/31/2017	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) $	$5,000,000 $ $ $ $
B	X **UMBRELLA LIAB** X OCCUR **EXCESS LIAB** [ ] CLAIMS-MADE [ ] DED [ ] RETENTION $			19452263	12/31/2016	12/31/2017	EACH OCCURRENCE AGGREGATE $	$3,000,000 $3,000,000 $
C C D C C C	**WORKERS COMPENSATION AND EMPLOYERS' LIABILITY** Y / N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N **(Mandatory in NH)** If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		WC 014649551 (AOS,GA) WC014649558(MN) WC014649548 (CA) WC014649547 (FL) WC014649549(MA,WI) WC014649551 (TX)	12/31/2016 12/31/2016 12/31/2016 12/31/2016 12/31/2016 12/31/2016	12/31/2017 12/31/2017 12/31/2017 12/31/2017 12/31/2017 12/31/2017	X PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $5,000,000 $5,000,000 $5,000,000
A	Professional Liability			GL 3629890	12/31/2016	12/31/2017	Per Occ/Per Agg.	$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Workers Compensation:
Policy #: WC 014649550 (AK, AZ, IL, NC, NH, NJ, PA, UT, VT)
Policy Term: 12/31/16 to 12/31/17
Carrier Name: NEW HAMPSHIRE INS CO (NAIC #:23841)
Limits: E.L. Each Accident / E.L. Disease-Ea Employee / E.L. Disease-Policy Limit - $5,000,000

See Attached...

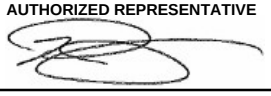
CERTIFICATE HOLDER

Escambia County
Office of Purchasing
Room-11.1101 PO Box 1591
Pensacola FL 32591
USA

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



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AGENCY CUSTOMER ID: _____

LOC #: _____

ADDITIONAL REMARKS SCHEDULE

AGENCY	NAMED INSURED
Arthur J. Gallagher Risk Management Services, Inc.	FIRST TRANSIT, INC. 600 Vine Street, Suite 1400 Cincinnati, OH 45202
POLICY NUMBER	
CARRIER / NAIC CODE	EFFECTIVE DATE:

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: 25 **FORM TITLE:** CERTIFICATE OF LIABILITY INSURANCE

Re: Request for Proposal No.PD 16-17.040- Operator for Paratransit Service
Escambia County and MTM are included as an additional insured (standard GL-End't#83644/AL-87950) as respects General and Automobile Liability Policies as evidenced herein on a primary/non-contributory basis as required by written contract to the extent of its interest arising from the agreement, contract or Lease. A waiver of subrogation included as required by written contract(Blanket Endorsement). Umbrella Policy follow form over General, Automobile and Employers' Liability Policies.

Notice of Cancellation: 30 days written notice/10 days for non-pay

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ATTACHMENT 7

First Transit

DNBi Risk Management

Printed By: Mark Pearson
Date Printed: July 20, 2016

Snapshot : FIRST TRANSIT, INC.

D-U-N-S® Number: 07-287-6915
Trade Names: (SUBSIDIARY OF FIRSTGROUP AMERICA, INC., CINCINNATI, OH)
Endorsement/Billing Reference: stacey.feldman@firstgroup.com

D&B Address

Address 600 Vine St Ste 1400
Cincinnati, OH, US - 45202

Phone 513 241-2200

Fax

Location Type Headquarters (Subsidiary)

Web www.firsttransit.com

Report Snapshot Date: 07/20/2016

Endorsement : stacey.feldman@firstgroup.com

Company Summary

Currency: Shown in USD unless otherwise indicated

Score Bar

PAYDEX®	49	Paying 33 days past due
Commercial Credit Score Class	5	High Risk of severe payment delinquency.
Financial Stress Score Class	4	Moderate to High Risk of severe financial stress.
Credit Limit - D&B Conservative	Unavailable	
D&B Rating	1R4	1R indicates 10 or more Employees, Credit appraisal of 4 is limited

D&B Company Overview

This is a headquarters (subsidiary) location

Branch(es) or Division(s) exist	Y
Chief Executive	BRAD THOMAS, PRES
Year Started	1969
Management Control	1999
Employees	15500 (300 Here)
Financing	SECURED
SIC	8741 , 7539
Line of business	Management services, automotive repair, management consulting services
NAICS	561110
History Status	CLEAR

Detailed Trade Risk Insight™

Days Beyond Terms Past 3 Months

36 Days

120+ Days Beyond Terms 0

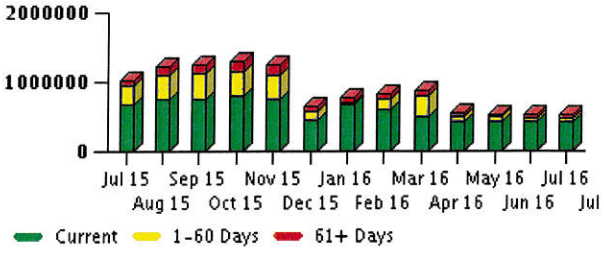
Dollar-weighted average of **99** payment experiences reported from **34** Companies

Recent Derogatory Events

	May-16	Jun-16	Jul-16
Placed for Collection	-	-	-
Bad Debt Written Off	-	-	-

Total Amount Current & Past Due - 13 Month Trend

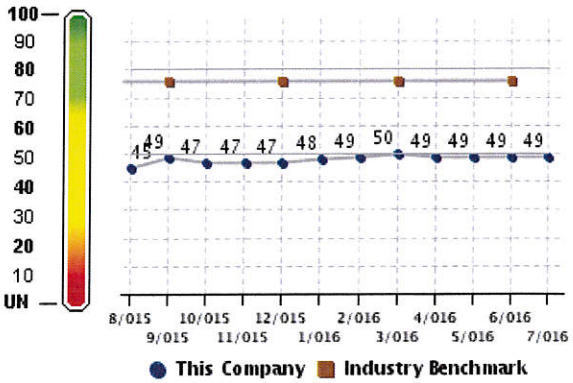
FirstRain Company News



This Company is not currently tracked for Company News

Powered by FirstRain

PAYDEX® Trend Chart



Public Filings

The following data includes both open and closed filings found in D&B's database on this company.

Record Type	Number of Records	Most Recent Filing Date
Bankruptcies	0	-
Judgments	8	01/06/14
Liens	2	12/26/13
Suits	48	06/22/16
UCCs	25	04/21/16

The public record items contained herein may have been paid, terminated, vacated or released prior to todays date.

Corporate Linkage

Global Ultimate

Company	City , Country	D-U-N-S® NUMBER
FIRSTGROUP PLC	Aberdeen , UNITED KINGDOM	42-358-7252

Domestic Ultimate

Company	City , State	D-U-N-S® NUMBER
FIRSTGROUP USA, INC.	CINCINNATI , Ohio	60-731-5392

Parent

Company	City , State	D-U-N-S® NUMBER
FIRSTGROUP AMERICA, INC.	CINCINNATI , Ohio	17-590-5488

Subsidiaries (Domestic)

Company	City , State	D-U-N-S® NUMBER
TRANSIT MANAGEMENT CO OF LAREDO INC	LAREDO , Texas	00-814-3414
FIRST VEHICLE SERVICES, INC.	CINCINNATI , Ohio	14-316-9386

SAFE RIDE SERVICES INC	PHOENIX , Arizona	60-769-6556
L & E MOBILE COMPUTER MOUNTS, INC.	CONSHOHOCKEN , Pennsylvania	86-862-7282
TRANSIT MANAGEMENT OF CENTRAL MARYLAND, INC.	ANNAPOLIS JUNCTION , Maryland	07-966-9980
FIRST TRANSIT, INC.	HARTFORD , Connecticut	87-266-6719

Branches (Domestic)

Company	City , State	D-U-N-S® NUMBER
FIRST TRANSIT, INC.	PHILADELPHIA , Pennsylvania	00-538-2614
FIRST TRANSIT, INC.	MOUNT PLEASANT , South Carolina	01-438-1003
FIRST TRANSIT, INC.	SUMTER , South Carolina	01-773-1154
FIRST TRANSIT, INC.	FAYETTEVILLE , North Carolina	02-829-6676
FIRST TRANSIT, INC.	RICHMOND , Virginia	03-267-3076
FIRST TRANSIT, INC.	GRAYSLAKE , Illinois	03-323-1270
FIRST TRANSIT, INC.	EVERETT , Washington	03-443-9724
FIRST TRANSIT, INC.	TEMPE , Arizona	03-742-6553
FIRST TRANSIT, INC.	WALLINGFORD , Connecticut	04-055-0894
FIRST TRANSIT, INC.	OAKLAND , California	09-640-8948
FIRST TRANSIT, INC.	SANTA CRUZ , California	09-872-3369
FIRST TRANSIT, INC.	YORKTOWN , Virginia	11-094-2666
FIRST TRANSIT, INC.	MONROE , Michigan	11-707-7169
FIRST TRANSIT, INC.	HOUSTON , Texas	12-522-7780
FIRST TRANSIT, INC.	LOMBARD , Illinois	13-337-0481
FIRST TRANSIT, INC.	LONGMONT , Colorado	13-319-6266
FIRST TRANSIT, INC.	FAR ROCKAWAY , New York	13-631-9816
FIRST TRANSIT, INC.	HORSEHEADS , New York	14-806-9896
FIRST TRANSIT, INC.	BAKERSFIELD , California	14-806-9938
FIRST TRANSIT, INC.	SAN ANTONIO , Texas	14-806-9946
FIRST TRANSIT, INC.	HOUSTON , Texas	14-806-9979
FIRST TRANSIT, INC.	HIALEAH , Florida	14-806-9995
FIRST TRANSIT, INC.	OAKLAND , California	14-807-0001
FIRST TRANSIT, INC.	MIAMI , Florida	14-807-0027
FIRST TRANSIT, INC.	MOREHEAD CITY , North Carolina	14-807-0035

Affiliates (Domestic)

Company	City , State	D-U-N-S® NUMBER
MERRIMACK VALLEY AREA TRANSPORTATION	HAVERHILL , Massachusetts	10-115-7394
LAIDLAW TRANSIT SERVICES, INC.	CINCINNATI , Ohio	10-647-8105
FIRST STUDENT, INC.	CINCINNATI , Ohio	78-459-6165

Affiliates (International)

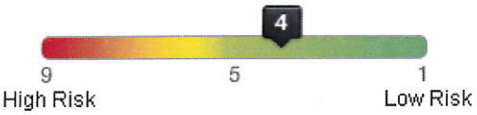
Company	City , Country	D-U-N-S® NUMBER
FIRSTGROUP AMERICAN INVESTMENTS	Aberdeen , UNITED KINGDOM	21-012-2931

Predictive Scores

Currency: Shown in USD unless otherwise indicated

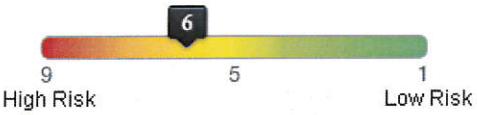
D&B Viability Rating Summary

The D&B Viability Rating uses D&B's proprietary analytics to compare the most predictive business risk indicators and deliver a highly reliable assessment of the probability that a company will go out of business, become dormant/inactive, or file for bankruptcy/insolvency within the next 12 months. The D&B Viability Rating is made up of 4 components:

4	**Viability Score**	

Compared to All US Businesses within the D&B Database:

- Level of Risk: **Low Risk**
- Businesses ranked 4 have a probability of becoming no longer viable: **5 %**
- Percentage of businesses ranked 4: **14 %**
- Across all US businesses, the average probability of becoming no longer viable: **14 %**

6	**Portfolio Comparison**	

Compared to All US Businesses within the same MODEL SEGMENT:

- Model Segment : **Established Trade Payments**
- Level of Risk: **Moderate Risk**
- Businesses ranked 6 within this model segment have a probability of becoming no longer viable: **5 %**
- Percentage of businesses ranked 6 with this model segment: **9 %**
- Within this model segment, the average probability of becoming no longer viable: **5 %**

B	**Data Depth Indicator**	

Data Depth Indicator:

- ✓ Rich Firmographics
- ✓ Extensive Commercial Trading Activity
- ✓ Basic Financial Attributes

Z	**Company Profile**	**Subsidiary**

Credit Capacity Summary

This credit rating was assigned because of D&B's assessment of the company's creditworthiness. For more information, see the

D&B Rating Key

D&B Rating : **1R4**

Number of employees: 1R indicates 10 or more employees
Composite credit appraisal: 4 is limited

The 1R and 2R ratings categories reflect company size based on the total number of employees for the business. They are assigned to business files that do not contain a current financial statement. In 1R and 2R Ratings, the 2, 3, or 4 creditworthiness indicator is based on analysis by D&B of public filings, trade payments, business age and other important factors. 2 is the highest Composite Credit Appraisal a company not supplying D&B with current financial information can receive.

Below is an overview of the companys rating history since 07-08-2000

D&B Rating	Date Applied
1R4	10-11-2011
--	05-26-2008
1R4	08-20-2007
--	10-24-2005
1R4	07-26-2005
--	02-23-2004
1R4	09-17-2001
1R3	08-22-2000
1R4	07-08-2000

Number of Employees Total: 15,500 (300 here)

Payment Activity:	**(based on 187 experiences)**
Average High Credit:	14,098
Highest Credit:	500,000
Total Highest Credit:	1,918,800

D&B Credit Limit Recommendation

Due to adverse or incomplete information, we are unable to provide a Credit Limit Recommendation for this business. Please contact your sales representative or D&Bs Customer Resource Center at 800-234-3867 for assistance.

The Credit Limit Recommendation (CLR) is intended to serve as a directional benchmark for all businesses within the same line of business or industry, and is not calculated based on any individual business. Thus, the CLR is intended to help guide the credit limit decision, and must be balanced in combination with other elements which reflect the individual company's size, financial strength, payment history, and credit worthiness, all of which can be derived from D&B reports.

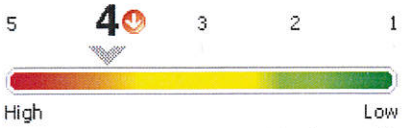
Risk is assessed using D&Bs scoring methodology and is one factor used to create the recommended limits. See Help for details.

Financial Stress Class Summary

The Financial Stress Score predicts the likelihood of a firm ceasing business without paying all creditors in full, or reorganization or obtaining relief from creditors under state/federal law over the next 12 months. Scores were calculated using a statistically valid model derived from D&Bs extensive data files.

The Financial Stress Class of 4 for this company shows that firms with this class had a failure rate of 0.84% (84 per 10,000), which is 1.75 times higher than the average of businesses in D & B's database.

Financial Stress Class :



Moderately higher than average risk of severe financial stress, such as a bankruptcy or going out of business with unpaid debt, over the next 12 months.

Probability of Failure:

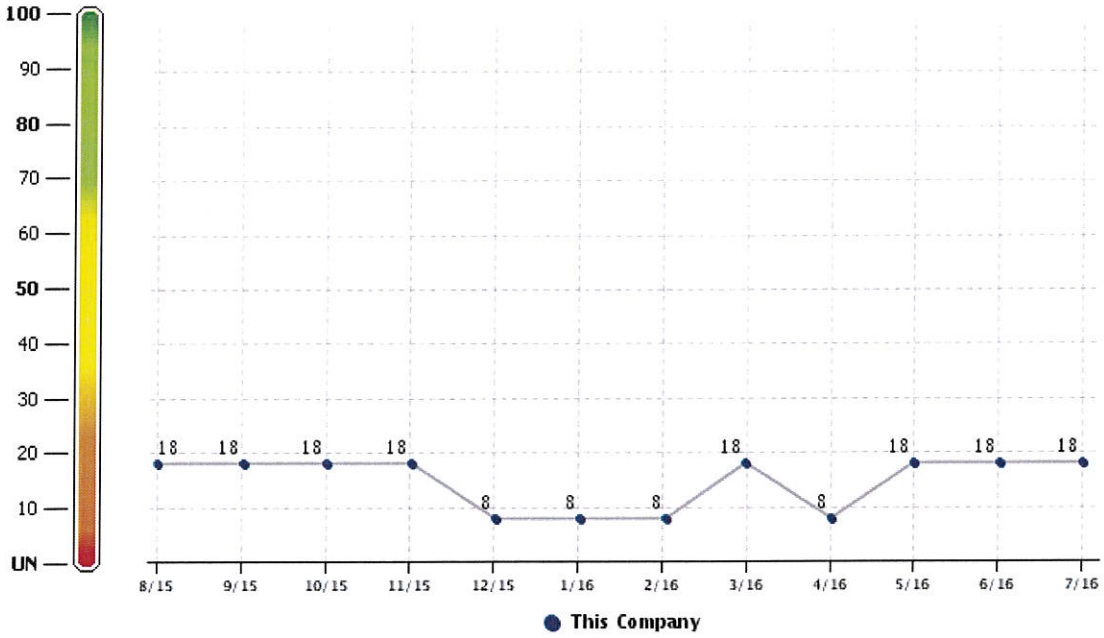
Risk of Severe Financial Stress for Businesses with this Class: **0.84 %** (84 per 10,000)
Financial Stress National Percentile : **18** (Highest Risk: 1; Lowest Risk: 100)
Financial Stress Score : **1410** (Highest Risk: 1,001; Lowest Risk: 1,875)
Average Risk of Severe Financial Stress for Businesses in D&B database: **0.48 %** (48 per 10,000)

The Financial Stress Class of this business is based on the following factors:

Low proportion of satisfactory payment experiences to total payment experiences.
Composite credit appraisal is rated limited.
High proportion of past due balances to total amount owing.

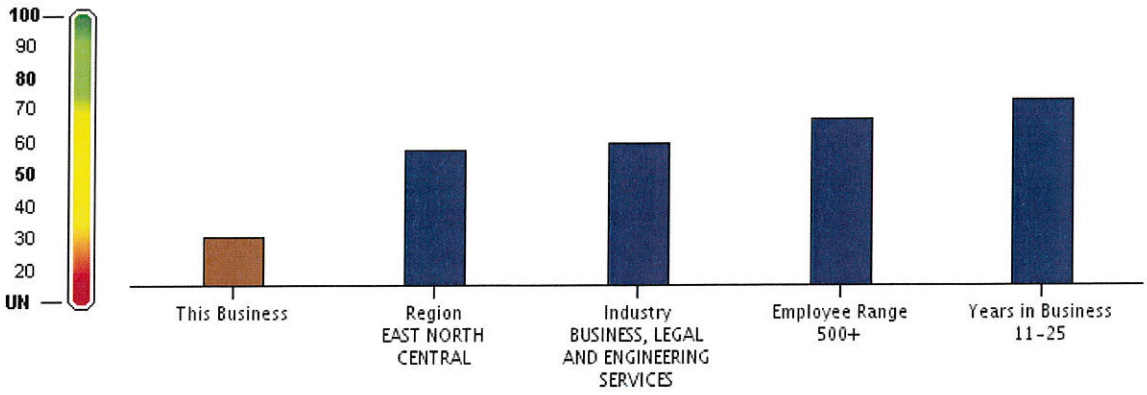
UCC Filings reported.
Evidence of open suits
High proportion of slow payment experiences to total number of payment experiences.

Financial Stress Percentile Trend:



Notes:

The Financial Stress Class indicates that this firm shares some of the same business and financial characteristics of other companies with this classification. It does not mean the firm will necessarily experience financial stress.
The Probability of Failure shows the percentage of firms in a given Class that discontinued operations over the past year with loss to creditors. The Probability of Failure - National Average represents the national failure rate and is provided for comparative purposes.
The Financial Stress National Percentile reflects the relative ranking of a company among all scorable companies in D&Bs file.
The Financial Stress Score offers a more precise measure of the level of risk than the Class and Percentile. It is especially helpful to customers using a scorecard approach to determining overall business performance.



Norms	National %
This Business	18
Region: EAST NORTH CENTRAL	50
Industry: BUSINESS, LEGAL AND ENGINEERING SERVICES	52
Employee range: 500+	61
Years in Business: 11-25	68

This Business has a Financial Stress Percentile that shows:

Higher risk than other companies in the same region.

Higher risk than other companies in the same industry.

Higher risk than other companies in the same employee size range.

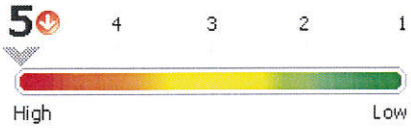
Higher risk than other companies with a comparable number of years in business.

Credit Score Summary

The Commercial Credit Score (CCS) predicts the likelihood of a business paying its bills in a severely delinquent manner (91 days or more past terms).

The Credit Score class of 5 for this company shows that 53.1% of firms with this class paid one or more bills severely delinquent, which is 5.21 times higher than the average of businesses in D & B's database.

Credit Score Class :



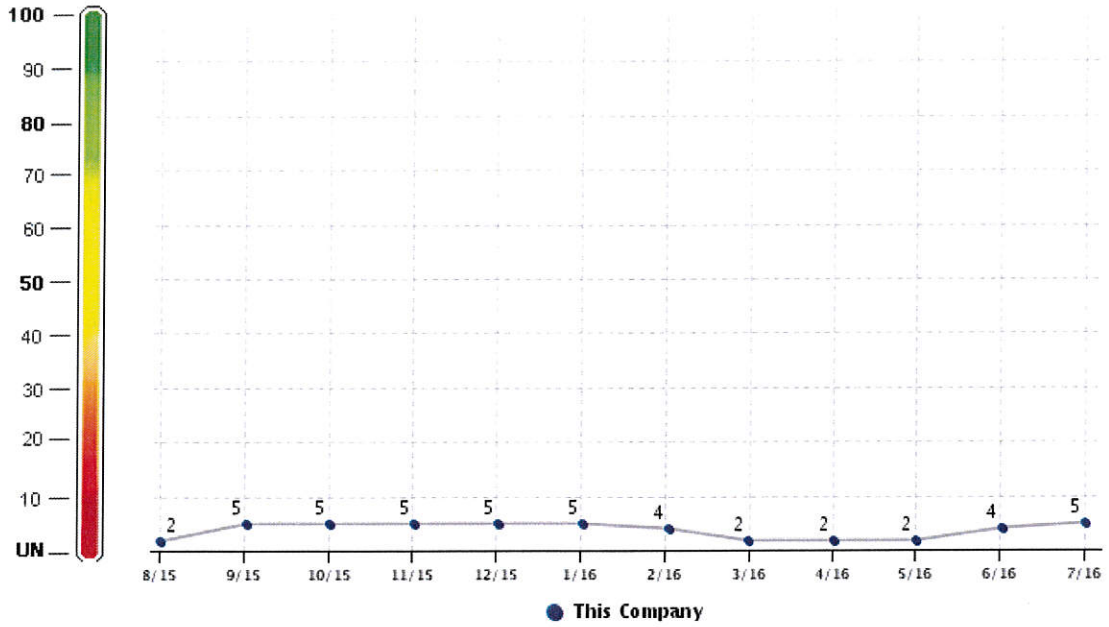
Incidence of Delinquent Payment

Among Companies with this Classification: **53.10 %**
Average compared to businesses in D&Bs database: **10.20 %**
Credit Score Percentile : **5** (Highest Risk: 1; Lowest Risk: 100)
Credit Score : **297** (Highest Risk: 101; Lowest Risk:670)

The Credit Score Class of this business is based on the following factors:

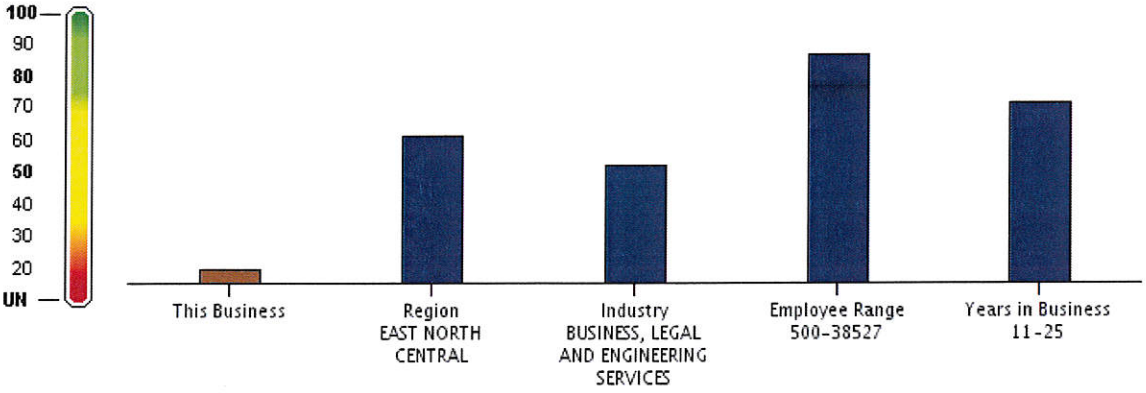
Evidence of negative trade
Vendor payment commentary
Recent amount past due
Proportion of slow payment experiences to total number of payment experiences reported
Payment information indicates negative payment comments
Proportion of satisfactory balances to total payment balances reported

Credit Score Class Percentile Trend:



Notes:

The Commercial Credit Score Risk Class indicates that this firm shares some of the same business and financial characteristics of other companies with this classification. It does not mean the firm will necessarily experience severe delinquency.
The Incidence of Delinquent Payment is the percentage of companies with this classification that were reported 91 days past due or more by creditors. The calculation of this value is based on D&B's trade payment database.
The Commercial Credit Score percentile reflects the relative ranking of a firm among all scorable companies in D&B's file.
The Commercial Credit Score offers a more precise measure of the level of risk than the Risk Class and Percentile. It is especially helpful to customers using a scorecard approach to determining overall business performance.



Norms	National %
This Business	5
Region: EAST NORTH CENTRAL	54
Industry: BUSINESS, LEGAL AND ENGINEERING SERVICES	43
Employee range: 500-38527	84
Years in Business: 11-25	66

This business has a Credit Score Percentile that shows:

Higher risk than other companies in the same region.

Higher risk than other companies in the same industry.

Higher risk than other companies in the same employee size range.

Higher risk than other companies with a comparable number of years in business.

Trade Payments

Currency: Shown in USD unless otherwise indicated

D&B PAYDEX®

The D&B PAYDEX is a unique, weighted indicator of payment performance based on payment experiences as reported to D&B by trade references.
Learn more about the D&B PAYDEX

Timeliness of historical payments for this company.

Current PAYDEX is	**49**	Equal to 33 days beyond terms (Pays more slowly than the average for its industry of 6 days beyond terms)
Industry Median is	**76**	Equal to 6 days beyond terms
Payment Trend currently is		Unchanged, compared to payments three months ago

Indications of slowness can be the result of dispute over merchandise, skipped invoices etc. Accounts are sometimes placed for collection even though the existence or amount of the debt is disputed.

Total payment Experiences in D&Bs File (HQ)	187
Payments Within Terms (not weighted)	57 %
Trade Experiences with Slow or Negative Payments(%)	45.45%
Total Placed For Collection	1
High Credit Average	14,098
Largest High Credit	500,000
Highest Now Owing	250,000
Highest Past Due	200,000

D&B PAYDEX



High risk of late payment (Average 30 to 120 days beyond terms)
Medium risk of late payment (Average 30 days or less beyond terms)
Low risk of late payment (Average prompt to 30+ days sooner)
When weighted by amount, payments to suppliers average 33 days beyond terms

3-Month D&B PAYDEX



High risk of late payment (Average 30 to 120 days beyond terms)
Medium risk of late payment (Average 30 days or less beyond terms)
Low risk of late payment (Average prompt to 30+ days sooner)
Based on payments collected over last 3 months.

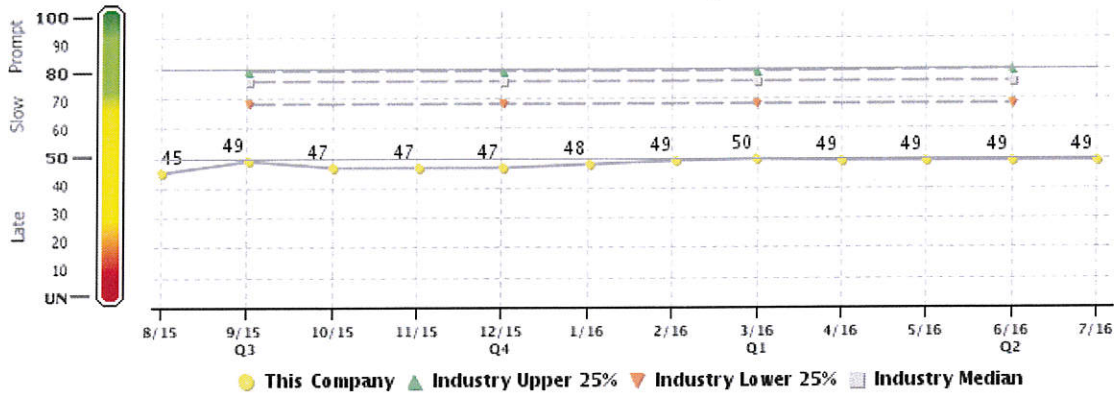
When weighted by amount, payments to suppliers average 48 days beyond terms

D&B PAYDEX® Comparison

Current Year

PAYDEX® of this Business compared to the Primary Industry from each of the last four quarters. The Primary Industry is Management services, automotive repair, management consulting services , based on SIC code 8741 .

Shows the trend in D&B PAYDEX scoring over the past 12 months.

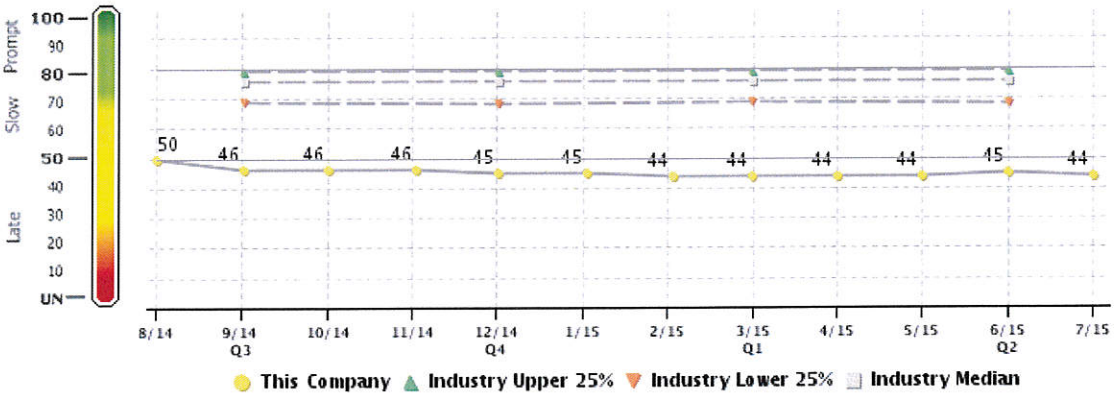


	8/15	9/15	10/15	11/15	12/15	1/16	2/16	3/16	4/16	5/16	6/16	7/16
This Business	45	49	47	47	47	48	49	50	49	49	49	49
Industry Quartiles												
Upper	.	79	.	.	79	.	.	79	.	.	80	.
Median	.	76	.	.	76	.	.	76	.	.	76	.
Lower	.	68	.	.	68	.	.	68	.	.	68	.

Current PAYDEX for this Business is 49 , or equal to 33 days beyond terms
The 12-month high is 50 , or equal to 30 DAYS BEYOND terms
The 12-month low is 45 , or equal to 45 DAYS BEYOND terms

Previous Year

Shows PAYDEX of this Business compared to the Primary Industry from each of the last four quarters. The Primary Industry is Management services, automotive repair, management consulting services , based on SIC code 8741 .



Previous Year	09/14 Q3'14	12/14 Q4'14	03/15 Q1'15	06/15 Q2'15
This Business	46	45	44	45
Industry Quartiles				
Upper	79	79	79	79
Median	76	76	76	76
Lower	69	68	69	68

Based on payments collected over the last 4 quarters.

Current PAYDEX for this Business is 49 , or equal to 33 days beyond terms
The present industry median Score is 76 , or equal to 6 days beyond terms
Industry upper quartile represents the performance of the payers in the 75th percentile
Industry lower quartile represents the performance of the payers in the 25th percentile

Payment Habits

For all payment experiences within a given amount of credit extended, shows the percent that this Business paid within terms. Provides number of experiences to calculate the percentage, and the total credit value of the credit extended.

$ Credit Extended	# Payment Experiences	Total Amount	% of Payments Within Terms
Over 100,000	5	1,050,000	26%
50,000-100,000	2	160,000	28%
15,000-49,999	21	450,000	55%
5,000-14,999	21	155,000	63%
1,000-4,999	35	69,500	61%
Under 1,000	51	18,800	53%



Based on payments collected over last 24 months.

All Payment experiences reflect how bills are paid in relation to the terms granted. In some instances, payment beyond terms can be the result of disputes over merchandise, skipped invoices etc.

Payment Summary

There are 187 payment experience(s) in D&Bs file for the most recent 24 months, with 111 experience(s) reported during the last three month period.

The highest Now Owes on file is 250,000 . The highest Past Due on file is 200,000

Below is an overview of the companys currency-weighted payments, segmented by its suppliers primary industries:

	Total Revd (#)	Total Amts	Largest High Credit Within Terms (%)	Days Slow <31 (%)	31-60 (%)	61-90	90>
Top Industries							
Public finance	10	38,550	10,000	100	0	0	0	0
Whol industrial equip	9	640,050	250,000	54	0	21	2	23
Misc business credit	9	17,750	10,000	93	0	4	3	0
Nonclassified	9	19,650	5,000	73	14	13	0	0
Ret auto supplies	8	82,800	20,000	86	5	9	0	0
Accounting services	5	142,500	70,000	9	66	25	0	0
Depository bank svcs	5	50,250	30,000	50	0	15	35	0
Whol auto parts	5	26,000	10,000	28	10	5	0	57
Whol chemicals	5	5,350	2,500	59	7	0	0	34
Whol petroleum prdts	5	2,800	1,000	53	28	1	0	18
Mfg tires/inner tubes	4	642,500	500,000	9	8	3	0	80
Telephone communictns	4	13,300	7,500	59	22	19	0	0
Electric services	4	3,500	2,500	100	0	0	0	0
Industrial launderer	3	27,600	20,000	36	14	36	0	14
Misc equipment rental	3	1,000	500	37	25	13	25	0
Whol transport equip	2	16,000	15,000	47	0	6	47	0
Operative builders	2	10,750	10,000	50	3	0	0	47
Mfg industrial valves	2	6,000	5,000	0	100	0	0	0

General auto repair	2	5,000	2,500	75	0	0	0	25
Short-trm busn credit	2	3,000	2,500	58	0	42	0	0
Help supply service	2	3,500	2,500	71	0	29	0	0
Whol industrial suppl	2	600	500	17	0	83	0	0
Newspaper-print/publ	2	500	500	100	0	0	0	0
Detective/guard svcs	1	25,000	25,000	50	50	0	0	0
Prepackaged software	1	20,000	20,000	50	50	0	0	0
Whol const/mine equip	1	15,000	15,000	100	0	0	0	0
Employment agency	1	15,000	15,000	100	0	0	0	0
Yarn spinning mill	1	15,000	15,000	50	50	0	0	0
Ret misc merchandise	1	15,000	15,000	50	50	0	0	0
Ret fuel oil dealer	1	7,500	7,500	50	0	50	0	0
Oil/gas field service	1	5,000	5,000	100	0	0	0	0
Paper mill	1	5,000	5,000	0	0	0	100	0
Whol office supplies	1	2,500	2,500	50	0	0	0	50
Mfg glass products	1	2,500	2,500	0	0	0	0	100
Whol service paper	1	2,500	2,500	50	50	0	0	0
Security broker/deal	1	2,500	2,500	0	0	0	100	0
Petroleum terminal	1	2,500	2,500	100	0	0	0	0
Whol heating/ac equip	1	1,000	1,000	100	0	0	0	0
Truck rental/leasing	1	1,000	1,000	0	0	100	0	0
Business consulting	1	750	750	100	0	0	0	0
Whol general grocery	1	750	750	0	50	50	0	0
Misc business service	1	750	750	0	0	0	0	100
Trucking non-local	1	500	500	50	50	0	0	0
Investment advice	1	500	500	0	100	0	0	0
Gas production/distrb	1	500	500	100	0	0	0	0
Whol furniture	1	500	500	100	0	0	0	0
Mfg public bldg furn	1	500	500	100	0	0	0	0
Books-print/publish	1	500	500	50	50	0	0	0
Mfg photograph equip	1	500	500	0	50	0	50	0
State commercial bank	1	500	500	50	50	0	0	0
Mfg calculating eqpt	1	250	250	0	0	0	0	100
Coating/engrave svcs	1	250	250	100	0	0	0	0
Whol tires/tubes	1	250	250	0	100	0	0	0
Ret stationery	1	100	100	100	0	0	0	0
Data processing svcs	1	100	100	100	0	0	0	0
Lithographic printing	1	100	100	100	0	0	0	0
Mfg car parts	1	50	50	100	0	0	0	0
Other payment categories								
Cash experiences	40	8,600	2,500					
Payment record unknown	5	1,150	750					
Unfavorable comments	3	5,750	2,500					
Placed for collections	1	N/A	0					
Total in D&B's file	187	1,918,800	500,000					

Accounts are sometimes placed for collection even though the existence or amount of the debt is disputed.

Indications of slowness can be result of dispute over merchandise, skipped invoices etc.

Detailed payment history for this company

Date Reported (mm/yy)	Paying Record	High Credit	Now Owes	Past Due	Selling Terms	Last Sale Within (month)
07/16	Ppt-Slow 30	15,000	15,000	2,500		1 mo
06/16	Disc	1,000	0	0		6-12 mos
	Disc-Ppt	7,500	2,500	0		1 mo
	Ppt		250	0		1 mo
	Ppt		0	0		6-12 mos
	Ppt	20,000	20,000	0		1 mo
	Ppt	15,000	10,000	0		1 mo
	Ppt	15,000	10,000	0		1 mo
	Ppt	15,000	0	0	N30	4-5 mos
	Ppt	5,000	0	0		1 mo
	Ppt	5,000	1,000	1,000		1 mo
	Ppt	2,500	0	0		1 mo
	Ppt	2,500				1 mo
	Ppt	2,500	1,000	0		1 mo
	Ppt	2,500	2,500	0		1 mo
	Ppt	2,500	2,500	0	Lease Agreemnt	1 mo
	Ppt	1,000	0	0		6-12 mos
	Ppt	1,000	1,000	0		1 mo
	Ppt	1,000	100	0		1 mo
	Ppt	500	250	0		1 mo
	Ppt	500	0	0		1 mo
	Ppt	250	0	0		6-12 mos
	Ppt	100	0	0	N30	6-12 mos
	Ppt	100	100	0		1 mo
	Ppt	50	0	0	2 30 N45	6-12 mos
	Ppt-Slow 30	100,000	45,000	100		1 mo
	Ppt-Slow 30	7,500	7,500	2,500		1 mo
	Ppt-Slow 30	2,500	2,500	1,000		1 mo
	Ppt-Slow 30	2,500	1,000	0		1 mo
	Ppt-Slow 30	750	0	0		1 mo
	Ppt-Slow 30	500	250	0		1 mo
	Ppt-Slow 30	500	0	0		6-12 mos
	Ppt-Slow 60	20,000	7,500	2,500		1 mo
	Ppt-Slow 60	20,000	0	0		1 mo
	Ppt-Slow 60	15,000	0	0		6-12 mos
	Ppt-Slow 60	2,500	2,500	0		1 mo
	Ppt-Slow 60	100	100	50		1 mo
	Ppt-Slow 90	25,000	10,000	0		1 mo
	Ppt-Slow 90	50	0	0	PROX	6-12 mos
	Ppt-Slow 90+	2,500	0	0		1 mo
	Ppt-Slow 120	10,000	2,500	0		1 mo
	Ppt-Slow 120	10,000	0	0		1 mo
	Ppt-Slow 120	250	0	0	N30	6-12 mos
	Ppt-Slow 180	2,500	500	100		1 mo
	Ppt-Slow 180	100	50	0		1 mo
	Slow 5	1,000	250	250		1 mo
	Slow 10	5,000	2,500	1,000	N30	1 mo
	Slow 30	500	500	500		1 mo
	Slow 30-60	2,500	2,500	1,000		1 mo
	Slow 60	1,000	0	0	N30	6-12 mos
	Slow 30-60	750	250	0		1 mo

	Slow 60	500	0	0		4-5 mos
	Slow 30-90	500	100	100		1 mo
	Slow 90+	10,000	250	250		2-3 mos
	Slow 30-90+	7,500	7,500	5,000		1 mo
	Slow 90+	2,500	2,500	1,000	N30	1 mo
	Slow 120	250	0	0		6-12 mos
	Slow 30-180	750	100	50		1 mo
	(059) Unsatisfactory .	750	750	0		1 mo
05/16	Ppt	500	100	0	Lease Agreemnt	1 mo
	Ppt	500	0	0		1 mo
	Ppt	250	250	0		1 mo
	Ppt	250	250	0	N60	1 mo
	Slow 30	20,000	0	0		6-12 mos
04/16	Ppt	2,500	0	0		6-12 mos
	Ppt	500	0	0	N30	6-12 mos
	Ppt	250	0	0		6-12 mos
03/16	Ppt	100	100	0		1 mo
12/15	Ppt	100				1 mo
11/15	Ppt	50	0	0		1 mo
09/15	Ppt	1,000				1 mo
	Ppt	50				1 mo
	(073) Cash own option .	100			Cash account	1 mo
	(074) Cash own option .	100			Cash account	1 mo
	(075) Cash own option .	100			Cash account	1 mo
	(076) Cash own option .	100			Cash account	1 mo
08/15	Ppt	500	0	0		6-12 mos
	Ppt-Slow 120	100,000	100,000	55,000		1 mo
07/15	Ppt	2,500				1 mo
06/15	Ppt	2,500				1 mo

Payments Detail Key: 30 or more days beyond terms

Payment experiences reflect how bills are paid in relation to the terms granted. In some instances payment beyond terms can be the result of disputes over merchandise, skipped invoices, etc. Each experience shown is from a separate supplier. Updated trade experiences replace those previously reported.

Public Filings

Currency: Shown in USD unless otherwise indicated

Summary

The following data includes both open and closed filings found in D&B's database on this company.

Record Type	# of Records	Most Recent Filing Date
Bankruptcy Proceedings	0	-
Judgments	8	01/06/14
Liens	2	12/26/13
Suits	48	06/22/16
UCCs	25	04/21/16

The following Public Filing data is for information purposes only and is not the official record. Certified copies can only be obtained from the official source.

Judgments

Status	**Unsatisfied**
DOCKET NO.	201200903340
Judgment type	Judgment
In favor of	YANSANE, MARIAME, PHILADELPHIA, PA
Where filed	PHILADELPHIA COUNTY COMMON PLEAS COURT, PHILADELPHIA, PA
Date status attained	01/06/14
Date entered	01/06/14
Latest Info Received	01/24/14

Status	**Unsatisfied**
DOCKET NO.	201201003561
Judgment type	Judgment
In favor of	JONES, DAWN, PHILADELPHIA, PA
Where filed	PHILADELPHIA COUNTY COMMON PLEAS COURT, PHILADELPHIA, PA
Date status attained	05/13/13
Date entered	05/13/13
Latest Info Received	05/25/13

Status	**Unsatisfied**
CASE NO.	201083468
Judgment type	Judgment
In favor of	TURNER, MICHAEL
Where filed	HARRIS COUNTY CIVIL DISTRICT COURT, HOUSTON, TX
Date status attained	06/07/12
Date entered	06/07/12
Latest Info Received	06/11/12

Status	**Unsatisfied**
DOCKET NO.	201100602529
Judgment type	Judgment
In favor of	OLSEN, BERNADETTE, PHILADELPHIA, PA
Where filed	PHILADELPHIA COUNTY COMMON PLEAS COURT, PHILADELPHIA, PA
Date status attained	04/30/12
Date entered	04/30/12
Latest Info Received	05/25/12

Status	**Unsatisfied**
DOCKET NO.	201100602545
Judgment type	Judgment
In favor of	OLSEN, CHARLES, PHILADELPHIA, PA
Where filed	PHILADELPHIA COUNTY COMMON PLEAS COURT, PHILADELPHIA, PA
Date status attained	04/30/12
Date entered	04/30/12

Latest Info Received	05/25/12

Status	**Unsatisfied**
CASE NO.	11AC-TJ01259
Judgment type	Foreign judgment
Against	FIRST TRANSIT, INC.
In favor of	LABOR AND INDUSTRIAL RELATIONS, JEFFERSON CITY, MO
Where filed	COLE COUNTY CIRCUIT COURT, JEFFERSON CITY, MO
Date status attained	07/01/11
Date entered	07/01/11
Latest Info Received	03/07/12

Status	**Unsatisfied**
CASE NO.	05M11259
Judgment type	Judgment
In favor of	TSOLAKYAN, AVETIK
Where filed	LOS ANGELES COUNTY SMALL CLAIMS COURT/LOS ANGELES, LOS ANGELES, CA
Date status attained	10/26/05
Date entered	10/26/05
Latest Info Received	05/17/11

Status	**Unsatisfied**
CASE NO.	04S04510
Judgment type	Judgment
In favor of	KELLEY, LESLIE R/O D
Where filed	LOS ANGELES COUNTY SMALL CLAIMS COURT/TORRANCE, TORRANCE, CA
Date status attained	03/30/05
Date entered	03/30/05
Latest Info Received	05/17/11

Liens

A lien holder can file the same lien in more than one filing location. The appearance of multiple liens filed by the same lien holder against a debtor may be indicative of such an occurrence.

Amount	**888**
Status	**Open**
CASE NO.	J13001827519
Type	Judgment lien
Filed By	STATE OF FLORIDA0001715
Against	FIRST TRANSIT INC
Where Filed	SECRETARY OF STATE/UCC DIVISION, TALLAHASSEE, FL
Date Status Attained	12/26/13
Date Filed	12/26/13
Latest Info Received	09/01/14

Amount	**1,931**
Status	**Open**
DOCKET NO.	201300023652

Type	State Tax
Filed By	COMMONWEALTH OF PA DEPARTMENT OF REVENUE, HARRISBURG, PA
Against	FIRST TRANSIT INC.
Where Filed	ALLEGHENY COUNTY PROTHONOTARY, PITTSBURGH, PA
Date Status Attained	12/18/13
Date Filed	12/18/13
Latest Info Received	12/20/13

Suits

Suit Amount	**99,557**
Status	**Pending**
CASE NO.	16CV19705
Plaintiff	LISA MCADAMS
Defendant	FIRST TRANSIT INC. AND OTHERS
Cause	Personal injury - non-death
Where filed	WASHINGTON COUNTY CIRCUIT COURT, HILLSBORO, OR
Date status attained	06/22/16
Date filed	06/22/16
Latest Info Received	07/05/16

Status	**Pending**
DOCKET NO.	201600503475
Plaintiff	SWINT, STARR, PHILADELPHIA, PA
Defendant	FIRST TRANSIT, INC. AND OTHERS
Cause	Negligence
Where filed	PHILADELPHIA COUNTY COMMON PLEAS COURT, PHILADELPHIA, PA
Date status attained	05/27/16
Date filed	05/27/16
Latest Info Received	06/03/16

Suit Amount	**15,000**
Status	**Pending**
DOCKET NO.	201600008114-001
Plaintiff	BANGURA, RAKIATU, BALTIMORE, MD
Defendant	FIRST TRANSIT, INC
Cause	TORT
Where filed	PRINCE GEORGES COUNTY DISTRICT COURT, UPPER MARLBORO, MD
Date status attained	04/04/16
Date filed	04/04/16
Latest Info Received	04/15/16

Suit Amount	**15,000**
Status	**Pending**
DOCKET NO.	201600013764-001
Plaintiff	BANGURA, RAKIATU, BALTIMORE, MD
Defendant	FIRST TRANSIT, INC
Cause	TORT
Where filed	BALTIMORE CITY DISTRICT COURT, BALTIMORE, MD

Date status attained	04/04/16
Date filed	04/04/16
Latest Info Received	06/17/16

Status	**Pending**
DOCKET NO.	201501100155
Plaintiff	BELL, LAMONT, PHILADELPHIA, PA
Defendant	FIRST TRANSIT, INC.
Cause	Negligence
Where filed	PHILADELPHIA COUNTY COMMON PLEAS COURT, PHILADELPHIA, PA

Date status attained	11/02/15
Date filed	11/02/15
Latest Info Received	11/06/15

Status	**Pending**
CASE NO.	201557298
Plaintiff	MILLARD, SYDNEY
Defendant	FIRST TRANSIT, HOUSTON, TX AND OTHERS
Cause	MOTOR VEHICLE ACCIDENT
Where filed	HARRIS COUNTY CIVIL DISTRICT COURT, HOUSTON, TX

Date status attained	09/25/15
Date filed	09/25/15
Latest Info Received	09/28/15

Status	**Pending**
DOCKET NO.	201500602198
Plaintiff	PODOLSKI, MARIANNE, BRIGANTINE, NJ
Defendant	FIRST TRANSIT, INC., COLLINGDALE, PA AND OTHERS
Cause	Negligence
Where filed	PHILADELPHIA COUNTY COMMON PLEAS COURT, PHILADELPHIA, PA

Date status attained	06/16/15
Date filed	06/16/15
Latest Info Received	06/19/15

Status	**Pending**
DOCKET NO.	15CV004828
Plaintiff	WHITE, DONTE L.
Defendant	FIRST TRANSIT INC. AND OTHERS
Where filed	FRANKLIN COUNTY COMMON PLEAS COURT, COLUMBUS, OH

Date status attained	06/08/15
Date filed	06/08/15
Latest Info Received	07/02/15

Status	**Pending**
DOCKET NO.	15CI01933
Plaintiff	JAMES MOORE

Defendant	FIRST TRANSIT INC AND OTHERS
Where filed	JEFFERSON COUNTY CIRCUIT COURT, LOUISVILLE, KY
Date status attained	04/23/15
Date filed	04/23/15
Latest Info Received	05/15/15

Status	**Pending**
CASE NO.	15AE-CV01116
Plaintiff	MORALES , JEOSADEC, KANSAS CITY, MO
Defendant	FIRST TRANSIT, INC., KANSAS CITY, MO AND OTHERS
Cause	Discrimination
Where filed	PLATTE COUNTY CIRCUIT COURT, PLATTE CITY, MO
Date status attained	04/22/15
Date filed	04/22/15
Latest Info Received	05/25/16

If it is indicated that there are defendants other than the report subject, the lawsuit may be an action to clear title to property and does not necessarily imply a claim for money against the subject.

UCC Filings

Collateral	Leased Inventory including proceeds and products - Leased Assets including proceeds and products - Chattel paper including proceeds and products - General intangibles(s) including proceeds and products - and OTHERS
Type	Original
Sec. Party	REGIONS EQUIPMENT FINANCE CORPORATION, BIRMINGHAM, AL
Debtor	FIRST TRANSIT, INC.
Filing No.	2012 1643743
Filed With	SECRETARY OF STATE/UCC DIVISION, DOVER, DE
Date Filed	2012-04-27
Latest Info Received	05/16/12

Collateral	Leased Inventory including proceeds and products - Leased Equipment including proceeds and products
Type	Original
Sec. Party	BRIDGESTONE FIRESTONE NORTH AMERICAN TIRE, LLC, NASHVILLE, TN
Debtor	FIRST TRANSIT, INC., HORSEHEADS, NY and OTHERS
Filing No.	2008 3322615
Filed With	SECRETARY OF STATE/UCC DIVISION, DOVER, DE
Date Filed	2008-10-01
Latest Info Received	10/30/08

Collateral	Leased Inventory including proceeds and products - Leased Equipment including proceeds and products
Type	Original
Sec. Party	BRIDGESTONE FIRESTONE NORTH AMERICAN TIRE, LLC, NASHVILLE, TN
Debtor	FIRST TRANSIT, INC., HORSEHEADS, NY and OTHERS
Filing No.	0810018392399
Filed With	SECRETARY OF STATE/UCC DIVISION, ALBANY, NY

Date Filed	2008-10-01
Latest Info Received	10/07/08

Collateral	Account(s) and proceeds - Vehicles and proceeds - Equipment and proceeds - Chattel paper and proceeds - Contract rights and proceeds
Type	Original
Sec. Party	REGIONS EQUIPMENT FINANCE CORPORATION, BIRMINGHAM, AL
Debtor	FIRST TRANSIT, INC.
Filing No.	2013 2478338
Filed With	SECRETARY OF STATE/UCC DIVISION, DOVER, DE
Date Filed	2013-06-27
Latest Info Received	07/19/13

Collateral	Account(s) and proceeds - Chattel paper and proceeds - Contract rights and proceeds - Leased Equipment and proceeds
Type	Original
Sec. Party	REGIONS EQUIPMENT FINANCE CORPORATION, BIRMINGHAM, AL
Debtor	FIRST TRANSIT, INC.
Filing No.	2013 2292978
Filed With	SECRETARY OF STATE/UCC DIVISION, DOVER, DE
Date Filed	2013-06-14
Latest Info Received	07/09/13

Collateral	Vehicles and proceeds - Contract rights and proceeds - General intangibles(s) and proceeds - Chattel paper and proceeds
Type	Original
Sec. Party	THE HUNTINGTON NATIONAL BANK EQUIPMENT FINANCE DIVISION, CINCINNATI, OH
Debtor	FIRST TRANSIT, INC.
Filing No.	2012 4705713
Filed With	SECRETARY OF STATE/UCC DIVISION, DOVER, DE
Date Filed	2012-12-05
Latest Info Received	01/03/13

Collateral	General intangibles(s) and proceeds - Chattel paper and proceeds - Leased Computer equipment and proceeds - Leased Equipment and proceeds
Type	Original
Sec. Party	PNC EQUIPMENT FINANCE, CINCINNATI, OH
Debtor	FIRST TRANSIT, INC.
Filing No.	2010 0000012
Filed With	SECRETARY OF STATE/UCC DIVISION, DOVER, DE
Date Filed	2010-01-01
Latest Info Received	09/10/10

Type	Continuation
Sec. Party	PNC EQUIPMENT FINANCE, CINCINNATI, OH
Debtor	FIRST TRANSIT, INC.
Filing No.	2014 5177936
Filed With	SECRETARY OF STATE/UCC DIVISION, DOVER, DE
Date Filed	2014-12-19
Latest Info Received	02/17/15
Original UCC Filed Date	2010-01-01
Original Filing No.	2010 0000012

Collateral	Equipment
Type	Original
Sec. Party	CITIZENS COMMUNITY BANK, HAHIRA, GA
Debtor	LACKEY, DARYL SEAN, HAHIRA, GA
Filing No.	09215001287
Filed With	LOWNDES COUNTY SUPERIOR COURT CLERKS OFFICE, VALDOSTA, GA
Date Filed	2015-08-05
Latest Info Received	09/25/15

Collateral	Equipment - Vehicles
Type	Original
Sec. Party	COMMUNITY BANK, N.A., OLEAN, NY
Debtor	PEBLER, LINDA M., COXSACKIE, NY
Filing No.	1507235813445
Filed With	SECRETARY OF STATE/UCC DIVISION, ALBANY, NY
Date Filed	2015-07-23
Latest Info Received	07/31/15

Collateral	Leased Vehicles
Type	Original
Sec. Party	RBS ASSET FINANCE, INC., WARWICK, RI
Debtor	FIRST TRANSIT, INC.
Filing No.	2010 1725369
Filed With	SECRETARY OF STATE/UCC DIVISION, DOVER, DE
Date Filed	2010-05-18
Latest Info Received	06/18/10

Collateral	Vehicles
Type	Assignment
Sec. Party	PNC EQUIPMENT FINANCE, LLC, PITTSBURGH, PA RBS ASSET FINANCE, INC., WARWICK, RI
Debtor	FIRST TRANSIT, INC.
Filing No.	2010 3304213
Filed With	SECRETARY OF STATE/UCC DIVISION, DOVER, DE

Date Filed	2010-09-17
Latest Info Received	10/14/10
Original UCC Filed Date	2010-05-18
Original Filing No.	2010 1725369

Type	Continuation
Sec. Party	RBS ASSET FINANCE, INC., WARWICK, RI
Debtor	FIRST TRANSIT, INC.
Filing No.	2015 1868024
Filed With	SECRETARY OF STATE/UCC DIVISION, DOVER, DE

Date Filed	2015-05-01
Latest Info Received	06/23/15
Original UCC Filed Date	2010-05-18
Original Filing No.	2010 1725369

There may be additional suits, liens, or judgments in D&B's file on this company available in the U.S. Public Records Database, also covered under your PPP for D&Bi contract. If you would like more information on this database, please contact the Customer Resource Center at 1-800-234-3867.

History & Operations

Currency: Shown in USD unless otherwise indicated

Company Overview

Company Name:	FIRST TRANSIT, INC.
Doing Business As :	(SUBSIDIARY OF FIRSTGROUP AMERICA, INC., CINCINNATI, OH)
Street Address:	600 Vine St Ste 1400 Cincinnati , OH 45202
Phone:	513 241-2200
URL:	http://www.firsttransit.com
History	Is clear
Present management control	17 years

History

The following information was reported: **04/19/2016**

Officer(s):	BRAD THOMAS, PRES CHRISTIAN GARTNER, TREAS JIM TIPPEN, CFO
DIRECTOR(S) :	THE OFFICER(S)

The Delaware Secretary of State's business registrations file showed that First Transit, Inc. was registered as a Corporation on September 19, 1969.

Business started 1969. Present control succeeded 1999. 100% of capital stock is owned by the parent company.

RECENT EVENTS :

On December 16, 2013, sources stated that First Transit Inc., Cincinnati, OH, announced on October 18, 2013, that it plans to lay off 138 workers in Jacksonville, FL. First Transit Inc. has filed a worker adjustment and restraining notice with the state to eliminate the jobs by December 31, 2013. Further details are unavailable.

BRAD THOMAS. He served as a senior vice president for First Transit.

CHRISTIAN GARTNER. Antecedents not available.

JIM TIPPEN. Antecedents not available.

Business Registration

CORPORATE AND BUSINESS REGISTRATIONS PROVIDED BY MANAGEMENT OR OTHER SOURCE

Registered Name:	First Transit, Inc.
Business type:	CORPORATION
Corporation type:	PROFIT
Date incorporated:	Sep 19 1969
State of incorporation:	DELAWARE
Filing date:	Sep 19 1969
Status:	ACTIVE
Where filed:	SECRETARY OF STATE/CORPORATIONS DIVISION , DOVER , DE

Operations

04/19/2016

Description:	Subsidiary of FIRSTGROUP AMERICA, INC., CINCINNATI, OH started 1993 which operates as a truck leasing and rental service. Parent company owns 100% of capital stock. Parent company has no other subsidiary(ies). Intercompany relations: Confined to service agreements settled on monthly terms and some unsecured intercompany loans, as reported by management. As noted, this company is a subsidiary of FirstGroup America, Inc, DUNS number 175905488, and reference is made to that report for background information on the parent company and its management. Provides management services (75%). Operates an automotive repair shop (23%). Provides management consulting services, specializing in transportation (2%). Additional phone no: 866 244-6383. Has 200 account(s). Terms are Net 30 days. Sells to government. Territory : United States. Nonseasonal.
Employees:	15,500 which includes officer(s) and 500 part-time. 300 employed here.
Facilities:	Rents 15,000 sq. ft. in a multi story building.
Location:	Central business section on well traveled street. This address is believed to be a mail-drop location including a commercial mail receiving agency (CMRA) address.
Branches:	This business has multiple branches, detailed branch/division information is available in Dun & Bradstreet's linkage or family tree products.
Subsidiaries:	This business has multiple subsidiaries, detailed subsidiary information is available in D & B's linkage or family tree products.

SIC & NAICS

SIC:

Based on information in our file, D&B has assigned this company an extended 8-digit SIC. D&B's use of 8-digit SICs enables us to be more specific about a company's operations than if we use the standard 4-digit code.

The 4-digit SIC numbers link to the description on the Occupational Safety & Health Administration (OSHA) Web site. Links open in a new browser window.

8741 0000 Management services

7539 0000 Automotive repair shops, nec

8742 0410 Transportation consultant

NAICS:

561110 Office Administrative Services

811118 Other Automotive Mechanical and Electrical Repair and Maintenance

541614 Process, Physical Distribution, and Logistics Consulting Services

Banking

BANK : Star Bank, Star Bank Center, Cincinnati, OH.

Financials

Company Financials: D&B

Additional Financial Data

The name and address of this business have been confirmed by D & B using available sources.

Request Financial Statements

Requested financials are provided byFIRST TRANSIT, INC.and are not DUNSRight certified.

Key Business Ratios

D & B has been unable to obtain sufficient financial information from this company to calculate business ratios. Our check of additional outside sources also found no information available on its financial performance.

To help you in this instance, ratios for other firms in the same industry are provided below to support your analysis of this business.

Based on this Number of Establishments 14

	Industry Norms Based On 14 Establishments		
	This Business	Industry Median	Industry Quartile
Profitability			
Return on Sales %	UN	1.2	UN
Return on Net Worth %	UN	9.4	UN
Short-Term Solvency			
Current Ratio	UN	1.5	UN
Quick Ratio	UN	1.1	UN
Efficiency			
Assets to Sales %	UN	58.6	UN
Sales / Net Working Capital	UN	10.9	UN
Utilization			
Total Liabilities / Net Worth (%)	UN	149.8	UN

UN = Unavailable

Notes

Notes

Date/Time Created	Author	Visible To
07/20/2016 11:04 AM EDT	Mark Pearson	Everyone

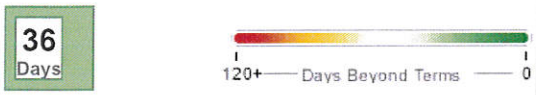
RFP Requirement.

Detailed Trade Risk Insight™

Detailed Trade Risk Insight provides detailed updates on over 1.5 billion commercial trade experiences collected from more than 260 million unique supplier/purchaser relationships.

Days Beyond Terms - Past 3 & 12 Months

3 months from May 16 to Jul 16



Dollar-weighted average of **99** payment experiences reported from **34** companies

12 months from Aug 15 to Jul 16

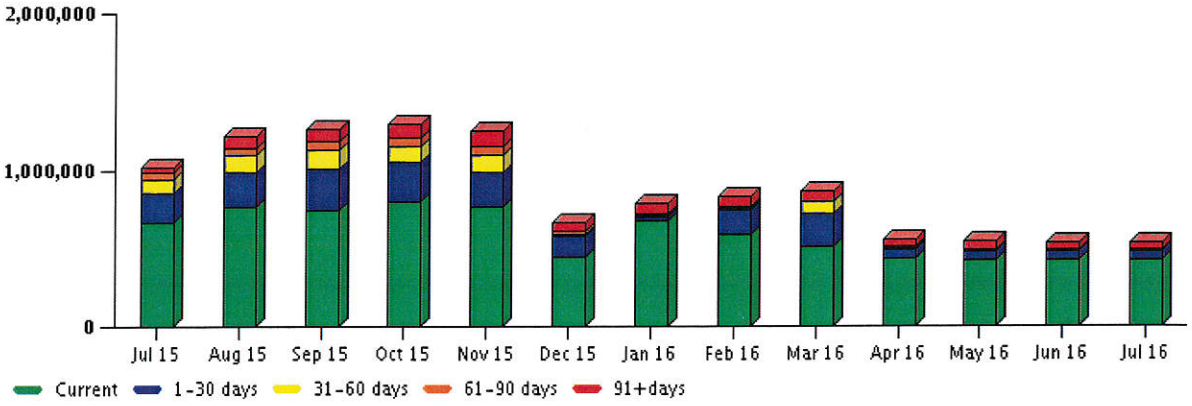


Dollar-weighted average of **145** payment experiences reported from **59** companies

Derogatory Events Last 13 Months from Jul 15 to Jul 16

No Derogatory trade Event has been reported on this company for the past 13 Months

Total Amount Current and Past Due - 13 month trend from Jul 15 to Jul 16



Status	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16
Total	1,020,702	1,213,075	1,257,157	1,291,526	1,245,659	657,627	784,074	827,219	865,422	547,528	537,460	532,412	531,769
Current	663,297	759,455	744,066	791,271	762,404	440,097	674,108	590,814	503,321	431,459	417,889	423,460	423,151
1-30 Days Past Due	188,151	225,144	259,891	253,709	215,537	136,639	23,189	154,183	215,013	56,027	53,875	50,057	50,057
31-60 Days Past Due	87,835	104,287	123,322	104,143	119,354	7,979	13,382	6,799	72,799	11,439	16,874	10,304	9,970
61-90 Days Past Due	43,528	46,874	49,894	53,960	56,708	22,216	6,657	13,650	3,333	7,107	928	1,945	1,945
90+ Days Past Due	37,891	77,315	79,984	88,443	91,656	50,696	66,738	61,773	70,956	41,496	47,894	46,646	46,646

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ATTACHMENT 8

First Transit

DRUG & ALCOHOL POLICY

EFFECTIVE DATE:
August 1, 2001

REVISIONS: All drug and alcohol revisions' will be conducted in accordance with 49 CFR Part 40 and CFR Part 655, as amended.

June 1, 2008	Merged policies from Legacy First Transit and Legacy Laidlaw Transit Services
September 1, 2008	Added revisions to 49 CFR Part 40 which became effective August 25, 2008
February 1, 2009	Policy updated per 49 CFR Part 40 and 49 CFR Part 655
August 31, 2009	Policy updated per 49 CFR Part 40 and 49 CFR Part 655
January 10, 2011	Policy updated per 49 CFR Part 40 and 49 CFR Part 655
March 3, 2011	Policy updated per 49 CFR Part 40 and 49 CFR Part 655

This document sets forth First Transit's policy on alcohol misuse and controlled substance abuse and details First Transit's substance abuse testing program which applies to all First Transit employees who work at the Company's FTA regulated locations.

This policy is based on the DOT requirements set forth in the DOT regulation 49 CFR Part 40 and FTA 49 CFR Part 655. The Federal Regulations are available upon request.

Requirements and/or disciplinary actions established by First Transit are entered in **bold-faced type**; otherwise, the FTA mandates the requirements and/or actions contained in this policy.

On August 1, 2001 the governing board approved this policy. Subsequent revisions and board approval dates are noted above.



Brad Thomas
President

Revised On: 3/31/11
Updated On: 8/10/12
Effective Date: 08/01/2011

A Zero Tolerance Company

First Transit supports a policy of a drug-free workforce. To implement the policy, First Transit has instituted a program of drug abuse education for employees, drug and alcohol testing for all employees and applicants for employment, a statement of prohibited behavior(s), corrective action related to positive tests or a refusal to test, and resources for employee assistance and rehabilitation.

The Company recognizes that its employees' use of illegal drugs and misuse of alcohol pose a significant risk to public safety, as well as the employee's health and well being. Drug use includes, but is not limited to, marijuana, amphetamines, opiates, phencyclidine and cocaine, as well as any substance which causes the presence of these drugs or drug metabolites such as hemp-related products, coca leaves or any substance not approved for medical use by the U.S. Food and Drug Administration. Illegal use includes use of any illegal drug, misuse of legally prescribed drugs, and use of illegally obtained prescription drugs. The "use" of drugs means presence in an employee's body system while on duty. First Transit and all operating Companies cooperate fully with local, state, and federal authorities in matters pertaining to the use, possession, or sale of controlled substances by anyone on Company premises.

A. PURPOSE

The purpose of this policy is to assure worker fitness for duty and to protect First Transit employees, customers, and the public from the safety and health risks posed by the misuse of alcohol and use of prohibited drugs. This policy is intended to comply with all applicable federal, state and local legislation and regulations governing workplace anti-drug use and alcohol misuse. They include DOT 49 CFR Part 40; FTA 49 CFR Part 655**;** as well as Company zero tolerance policy. This policy incorporates the requirements of the above regulations for safety-sensitive and **non-safety sensitive** employees.

Reporting to work in an impaired or unfit condition because of the use or consumption of controlled substances or alcohol is strictly prohibited. Any employee who uses, possesses, or is involved in the sale or purchase of any prohibited drugs, while on Company premises, conducting Company business or operating Company equipment is considered to be in violation of Company policy.

If any conflict occurs between state and local laws and any requirement of the above-mentioned Federal regulations, the Federal regulations prevail. However, Federal regulations do not pre-empt provisions of State criminal laws that impose sanctions for reckless conduct attributed to prohibited drug use or alcohol misuse, whether the provisions apply specifically to transportation employees, employers, or the public in general.

B. EDUCATION AND TRAINING

The education and ongoing awareness component of this policy will include display of posters, distribution to all covered employees and representatives of employee organizations of the drug and alcohol policy and other informational materials, and periodic information seminars. Each employee will be required to sign an acknowledgment form.

As required by FTA regulations, the Company will provide a minimum of 60 minutes of training on the effects and consequences of prohibited drug use on personal health, safety, and the work environment, and on the signs and symptoms that may indicate prohibited drug use.

All supervisory personnel or Company officials who are in a position to determine employee fitness for duty will receive an initial 60 minutes of reasonable suspicion training on the physical, behavioral, and performance indicators of probable drug use and 60 minutes of additional reasonable suspicion training on the physical, behavioral, speech, and performance indicators of probable alcohol misuse. Periodic retraining will also be required of supervisory personnel.

C. COVERED EMPLOYEES

General
As a condition of employment, all employees are required to submit to drug and alcohol testing as allowed by law. Those of Safety Sensitive positions (refer to Appendix A) shall be in accordance with 49 CFR Part 655. A refusal to submit to a test as directed will be considered a refusal and the employee **will be disciplined up to and including termination.**

Safety-Sensitive
As defined by the FTA, safety-sensitive employees include those who perform, or may be called upon to perform, the following safety-sensitive functions:

1. Operating a revenue service vehicle, even when the vehicle is not in revenue service;
2. Operating a non-revenue service vehicle when required to be operated by a Commercial Driver's License (CDL) holder;
3. Controlling dispatch or movement of a revenue service vehicle;
4. Maintaining (including repairs, overhaul and rebuilding) a revenue service vehicle or equipment used in revenue service; and
5. Carrying a firearm for security purposes.

D. PRESCRIPTION OR OVER-THE-COUNTER MEDICATION

Please note there are risks associated with the use of certain prescription and over the counter medications.

Under Company policy, the use of legally prescribed drugs and over the counter medications is not prohibited. However, before beginning a work shift, Company employees must report to his or her supervisor the use of substances that may potentially impair performance or increase the probability of accident, injury, or damage to property. It is the employee's responsibility to advise their supervisor of over the counter medication and/or prescription medications taken. It is also the employee's responsibility to obtain and provide documentation to the employee's supervisor from a certified medical professional confirming the employee's fitness to safely perform his/her job responsibilities.

A verified positive drug test result whether for illegal substances, illegal use of prescriptions, or misuse of prescriptions will result in disciplinary action up to and including termination. A prescription is considered valid only if it is in writing and indicates the employee's name, date, the name of the substance, quantity or amount to be taken, and the period of authorization. It is a violation of this policy to use any controlled substance in a manner that is inconsistent with the prescription.

E. TYPES OF TESTING

Safety Sensitive Employees

Pre-Employment Testing
A verified negative drug test result must be received before any applicant shall be permitted to perform any safety sensitive job function. A pre-employment drug test must also be performed and a negative result

received for an employee who transfers from a non-safety sensitive position to a safety sensitive position prior to the employee assuming his or her new position.

If the applicant previously worked for any DOT-covered employer in the past two years, First Transit also will conduct a pre-employment drug and alcohol background check from the previous employers. The Company will also inquire in writing if the applicant has previously failed or refused a DOT pre-employment drug and/or alcohol test. If there was any previous violation, the employee must provide the Company proof of having successfully completed a SAP-recommended referral, evaluation and treatment plan.

If a pre-employment test is canceled by the MRO, the individual will be required to undergo another test and successfully pass the test with a verified negative result before performing safety-sensitive duties. If an applicant tests positive for drug(s) or alcohol or refuses to submit to a test when required, the Company shall advise the individual of the resources available for evaluating and resolving problems associated with prohibited drug use and alcohol misuse and document such referral. He or she shall be given the name, address and phone number of a local Substance Abuse Professional (SAP).

When a covered employee or applicant has not performed a safety sensitive function or an employee's employment status has changed, (temporary layoff, leave of absence, lost time Worker's Compensation claim. etc) for 90 or more consecutive calendar days regardless of the reason, and the employee has not been in the employer's random selection pool during that time, the Company shall ensure that the employee takes a pre-employment drug test with a verified negative result prior to resuming safety-sensitive functions.

In cases of temporary leave, less than 30 days (such as vacation, sick leave, jury duty, etc.) when the employee has not been taken out of the random pool, a DOT pre-employment test is not required prior to returning to a safety sensitive position.

If the temporary leave extends beyond 30 days but less than 90 days, the employee must have a non-DOT pre-employment test with a verified negative result prior to resuming safety-sensitive functions under Company policy.

For those employees who are in a non-safety-sensitive position and are not covered by federal regulations, they will be required, prior to returning to work, to have a non-DOT pre-employment drug test with a negative test result. This drug test will be conducted only after employee has been out on leave for more than 30 days.
Note: The Return-to-Duty testing category should not be used under these testing circumstances. The pre-employment category is to be used.

NOTE: **The Company may conduct pre-employment <u>alcohol</u> testing where mandated by contract.**

<u>Reasonable Suspicion Testing</u>
The Company shall conduct a drug and/or alcohol test when the Company has reasonable suspicion to believe that the covered employee has used a prohibited drug and/or engaged in alcohol misuse.

- The Company's determination that reasonable suspicion exists shall be based on specific, contemporaneous, articulable observations concerning the appearance, behavior, speech, or body odors of the covered employee. A supervisor or other company official (s) who is trained in detecting the signs and symptoms of drug use and alcohol misuse must make the required observations**.**

- Alcohol testing is authorized under this section only if the observations required by the above paragraph of this section are made during, just preceding, or just after the period of the workday that the covered employee is required to be in compliance with this part, The Company may direct a covered employee to undergo reasonable suspicion testing for alcohol only while employee is performing safety-sensitive functions; just before the employee is to perform safety-sensitive functions; or just after the employee has ceased performing such functions.

- If an alcohol test required by this section is not administered within two hours following the determination under this section, the employer shall prepare and maintain on file a record stating the reasons the alcohol test was not promptly administered. If an alcohol test required by this section is not administered within eight hours following the determination of this section, the employer shall cease attempts to administer an alcohol test and state in the record the reasons for not administering the test.

All Company employees are subject to reasonable suspicion testing for drugs and/or alcohol. Whenever a trained supervisor or other Company official has reason to believe that an employee has misused alcohol or a prohibited drug, reasonable suspicion testing will be conducted. The identifying supervisor's observations will be documented and such documentation shall be kept in the employee's confidential drug and alcohol testing file. **Employees directed to submit to reasonable suspicion testing shall be escorted by a supervisor who will drive the employee to the collection site. The employee shall not be permitted to return to duty until a negative test has been confirmed. An employee who produces a negative result shall be promptly returned to his or her regular work and be made whole for any lost wages.** The Company will only direct a covered employee to undergo reasonable suspicion alcohol testing while the employee is performing, is just about to perform, or has just ceased performing safety-sensitive functions.

Post-Accident Testing

Any safety-sensitive employee involved in an accident shall be required to submit to drug and alcohol test(s) as soon as practicable after the accident.

Thresholds for FTA Post Accident testing:

- Fatality**.** In the event of a fatality, any surviving covered employee operating a public transportation vehicle at the time of an accident will be required to submit to tests for alcohol and prohibited drugs as soon as practicable. The company also will test any other employee whose performance could have contributed to the accident, as determined by the company using the best information available at the time of the decision.
- Bodily injury to a person who, as a result of the injury, immediately receives medical treatment away from the scene of the accident; or
- One or more motor vehicles incurring disabling damage as a result of the accident, requiring the motor vehicle(s) to be transported away from the scene by a tow truck or other motor vehicle.

In the event of a non-fatal accident that otherwise meets the FTA post-accident testing threshold, the decision to administer or not administer a post-accident test shall be based on First Transit's determination of whether or not the covered employee was a contributing factor to the accident, using the best information available at the time of the accident. The company also will test any other employee whose performance could have contributed to the accident, as determined by the company using the best information available at the time of the decision. At First Transit, for all accidents, we use the Post Accident Substance Abuse Testing Decision Maker to make our decision to test or not to test and document the file.

Covered employees are prohibited from using alcohol for eight hours following any accident or until the required post-accident test is administered, whichever comes first. Every effort will be made to conduct post-accident drug and alcohol tests within two hours following an accident. Covered employees involved in accidents must remain readily available for testing, including notifying the Company of their location if they leave the scene of the accident before testing, and will be considered to have refused to submit to testing if they fail to do so. This requirement will not require the delay of necessary medical attention for injured people following an accident or prohibit a covered employee from leaving the scene of an accident for the period necessary to obtain assistance in responding to the accident or obtain necessary emergency medical care.

In the event an alcohol test is not administered within two hours following an accident, the Company will prepare and maintain a record stating the reasons why the test was not promptly administered. If an alcohol test is not administered within eight hours following an accident, the Company will make no further effort to administer an alcohol test and document the reasons why the test was not administered within eight hours.

In the event a drug test is not administered within 32 hours following an accident, the Company will cease its attempts to administer any further testing.

First Transit's policy is such that following a post-accident test; the employee is not allowed to perform any safety-sensitive function until the Company has received negative test results. So long as they are not subject to any disciplinary action related to the accident, any employee whose drug test and/or alcohol test produces a negative result shall be promptly returned to his or her regular work and be made whole for any lost wages, unless the employee is suspended for any additional purposes concurrent with the waiting of the test results.

Random Drug and Alcohol Testing

The Company will conduct random drug and alcohol tests at a minimum annual percentage of covered employees as required by the FTA. The random testing rates are subject to change on an annual basis, depending on the industry-wide positive rate determined by the FTA from the annual MIS reports submitted by covered employers. Management does not have discretion and/or influence concerning the selection process.

The random selection process will be completely objective and anonymous and will utilize a scientifically valid method such as a random number table or a computer based random number generator matched with employee's social security numbers, payroll identification numbers, or other comparable identifying numbers**.** This method ensures each employee the same fair and equal chance of selection for testing. A covered employee may be randomly tested for prohibited drug use anytime while on duty. The testing will be unannounced and unpredictable. The Company will ensure that testing will be reasonably spread throughout the course of the year, all days of the week and hours of the day when safety-sensitive duties are being performed.

Random lists are only valid for the month indicated on the list and expire on the last day of each month. No employee can be tested after the random selection period has expired. Therefore, the DER must make every effort to test all employees selected during the month in which they are selected. If an employee is unavailable for testing due to an approved leave (i.e. vacation, leave of absence, illness) the DER must test that employee when they return as long as it is within the random selection period. All employees selected for random testing are required to be tested during the random selection period. For missed tests, a legitimate reason must be documented and kept on file with the random selection list.

Employees are required to immediately proceed to the designated collection site testing facility following notification of selection.

Covered employees will only be required to submit to random alcohol tests if they are performing a safety-sensitive function, about to perform a safety-sensitive function, or have just ceased performing a safety-sensitive function.

Failure to submit to a test, failure to comply with the instructions of the testing facility staff or leaving the facility prior to the completion of the test shall be treated as a "refusal-to-test", which is treated as a failed test.

Failure to submit to or complete the test as outlined above will subject the employee to immediate suspension and disciplinary action up to and including termination.

Return-To-Duty/Follow-Up Testing

First Transit is zero tolerance employer, and therefore does not conduct Return-To-Duty or Follow-up testing.

Non-Safety Sensitive Employees

Employees in non-safety sensitive positions are subject to the Company's drug and alcohol testing program pursuant to an applicable Collective Bargaining Agreement or State law. The same

guidelines for testing under DOT/safety sensitive will be used for a non-safety sensitive test, only using non-federal forms.

Refusal to Submit/Test
Any covered employee who refuses to submit to an alcohol and/or drug test will be prohibited from performing or continuing to perform a safety-sensitive function and be subject to discipline. "Refusal to Submit" to an alcohol and/or drug test carries the same consequences as a positive test result, a violation of this policy, and includes the following conduct:

- Failure to appear for any test (except a pre-employment) at the collection site in the time allotted.
- Failure to remain at the test site until the testing process is completed, except in pre-employment situations where leaving before the testing process begins is not deemed to be a test refusal.
- Failure to provide a urine, breath, or saliva specimen collection when it is required by DOT Part 40.
- Failure to permit the observation or monitoring or specimen collection when it is required.
- Failure to provide a sufficient amount of urine or breath specimen without a valid medical explanation.
- Failing to cooperate with any part of the testing process (e.g. refusing to empty pockets when so directed by the collector or behaving in a confrontational way that disrupts the collection process).
- For an observed collection, failure to follow the observer's instructions to raise clothing above the waist, lower clothing and underpants, and to turn around to permit the observer to determine if individual is wearing any type of prosthetic device that could be used to interfere with the collection process.
- Failure or refusal to take a second test First Transit, the MRO, or collector has directed the employee to take.
- Possessing or wearing a prosthetic or other device that could be used to interfere with the collection process.
- Admitting adulteration or substitution of the specimen to the collector or the MRO.
- Failure to sign the certification at Step 2 of the ATF (Alcohol Testing Form).
- If the MRO reports a verified adulterated or substituted test result.
- Failure to undergo a medical evaluation, by the MRO or DER for drug and alcohol testing.
- Leaving the scene of the accident without just cause prior to submitting to post-accident test.

F. DRUG & ALCOHOL TESTING PROCEDURES

General

First Transit will conduct all DOT drug and alcohol testing in accordance with 49 CFR Part 40, as amended. To test for prohibited drugs, an initial screening test using an immunoassay technique will be performed at a DHHS certified laboratory. If the specimen is positive for one or more of the drugs tested, a confirmation test will be performed using the state-of-the-art gas chromatography/mass spectrometry (GC/MS) analysis. If the test is confirmed positive, the Medical Review Officer (MRO) will conduct a verification process, which includes giving the employee an opportunity to provide a valid medical explanation for the positive test result.

The Company will require the employee to immediately provide another specimen collection under direct observation if the creatinine concentration of a negative-dilute specimen was greater than or equal to 2mg/dL but less than or equal to 5mg/dL. If the result of the second test is again negative-dilute, the Company will accept the result as negative.

If the laboratory reports to the MRO an "Invalid Result" or "Rejected for Testing" (because of a fatal or uncorrectable flaw), a recollection may be required by the MRO, and depending on the circumstances, the recollection may be directly observed. Urine is collected at a DOT approved collection site and is sent to a DHHS certified laboratory for testing. The employee must produce at least 45 mL of urine or is considered a "shy bladder". If the employee cannot produce the required

quantity of urine ("shy bladder"), the collection site will offer employee the opportunity to consume 40oz. of water within a three (3) hour time frame in order to produce the required 45mL of urine. The employee may NOT exit the premises of the testing facility during this time. If employee leaves the testing facility, the test will be considered a refusal subjecting the employee **to immediate suspension and disciplinary action up to and including termination.**

In the event of a "shy bladder," employee must undergo a medical evaluation. The Company will refer the employee to a physician acceptable to the MRO and employee will be required to provide evidence of a medical condition hindering the production of urine. The employee has 5 days to get a medical evaluation once a shy bladder occurs. **If the medical evaluation proves that there is a valid medical condition, the employee shall be reimbursed and returned to duty with full pay or placed back into the recruiting process**

To test for alcohol, the employee shall be required to provide a breath sample using an Evidential Breath Testing (EBT) device on the NHTSA conforming products list and operated by a trained Breath Alcohol Technician (BAT). If the initial test result is 0.02 or higher, the employee will be directed to take a confirmation test. In the event of a "shy lung", where the employee is unable to provide a sufficient breath sample for testing, the Company will refer the employee to a physician of our choice for medical examination within 5 days to determine if there is a valid medical condition that makes it unable for the employee to provide a sufficient amount of breath.

If the physician finds:

1. That a medical condition has, or with a high degree of probability could have, precluded the employee from providing a sufficient amount of breath, the test is cancelled. Each time an employee of the Company is selected for testing, they must make a valid attempt to provide a breath sample. All previous testing scenarios do not apply and any previous letters that have been kept on file regarding a medical condition are no longer valid.

2. That there is not an adequate basis for determining that a medical condition has, or with a high degree of probability could have, precluded the employee from providing a sufficient amount of breath, the employee will be considered to have refused the test.

Dilute Results
If there is a dilute test result, unless the creatinine concentration of a negative-dilute specimen was greater than or equal to 2mg/dL but less than or equal to 5mg/dL, **the Company will accept the test result and there will be no re-test.**

Prohibited Drugs

The following uses unless legally prescribed, consumption of these substances is prohibited at all times.

- Marijuana
- Cocaine
- Opiates
- Amphetamines
- Phencyclidine

Alcohol Testing
The Company will be testing for alcohol in the following circumstances:

- Post Accident
- Reasonable Suspicion
- Random

First Transit is a zero-tolerance employer, and therefore does not conduct any Return-to-Duty or Follow-Up testing under DOT authority.

Prohibited Usage of Alcohol
The following uses of alcohol are prohibited under this policy:

1. Reporting for duty or remaining on duty requiring the performance of safety-sensitive functions while having an alcohol concentration of 0.02 or greater.
2. Using alcohol while performing safety-sensitive functions.
3. Using alcohol within four hours prior to performing a safety-sensitive function.
4. Employees are prohibited from using alcohol during their specified on-call hours. However, any on-call employee who has used alcohol during his/her on call hours will be given the opportunity to acknowledge such use and/or their inability to perform a safety-sensitive function at the time they are called to report to duty. If an on-call employee acknowledges the use of alcohol, but claims to be able to perform their safety-sensitive function, they will be required to submit to an alcohol test.
5. Eight hours following an accident, or until after the test is completed.

Directly Observed Urine Specimen Collection

Under DOTs 49 CFR Part 40 directly observed collections are permissible only under one of the following circumstances:

- Creatinine between 2 mg/dL but less than or equal to 5 mg/dL as verified by the MRO;
- If the collector observes employee conduct that clearly indicates an attempt to tamper with a specimen;
- If the temperature on the original specimen was out of range;
- If the original specimen appeared to have been tampered with;
- If the laboratory reported to the MRO that a specimen is invalid and there was no adequate medical explanation for the result;
- If the MRO reported that the original positive, adulterated, or substituted test result had to be canceled because the split specimen testing could not be performed;
- The test is a follow-up test or a return to duty test.

The observer shall be the same gender as the employee, but need not be the collector. The observer is responsible for ensuring that the specimen goes from the employee's body into the collection container. If the employee declines to allow a directly observed collection when required or permitted under this policy, it is considered a refusal to test.

Split Specimen Testing

After notification by the MRO of a verified positive drug test or refusal to test because of adulteration or substitution, the employee has 72 hours to request a test of the split specimen. If more than 72 hours have passed, but the employee can present information that demonstrates to the satisfaction of the MRO that extenuating circumstances unavoidably prevented the employee from making a timely request, the split specimen may be tested**. The employee will be suspended without pay or removed from the hiring process until the result of the split sample test is received from the MRO. Should the result of the second test be positive, the employee shall be required to reimburse the Company for the cost of the test. The employee shall be returned to duty with full pay if the second test invalidates the original test or if the test was cancelled.**

G. CONSEQUENCES/DISCIPLINE

In addition to the immediate removal from safety-sensitive functions required by Federal Transit Administration Regulations, the Company will take the following disciplinary action against any individual who violates this policy:

A) An individual who tests positive on a pre-employment or pre-duty test for a prohibited drug will not be hired for a covered function position. A referral to an SAP will be provided.

B) Any covered employee who has a verified positive drug or confirmed alcohol test result with an alcohol concentration of 0.04 or greater, or who refuses to submit to a drug or alcohol test under this part, will be removed immediately from his or her safety-sensitive function and be evaluated by a Substance Abuse Professional. **The consequences of verified positive drug or confirmed alcohol test the employee is subject to disciplinary action up to and including termination under Company policy**

C) If an employee's alcohol test result is 0.02 or above, but less than 0.04, the employee will be removed from safety-sensitive functions and the employee will be subject to the consequences of disciplinary action up to and including termination under Company policy (unless prohibited by Collective Bargaining Agreement).

H. REFERRAL, EVALUATION AND TREATMENT

If an employee or applicant tests positive for drug(s) or alcohol or refuses to submit to a test when required, the Company shall refer the employee to a local Substance Abuse Professional (SAP)**,** advise the individual of the resources available for evaluating and resolving problems associated with prohibited drug use and alcohol misuse, and document such referral. He or she shall be given the name, address and phone number of Substance Abuse Professional (SAP) acceptable to the Company and a list of community hot line numbers if available.

The employee will be responsible for any and all costs associated with the SAP evaluation and recommendation(s), unless otherwise required by applicable federal or state law.

Voluntary Self-Referral
An employee who voluntarily (not in response to a Company request to take a drug or alcohol test, or the positive result of a drug or alcohol test) admits to management that he or she has a substance abuse or alcohol problem, and who wishes to voluntarily submit to a Rehabilitation Program, shall be placed on unpaid medical leave. Any voluntary requests for treatment must be made prior to any pending drug/alcohol test or disciplinary related action.

- **An appropriate leave of absence may be granted for treatment and rehabilitation.**
- **The employee may be permitted to take accrued sick leave or administrative leave to participate in the Substance Abuse Counselor prescribed treatment program. If the employee has insufficient accrued leave, the employee shall be placed on leave without pay until the Substance Abuse Counselor has determined that the employee has successfully completed the required treatment program and releases him/her to return to safety sensitive duties.**
- **Any leave taken, either paid or unpaid, shall be considered leave taken under the Family and Medical Leave Act.**
- **Payment for treatment will be coordinated through the employee's health insurance provider. Employees who do not have health insurance coverage are responsible for the entire cost of any recommended treatment or rehabilitation services.**
- **The employee must present evidence of having enrolled in and successfully completed, at his or her own expense, a rehabilitation program approved by First Transit.**
- **The employee must submit to a non-DOT pre-employment drug and alcohol test, at his or her own expense, which produces a negative result.**
- **The employee must sign First Transit's Post-Rehabilitation Return to Work Agreement.**

- **If a test result is canceled by the lab, the individual will be required to undergo another test and successfully pass the test with a verified negative result before performing safety-sensitive duties.**

An employee placed on unpaid leave as provided in this section must satisfy the provisions of the items above not later than 12 weeks from the commencement of this leave. An employee failing to do so shall be deemed to have abandoned his or her job. Any employee who is returned to work as provided in this section of the policy and who fails to comply with any of the terms of the Post – Rehabilitation Return to Work Agreement will be discharged. Employees will not be disciplined for requesting treatment, but will be expected to observe job performance standards and work rules as they apply to every employee. Any decision to seek help will not interfere with an employee's eligibility for promotional opportunities. Confidentially of information will be maintained at all times.

APPENDIX A - Safety-Sensitive Job Functions/Descriptions

The following positions have been designated as safety-sensitive functions and shall be subject to testing under the requirements of the policy.

All Drivers of Company Vehicles - Any employee who operates a revenue service vehicle, even when not in revenue service, which includes driving on company property and behind-the-wheel training. Any employee who operates a non-revenue service vehicle, when required to be operated by a holder of a Commercial Drivers License (CDL).

Vehicle Maintenance Workers - Those employees that maintain a revenue vehicle or equipment used in revenue service.

Employees Holding A CDL - Any employee who holds a CDL, and is subject to revenue vehicle operation, may operate a non-revenue vehicle when required to be operated by a holder of a CDL, and / or perform vehicle maintenance on equipment used in revenue service.

Dispatchers / General Managers / Supervisors - Employees who control the dispatch or movement of revenue service vehicles including all executive staff during a crisis situation. Supervisors who may have job descriptions that include safety-sensitive functions will be subject to the requirements of the policy while they are performing the safety-sensitive duty. This includes General Managers, Operations Managers, Assistant Operations Managers, Maintenance Managers, and Managers.

Senior Staff Positions - President, Senior Vice President, Region Vice President, Director of Safety, Region Manager, Assistant Manager, and General Manager. This includes all senior staff positions that have the ability to control the movement of revenue service vehicles (dispatch) in a crisis situation.

Clerk / Receptionist / Dispatchers - Those employees that work as clerks or receptionists in the Location who will occasionally control the dispatch or movement of a revenue vehicle.

NOTE:

- In addition to the above, all First Transit positions are subject to review for safety-sensitive qualifications and may be added to the random testing protocol at any time.
- If you have a location specific job function that is not included in the above, please contact the Drug and Alcohol Program Manager (DAPM) to clarify the job duties regarding safety-sensitive or non-safety-sensitive testing.

First Transit has designated the Corporate Drug and Alcohol Administrator to be the Drug and Alcohol Program Manager (DAPM) and Designated Employer Representative (DER), to answer employee questions about the Anti-Drug and Alcohol Misuse Program.

Any questions about the Drug and Alcohol Policy or any aspect of the Company's drug- and alcohol-free program should first be referred to your direct Manager. If you are unable to seek resolution at your local office please seek assistance through the below contact:

- Corporate Drug and Alcohol Administrator (513) 684-8736
  - Kathleen DeKelaita
  - 600 Vine Street, STE 1400, Cincinnati, Ohio 45014

APPENDIX B - To Find a Local DOT-qualified Substance Abuse Professional (SAP) in Your Area

SAPlist.com - www.saplist.com
Primary goal: to help employers find, contract and engage the services of qualified and trained SAPs.

National Counseling Resource – (800) 607-1010
- Managed SAP Services
- Works with qualified DOT SAPs nationwide
- Employer/Employee contacts provider and contracts through them for SAP services for a flat fee
- Oversees process and reports to make sure compliant

National Substance Abuse Professionals – www.nsapn.com (800) 879-6428
- Managed SAP Services
- Works with qualified DOT SAPs nationwide
- Employer/Employee contacts provider and contracts through them for SAP services for a flat
- Oversees process and reports to make sure compliant

American Substance Abuse Professionals (ASAP) – www.go2asap.com (888) 792-2727
- Managed SAP Services
- Works with qualified DOT SAPs nationwide
- Employer/Employee contacts provider and contracts through them for SAP services for a flat fee
- Oversees process and reports to make sure compliant

Drug and Alcohol Policy
Employee Acknowledgement Form

By signing, I acknowledge that I have received, read, understand and shall comply with the First Transit Drug and Alcohol Policy. I have also received the required 60 minutes of training on the effects and consequences of prohibited drug use.

Name: _____

Company/Location Code: _____ Position: _____

Signature: _____ Date: _____

(Return this form to your Supervisor for inclusion in your drug and alcohol file)

ATTACHMENT 9

First Transit

Hourly* - Employee Benefits At A Glance 2017

FirstGroup America, Inc. understands the importance of a robust benefits package to promote employee retention and satisfaction. As described below, our benefits include medical, dental, vision, as well as life insurance and disability. We also offer our employees a 401(k) retirement plan with a company match.

Eligibility: New hourly employees are eligible for Health & Welfare (H&W) and Retirement Savings / 401(k) Plan benefits on the first day of the calendar month on or after 30 days of employment.

Company-Provided Coverage	
Life Insurance	Company-provided benefit of $10,000.
Accidental Death & Dismemberment Insurance	Company-provided benefit of $10,000.
Short Term Disability	Company-provided weekly benefit of 70% to $325 (max).

Heath & Welfare Benefit Coverage Offering		
Medical		
	MAP 1 (Medical Account Plan)	MAP 2 (Medical Account Plan)
Annual Deductible	In-Network	In-Network
Network	$2,500 / $5,000	$1,350 / $2,700
Additional Fund Seed $ through Wellness Incentives	Up to $650 / $1,300	Up to $650 EE / $1,300
Network Office Visit Co-payment		
PCP	D&C	D&C
Specialist	D&C	D&C
Inpatient	D&C	D&C
Urgent Care	D&C	D&C
Emergency Room Co-payment	D&C	D&C
Co-Insurance		
Network	75%	80%
Preventive Care	100%	100%
Out-of-Pocket Maximum	(Includes Deductible)	(Includes Deductible)
Network	$5,500/$11,000	$4,000/$8,000
Prescription Drug Benefits		
Retail	100% preventive coverage	100% preventive coverage
Generic	25% up to $10 min $25 max co-pay / mandatory generic unless physician instructs DAW	25% up to $10 min $25 max co-pay / mandatory generic unless physician instructs DAW
Formulary	25% up to $20 min $50 max co-pay	25% up to $20 min $50 max co-pay
Non-Formulary	25% up to $30 min $70 max co-pay	25% up to $30 min $70 max co-pay
Mail-Order		
Generic	25% up to $25 min $62.50 max co-pay / mandatory generic unless physician instructs DAW	25% up to $25 min $62.50 max co-pay / mandatory generic unless physician instructs DAW
Preferred Brand	25% up to $50 min $125 max co-pay	25% up to $50 min $125 max co-pay
Non-Preferred Brand	25% up to $75 min $175 max co-pay	25% up to $75 min $175 max co-pay

Dental		
	CIGNA Dental HMO	CIGNA Dental PPO
Choice of providers	Must use CIGNA in-network dentists	Your choice of dentists (CIGNA network dentists generally charge lower rates)
Annual deductible	None	$0 for Class I, $50/$150 Class II, III, and IV
Maximum Benefit		
Annual	None	$1,500 Combined Annual Max for Class I, II, and III
Orthodontia lifetime	None	$1,500 per person
Diagnostic and preventive care (Class I)	Most services at 100%, refer to co-pay schedule	100% in network/80% out-of-network No deductible
Basic care (fillings, root canals, oral surgery) (Class II)	Most services at 100%	80%
Major care (bridges, crowns, dentures) (Class III)	Fixed cost per service (see patient charge schedule online)	50%
Orthodontics (braces) (Class (IV)	Fixed cost per service (see patient charge schedule online)	50% Co-Pay, Max $1,000 Age 19

Vision		
Benefit	Choice Plan	Choice *Premium* Plan
Exam/Lenses/Frame Frequency	12/12/24 (months)	12/12/12 (months)
Co-pays	$5 Exam / $10 Material	$10 Exam / $25 Material
Exam	Covered in full after co-pay	Covered in full after co-pay
Covered Lenses	Tints/Dyes, Scratch-Resistant Coating	Tints/Dyes, Scratch-Resistant Coating, Photochromics, Polycarbonates, UV Protection, Anti-Reflective Coating ($20 co-pay), Progressives ($30 co-pay)
	Average 20%-25% off other lens options	Average 20%-25% off other lens options
Frame Allowance	$150	$210
Elective Contact Lenses	$130	$210
Contact Lens Fitting and Evaluation	Covered in Full	Covered in Full
Diabetic Eyecare Plus Program	N/A	$20 co-pay
Open Access Schedule		
Exam	$45	$45
Single Vision	$30	$30
Bifocal	$50	$50
Trifocal	$65	$65
Progressive Lenses	$50	$50
Frame	$70	$70
Elective Contact Lenses	$105	$105

Additional Plan Offerings	
Benefit Option	Description
Voluntary Short Term Disablity	Employee- paid option of 70% of your weekly earning, with no maximum benefit.
Voluntary Long Term Disability	Employee-paid options of 40%, 50%, 60% of salary, up to a monthly benefit of $12,000
Voluntary Life Insurance	Employee-paid options available for employee, spouse/domestic partner, children. Dependent coverage is limited to 50% of the employee voluntary election amount. Employee: Option 1: $10,000 Option 2: 1 x Annual Salary Option 2: 2 x Annual Salary Option 2: 3 x Annual Salary Spouse: Option 1: $5,000 Option 2: 50% of 1 x Employee Annual Salary Option 3: 50% of 2 x Employee Annual Salary Option 4: 50% of 3 x Employee Annual Salary Child: Option 1: $5,000 Option 2: $10,000
Voluntary Accidental Death & Dismemberment Insurance	Employee-paid options available for employee, spouse/domestic partner, children. Dependent coverage is limited to 50% of the employee voluntary election amount. Employee: Option 1: $10,000 Option 2: 1 x Annual Salary Option 2: 2 x Annual Salary Option 2: 3 x Annual Salary Spouse: Option 1: $5,000 Option 2: 50% of 1 x Employee Annual Salary Option 3: 50% of 2 x Employee Annual Salary Option 4: 50% of 3 x Employee Annual Salary Child: Option 1: $5,000 Option 2: $10,000
HSA Account	You may choose to establish an HSA account if you qualify, since the MAP Health Plans are HSA compatible
Dependent Care Flex Spending Account	Employee funded account for dependent care expenses
Aflac	Employees may select from 3 Group Plans: Critical Illness, Hospital Indemnity, Accident

Retirement Savings / 401(k) Plan	
Eligibility	You are eligible to participate on the first day of the calendar month on or after 30 days of employment.
Enrollment	You may enroll at www.wellsfargo.com or call Wells Fargo Line at 1-800-728-3123
Savings	You may save from 1% to 50% of your earnings as Pre-Tax Savings Contributions or Roth Post-Tax Contributions. Rollovers from prior qualified plans are allowed. Certain limits apply if you are a Highly Compensated Employee. Special catch-up contributions are available if you are age 50 or older during the plan year. Contributions subject to certain IRS limits.
Savings Changes	You may change your savings rate or stop your contributions at any time.
Company Contributions	Match: After 1 year of employment; the company will match 50% on the first 6% of your contributions.
Vesting	You are always vested in your own contributions. Company contribution vesting schedule is as follows: After 1 year of service - 33%; After 2 years of service - 67% After 3 years of service - 100%
Withdrawals/Loans	Withdrawals and Loans are available under the plan

Note: This is a Highlight Summary Only. In case of any discrepancy between this summary and the plan documents, the Summary Plan Description and Plan Documents will govern in all respects.

* Health & Welfare Benefits shown on this Benefits At A Glance summary do not apply to Greyhound Lines, Inc. employees

Salaried* - Employee Benefits At A Glance 2017

FirstGroup America, Inc. understands the importance of a robust benefits package to promote employee retention and satisfaction. As described below, our benefits include medical, dental, vision, as well as life insurance and disability. We also offer our employees a 401(k) retirement plan with a company match.

Eligibility: New salaried employees are eligible for Health & Welfare (H&W) benefits the first of the month following their date of hire. You will be eligible to contribute to the Retirement Savings / 401(k) Plan on the first day of the calendar month on or after 30 days of employment.

Company-Provided Coverage	
Life Insurance	Company-provided benefit of one times annual salary.
Accidental Death & Dismemberment Insurance	Company-provided benefit of one times annual salary.
Short Term Disability	Company-provided weekly benefit based on employee's years of service. • Less than 1 year of service: 100% of pay for first month, then 60% of pay for next four months • 1 - 5 years of service: 100% of pay for three months, then 60% of pay for next two months • 5 + years of service: 100% of pay for five months

Heath & Welfare Benefit Coverage Offering		
Medical		
	MAP 1 (Medical Account Plan)	MAP 2 (Medical Account Plan)
Annual Deductible	In-Network	In-Network
Network	$2,500 / $5,000	$1,350 / $2,700
Additional Fund Seed $ through Wellness Incentives	Up to $650 / $1,300	Up to $650 EE / $1,300
Network Office Visit Co-payment		
PCP	D&C	D&C
Specialist	D&C	D&C
Inpatient	D&C	D&C
Urgent Care	D&C	D&C
Emergency Room Co-payment	D&C	D&C
Co-Insurance		
Network	75%	80%
Preventive Care	100%	100%
Out-of-Pocket Maximum	(Includes Deductible)	(Includes Deductible)
Network	$5,500/$11,000	$4,000/$8,000
Prescription Drug Benefits		
Retail	100% preventive coverage	100% preventive coverage
Generic	25% up to $10 min $25 max co-pay / mandatory generic unless physician instructs DAW	25% up to $10 min $25 max co-pay / mandatory generic unless physician instructs DAW
Formulary	25% up to $20 min $50 max co-pay	25% up to $20 min $50 max co-pay
Non-Formulary	25% up to $30 min $70 max co-pay	25% up to $30 min $70 max co-pay
Mail-Order		
Generic	25% up to $25 min $62.50 max co-pay / mandatory generic unless physician instructs DAW	25% up to $25 min $62.50 max co-pay / mandatory generic unless physician instructs DAW
Preferred Brand	25% up to $50 min $125 max co-pay	25% up to $50 min $125 max co-pay
Non-Preferred Brand	25% up to $75 min $175 max co-pay	25% up to $75 min $175 max co-pay

Dental		
	CIGNA Dental HMO	CIGNA Dental PPO
Choice of providers	Must use CIGNA in-network dentists	Your choice of dentists (CIGNA network dentists generally charge lower rates)
Annual deductible	None	$0 for Class I, $50/$150 Class II, III, and IV
Maximum Benefit		
Annual	None	$1,500 Combined Annual Max for Class I, II, and III
Orthodontia lifetime	None	$1,500 per person
Diagnostic and preventive care (Class I)	Most services at 100%, refer to co-pay schedule	100% in network/80% out-of-network No deductible
Basic care (fillings, root canals, oral surgery) (Class II)	Most services at 100%	80%
Major care (bridges, crowns, dentures) (Class III)	Fixed cost per service (see patient charge schedule online)	50%
Orthodontics (braces) (Class (IV)	Fixed cost per service (see patient charge schedule online)	50% Co-Pay, Max $1,000 Age 19

Vision		
Benefit	Choice Plan	Choice *Premium* Plan
Exam/Lenses/Frame Frequency	12/12/24 (months)	12/12/12 (months)
Co-pays	$5 Exam / $10 Material	$10 Exam / $25 Material
Exam	Covered in full after co-pay	Covered in full after co-pay
Covered Lenses	Tints/Dyes, Scratch-Resistant Coating	Tints/Dyes, Scratch-Resistant Coating, Photochromics, Polycarbonates, UV Protection, Anti-Reflective Coating ($20 co-pay), Progressives ($30 co-pay)
	Average 20%-25% off other lens options	Average 20%-25% off other lens options
Frame Allowance	$150	$210
Elective Contact Lenses	$130	$210
Contact Lens Fitting and Evaluation	Covered in Full	Covered in Full
Diabetic Eyecare Plus Program	N/A	$20 co-pay
Open Access Schedule		
Exam	$45	$45
Single Vision	$30	$30
Bifocal	$50	$50
Trifocal	$65	$65
Progressive Lenses	$50	$50
Frame	$70	$70
Elective Contact Lenses	$105	$105

Additional Plan Offerings	
Benefit Option	**Description**
Voluntary Long Term Disability	Employee-paid options of 40%, 50%, 60% of salary, up to a monthly benefit of $12,000
Voluntary Life Insurance	Employee-paid options available for employee, spouse/domestic partner, children. Dependent coverage is limited to 50% of the employee voluntary election amount. Employee: Option 1: $10,000 Option 2: 1 x Annual Salary Option 2: 2 x Annual Salary Option 2: 3 x Annual Salary Spouse: Option 1: $5,000 Option 2: 50% of 1 x Employee Annual Salary Option 3: 50% of 2 x Employee Annual Salary Option 4: 50% of 3 x Employee Annual Salary Child: Option 1: $5,000 Option 2: $10,000
Voluntary Accidental Death & Dismemberment Insurance	Employee-paid options available for employee, spouse/domestic partner, children. Dependent coverage is limited to 50% of the employee voluntary election amount. Employee: Option 1: $10,000 Option 2: 1 x Annual Salary Option 2: 2 x Annual Salary Option 2: 3 x Annual Salary Spouse: Option 1: $5,000 Option 2: 50% of 1 x Employee Annual Salary Option 3: 50% of 2 x Employee Annual Salary Option 4: 50% of 3 x Employee Annual Salary Child: Option 1: $5,000 Option 2: $10,000
HSA Account	You may choose to establish an HSA account if you qualify, since the MAP Health Plans are HSA compatible
Dependent Care Flex Spending Account	Employee funded account for dependent care expenses
Aflac	Employees may select from 3 Group Plans: Critical Illness, Hospital Indemnity, Accident

Retirement Savings / 401(k) Plan	
Eligibility	You are eligible to participate on the first day of the calendar month on or after 30 days of employment.
Enrollment	You may enroll at www.wellsfargo.com or call Wells Fargo Line at 1-800-728-3123
Savings	You may save from 1% to 50% of your earnings as Pre-Tax Savings Contributions or Roth Post-Tax Contributions. Rollovers from prior qualified plans are allowed. Certain limits apply if you are a Highly Compensated Employee. Special catch-up contributions are available if you are age 50 or older during the plan year. Contributions subject to certain IRS limits.
Savings Changes	You may change your savings rate or stop your contributions at any time.
Company Contributions	Match: After 1 year of employment; the company will match 50% on the first 6% of your contributions.
Vesting	You are always vested in your own contributions. Company contribution vesting schedule is as follows: After 1 year of service - 33%; After 2 years of service - 67% After 3 years of service - 100%
Withdrawals/Loans	Withdrawals and Loans are available under the plan

Note: This is a Highlight Summary Only. In case of any discrepancy between this summary and the plan documents, the Summary Plan Description and Plan Documents will govern in all respects.

* Health & Welfare Benefits shown on this Benefits At A Glance summary do not apply to Greyhound Lines, Inc. salaried employees

2017 PY Premium Rates			
	Monthly	Per Pay	
Coverage Tier	MAP 1	24 Pays	26 Pays
Employee	$94.08	$47.04	$ 43.42
Emp + Spouse	$241.85	$120.93	$ 111.62
Emp + Child	$226.91	$113.46	$ 104.73
Emp + Children	$323.10	$161.55	$ 149.12
Family	$344.30	$172.15	$ 158.91
Coverage Tier	MAP 2	24 Pays	26 Pays
Employee	$159.51	$79.76	$73.62
Emp + Spouse	$378.46	$189.23	$174.67
Emp + Child	$355.09	$177.55	$163.89
Emp + Children	$503.50	$251.75	$232.38
Family	$536.53	$268.27	$247.63
Coverage Tier	Cigna DMO	24 Pays	26 Pays
Employee	$15.62	$7.81	$ 7.21
Emp + Spouse	$32.15	$16.08	$ 14.84
Emp + Child	$32.15	$16.08	$ 14.84
Emp + Children	$47.84	$23.92	$ 22.08
Family	$47.84	$23.92	$ 22.08
Coverage Tier	Cigna PPO	24 Pays	26 Pays
Employee	$21.08	$10.54	$9.73
Emp + Spouse	$32.15	$16.08	$14.84
Emp + Child	$32.15	$16.08	$14.84
Emp + Children	$47.84	$23.92	$22.08
Family	$47.84	$23.92	$22.08
Coverage Tier	VSP Basic	24 Pays	26 Pays
Employee	$6.11	$3.06	$ 2.82
Emp + Spouse	$11.99	$6.00	$ 5.53
Emp + Child	$11.99	$6.00	$ 5.53
Emp + Children	$17.29	$8.65	$ 7.98
Family	$17.29	$8.65	$ 7.98
Coverage Tier	VSP Premium	24 Pays	26 Pays
Employee	$12.77	$6.39	$5.89
Emp + Spouse	$25.07	$12.54	$11.57
Emp + Child	$25.07	$12.54	$11.57
Emp + Children	$36.15	$18.08	$16.68
Family	$36.15	$18.08	$16.68



ATTACHMENT 10

First Transit

850-450-0758 [M] 850-450-0758 [O] gmcarthur@mcarthurrealestate.org
Florida Real Estate License: BK3017965



LISTING ID: 29984672

57 S. Coyle Street, Suite: 1 - 57 S Coyle St Pensacola, FL 32502

Lease Rate:	**$16 PSF (Annual)**	Available Space:	**2,032 SF**	Type:	**Office For Lease**
	$2,709 (Monthly)	Gross Bldg Area:	**4,000 SF**	Subtype:	**Medical, Office Building**
Lease Type:	**Modified Gross**	Space Type:	**Relet**	Zoning:	**C-3**
		Modified:	**7/8/2016**		

Wonderful location and rate for a Downtown Office! One block south of Garden street at the corner of S. Coyle St. and W. Romana St. The property has 6 offices with windows, a large open concept work room, shared reception/waiting room, conference room, break area, and restrooms. Rental rate includes electricity, water/sewer, and trash. Has private parking, 10 spaces.

Logan Devries NAI Halford 850-433-0577 ldevries@naihalford.com



LISTING ID: 29923118

Nice, turn-key office building on St. Mary, Suite: B - 1851 St. Mary Street Pensacola, FL 32501

Lease Rate:	**$14 PSF (Annual)**	Available Space:	**1,500 - 5,989 SF**	Type:	**Office For Lease**
	$1,750 - 6,987 (Monthly)	Max. Contiguous:	**5,989 SF**	Subtype:	**Office Building**
Lease Type:	**Modified Gross**	Gross Bldg Area:	**7,140 SF**	Zoning:	**See Agent**
Office Class:	**Class B**	Space Type:	**New**		
		Modified:	**6/2/2016**		

Recently renovated office space is turn key and ready for occupancy. The remaining total square footage consists of approximately 5,989sf but could easily be subdivided. The space is in excellent condition and wired for voice/data. The property has tremendous access to Hwy 110 and is located minutes from downtown Pensacola.

? Turnkey Office Space -5,989 sf
? Move In Ready
? Across from Sheriff's Department, Juvenile Justice Center, Fl Dept of Health and Escambia County Transit Center
? Minutes to Downtown Pensacola
? Wired for Voice/Data

** This property is also for sale.*

Stacy Taylor, CCIM Beck Partners CRE, LLC 850-477-7044 staylor@teambeck.com

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SECTION 3

Cost Proposal



First Transit

3. Cost Proposal

The Cost proposal is a presentation of the proposer's total offering price, including the estimated cost for providing each component of the required goods or services.

Proposers should indicate the dollar amount which will be attributed to each sub-contractor, if any.

Please refer to our **Cost Proposal** found on the subsequent pages of this proposal section.

Subcontractors

Yellow Cab of Pensacola

First Transit is proud to partner with Yellow Cab of Pensacola to provide a small portion of our paratransit transportation. Originally founded as Tucker Transportation in 1902, the company provided disembarking passengers from the port of Pensacola with horse drawn transportation. Tucker Transportation began providing taxi service to the Pensacola area in 1925. We have budgeted $90,000 in the first year for Yellow Cab's services.

Yellow Cab was a competing cab company that operated out of the old San Carlos Hotel at Garden and Palafox Streets, from 1935 until it merged with Tucker Transportation in 1975. Since then, the company has sought to be the premier transportation provider in the Northwest Florida area and live up to it heritage of providing quality service to community residents and visitors.

Pensacola's largest and longest running cab service is also Pensacola's most technologically advanced transportation solution, proudly serving Escambia, Santa Rosa and Okaloosa Counties. Their computer dispatch system matches the closest available cab with the customer's pickup address, ensuring the fastest pickup times possible. Their provision of clean, late model cabs to ensure customer comfort.

With its history and market position, Yellow Cab of Pensacola is able to provide its customers with one of the best taxi fleets in the country.

Maintenance Services

Under our Base Proposal, First Transit will be subcontracting out maintenance services for the paratransit fleet to Escambia County. Please see options as detailed below and on pricing pages.

Pricing Assumptions

For our base proposal, First Transit assumes that vehicle maintenance will be performed by Escambia County at a labor rate of $57.00 per hour plus parts at cost.

We have provided four pricing scenarios for paratransit services:

- Base Proposal (not labeled on price pages) – First Transit provides all expenses including vehicle maintenance and fuel.
- Option 1 – First Transit provides all expenses including fuel but excluding maintenance parts and maintenance labor.
- Option 2 – First Transit provides all expenses including maintenance but excluding fuel.
- Option 3 – First Transit provides all expenses excluding maintenance parts, maintenance labor, and fuel.

SIGN AND RETURN THIS FORM WITH YOUR PROPOSALS**

SOLICITATION AND OFFER FORM

ESCAMBIA COUNTY FLORIDA

SUBMIT OFFERS TO:

Paul R. Nobles
Senior Purchasing Coordinator
Office of Purchasing, 2nd Floor, Room 11.101
213 Palafox Place, Pensacola, FL 32502
Post Office Box 1591, Pensacola, FL 32591-1591
Phone No: (850) 595-4987 Fax No: (850) 595-4807

Request for Proposal

RE-SOLICIT OPERATOR FOR PARATRANSIT SERVICES
SOLICITATION NUMBER: PD 16-17.040

SOLICITATION

MAILING DATE: Friday, March 31, 2017
PRE-PROPOSALS CONFERENCE: **MANDATORY** 10:00 am CDT, Wednesday, April 12, 2017
OFFERS WILL BE RECEIVED UNTIL: 2:00pm, CDT, Monday, May 1, 2017 and may not be withdrawn within **90** days after such date and time.

POSTING OF SOLICITATION TABULATIONS

Solicitation tabulations with recommended awards will be posted for review by interested parties at the County Office of Purchasing and will remain posted for a period of two (2) business days. Failure to file a protest in writing within two (2) business days after posting of the solicitation tabulation shall constitute a waiver of any protest relating to this solicitation. All protests must be filed with the Office of Purchasing. They will be handled according to the Escambia County Purchasing Ordinance.

OFFER (SHALL BE COMPLETED BY OFFEROR)

FEDERAL EMPLOYER IDENTIFICATION NUMBER OR S.S. NUMBER: 23-1716119

TERMS OF PAYMENT: TBD

DELIVERY DATE WILL BE TBD **DAYS AFTER RECIEPT OF PURCHASE ORDER.**

VENDOR NAME: First Transit, Inc.
ADDRESS: 600 Vine Street
CITY, ST. & ZIP: Cincinnati, OH 45202
PHONE NO.: (513) 241-2200
TOLL FREE NO.: (866)244-6383
FAX NO.: (513) 684-8852

REASON FOR NO OFFER:

BOND ATTACHED $____ N/A X

I certify that this offer is made without prior understanding, agreement, or connection, with any Corporation, firm or person submitting an offer for the same materials, supplies, or equipment, and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this offer and certify that I am authorized to sign this offer for the offeror and that the offeror is in compliance with all requirements of the solicitation, including but not limited to certification requirements. In submitting an offer to Escambia County Florida, the offeror agrees that if the offer is accepted, the offeror will convey, sell, assign or transfer to Escambia County Florida all rights title and interest in and to all causes of action it may now or hereafter acquire under the Anti-trust laws of the United States and the State of Florida for price fixing relating to the particular commodities or services purchased or acquired by Escambia County Florida. At the County's discretion such assignment shall be made and become effective at the time the County

Bradley A. Thomas, President
NAME AND TITLE OF PERSON AUTHORIZED TO SIGN OFFER
(TYPED OR PRINTED)

** _____
SIGNATURE OF PERSON AUTHORIZED TO SIGN OFFER
(MANUAL)

Failure to execute this Form binding the bidder/proposer's offer shall result in this bid/proposal being rejected as non-responsive.

Annual Rates

Rates per Trip	First Year	Second Year	Third Year	Forth Year	Fifth Year
Ambulatory	$ 34.33	$ 35.71	$ 37.02	$ 38.83	$ 40.09
Wheelchair	$ 46.86	$ 48.68	$50.40	$ 52.75	$ 54.46

Escambia County, Florida
Paratransit Services (PD 16-17.040)
May 1, 2017

Annual Expenses	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Driver Wages	$1,132,513	$1,170,498	$1,214,090	$1,253,553	$1,299,362	$6,070,016
Driver Taxes and Fringe	$243,224	$253,206	$264,677	$275,912	$288,333	1,325,352
Maintenance Wages	$163,050	$172,438	$183,196	$232,812	$219,403	970,899
Maintenance Taxes and Fringe	$8,375	$8,596	$8,824	$9,059	$9,300	44,153
Administrative Wages	$380,001	$386,997	$394,122	$401,378	$408,769	1,971,267
Administrative Taxes and Fringe	$66,976	$69,132	$71,373	$73,703	$76,121	357,304
Fuel	$275,957	$289,602	$304,723	$320,697	$337,547	1,528,526
Vehicle Insurance	$117,255	$119,114	$121,348	$123,670	$126,072	607,460
Maintenance Parts and Supplies	$139,858	$164,679	$189,410	$210,046	$232,420	936,414
Maintenance Tools and Equipment	$3,000	$3,000	$3,000	$3,000	$3,000	15,000
Vehicle Cleaning	$12,194	$12,387	$12,614	$12,846	$13,081	63,122
Radio Communications	$5,916	$5,916	$5,916	$0	$0	17,748
Safety and Training	$3,118	$3,116	$3,194	$3,274	$3,356	16,057
Recruiting and Hiring	$8,062	$6,864	$6,462	$6,330	$6,187	33,906
Facility Lease	$58,200	$59,655	$61,146	$62,675	$64,242	305,918
Utilities	$14,520	$14,883	$15,255	$15,636	$16,027	76,322
Telephone	$10,200	$10,455	$10,716	$10,984	$11,259	53,615
Scheduling Software	$99,162	$101,641	$104,182	$106,786	$109,456	521,227
Startup Expenses	$0	$0	$0	$0	$0	-
Misc Admin Expenses	$60,671	$61,589	$45,461	$43,411	$44,398	255,530
Region and Corporate Support	$121,837	$126,686	$131,292	$137,642	$142,101	659,558
Profit	$121,837	$126,686	$131,292	$137,642	$142,101	659,558
Total Contract Expense	$3,045,926	$3,167,139	$3,282,293	$3,441,058	$3,552,536	$16,488,952

Annual Trips and Miles	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Estimated Annual Trips						
Ambulatory	61,091	61,091	61,091	61,091	61,091	305,455
Wheelchair	20,254	20,254	20,254	20,254	20,254	101,270
Total	81,345	81,345	81,345	81,345	81,345	406,725

Annual Rates	Year 1	Year 2	Year 3	Year 4	Year 5
Rate per Trip					
Ambulatory	$34.33	$35.71	$37.02	$38.83	$40.09
Wheelchair	$46.86	$48.68	$50.40	$52.75	$54.46

Note: The total contract expenses and annual rates per trip are based on the annual trips shown above. If the trips or miles deviate from the estimated amounts, then First Transit requests the opportunity to re-negotiate the annual rates based on the actual trips and miles.

Note: Fuel is based on $2.45/gallon for gasoline in Year 1, with a 5.0% inflator in each subsequent year.

Escambia County, Florida **Option 1**
Paratransit Services (PD 16-17.040) **ECCT provides maintenance**
May 1, 2017

Annual Expenses	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Driver Wages	$1,132,513	$1,170,498	$1,214,090	$1,253,553	$1,299,362	$6,070,016
Driver Taxes and Fringe	$243,224	$253,206	$264,677	$275,912	$288,333	1,325,352
Maintenance Wages	$48,075	$48,941	$49,822	$50,719	$51,631	249,188
Maintenance Taxes and Fringe	$8,375	$8,596	$8,824	$9,059	$9,300	44,153
Administrative Wages	$380,001	$386,997	$394,122	$401,378	$408,769	1,971,267
Administrative Taxes and Fringe	$66,976	$69,132	$71,373	$73,703	$76,121	357,304
Fuel	$275,957	$289,602	$304,723	$320,697	$337,547	1,528,526
Vehicle Insurance	$117,255	$119,114	$121,348	$123,670	$126,072	607,460
Maintenance Parts and Supplies	$14,690	$15,149	$15,576	$16,063	$16,516	77,995
Maintenance Tools and Equipment	$0	$0	$0	$0	$0	-
Vehicle Cleaning	$12,194	$12,387	$12,614	$12,846	$13,081	63,122
Radio Communications	$5,916	$5,916	$5,916	$0	$0	17,748
Safety and Training	$3,118	$3,116	$3,194	$3,274	$3,356	16,057
Recruiting and Hiring	$8,062	$6,864	$6,462	$6,330	$6,187	33,906
Facility Lease	$58,200	$59,655	$61,146	$62,675	$64,242	305,918
Utilities	$14,520	$14,883	$15,255	$15,636	$16,027	76,322
Telephone	$10,200	$10,455	$10,716	$10,984	$11,259	53,615
Scheduling Software	$99,162	$101,641	$104,182	$106,786	$109,456	521,227
Startup Expenses	$0	$0	$0	$0	$0	-
Misc Admin Expenses	$60,671	$61,589	$45,461	$43,411	$44,398	255,530
Region and Corporate Support	$111,266	$114,684	$117,804	$121,161	$125,289	590,205
Profit	$111,266	$114,684	$117,804	$121,161	$125,289	590,205
Total Contract Expense	$2,781,640	$2,867,110	$2,945,110	$3,029,019	$3,132,237	$14,755,116

Annual Trips and Miles	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Estimated Annual Trips						
Ambulatory	61,091	61,091	61,091	61,091	61,091	305,455
Wheelchair	20,254	20,254	20,254	20,254	20,254	101,270
Total	81,345	81,345	81,345	81,345	81,345	406,725

Annual Rates	Year 1	Year 2	Year 3	Year 4	Year 5
Rate per Trip					
Ambulatory	$31.27	$32.24	$33.12	$34.06	$35.22
Wheelchair	$43.12	$44.44	$45.64	$46.93	$48.52

Note: The total contract expenses and annual rates per trip are based on the annual trips shown above. If the trips or miles deviate from the estimated amounts, then First Transit requests the opportunity to re-negotiate the annual rates based on the actual trips and miles.

Note: Fuel is based on $2.45/gallon for gasoline in Year 1, with a 5.0% inflator in each subsequent year.

Escambia County, Florida
Paratransit Services (PD 16-17.040)
May 1, 2017

Option 2
ECCT provides fuel

Annual Expenses	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Driver Wages	$1,132,513	$1,170,498	$1,214,090	$1,253,553	$1,299,362	$6,070,016
Driver Taxes and Fringe	$243,224	$253,206	$264,677	$275,912	$288,333	1,325,352
Maintenance Wages	$163,050	$172,438	$183,196	$232,812	$219,403	970,899
Maintenance Taxes and Fringe	$8,375	$8,596	$8,824	$9,059	$9,300	44,153
Administrative Wages	$380,001	$386,997	$394,122	$401,378	$408,769	1,971,267
Administrative Taxes and Fringe	$66,976	$69,132	$71,373	$73,703	$76,121	357,304
Fuel	$0	$0	$0	$0	$0	-
Vehicle Insurance	$117,255	$119,114	$121,348	$123,670	$126,072	607,460
Maintenance Parts and Supplies	$139,858	$164,679	$189,410	$210,046	$232,420	936,414
Maintenance Tools and Equipment	$3,000	$3,000	$3,000	$3,000	$3,000	15,000
Vehicle Cleaning	$12,194	$12,387	$12,614	$12,846	$13,081	63,122
Radio Communications	$5,916	$5,916	$5,916	$0	$0	17,748
Safety and Training	$3,118	$3,116	$3,194	$3,274	$3,356	16,057
Recruiting and Hiring	$8,062	$6,864	$6,462	$6,330	$6,187	33,906
Facility Lease	$58,200	$59,655	$61,146	$62,675	$64,242	305,918
Utilities	$14,520	$14,883	$15,255	$15,636	$16,027	76,322
Telephone	$10,200	$10,455	$10,716	$10,984	$11,259	53,615
Scheduling Software	$99,162	$101,641	$104,182	$106,786	$109,456	521,227
Startup Expenses	$0	$0	$0	$0	$0	-
Misc Admin Expenses	$60,671	$61,589	$45,461	$43,411	$44,398	255,530
Region and Corporate Support	$109,839	$114,094	$118,043	$123,699	$127,425	593,100
Profit	$109,839	$114,094	$118,043	$123,699	$127,425	593,100
Total Contract Expense	$2,745,972	$2,852,354	$2,951,072	$3,092,475	$3,185,637	$14,827,511

Annual Trips and Miles	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Estimated Annual Trips						
Ambulatory	61,091	61,091	61,091	61,091	61,091	305,455
Wheelchair	20,254	20,254	20,254	20,254	20,254	101,270
Total	81,345	81,345	81,345	81,345	81,345	406,725

Annual Rates	Year 1	Year 2	Year 3	Year 4	Year 5
Rate per Trip					
Ambulatory	$30.86	$32.07	$33.18	$34.80	$35.84
Wheelchair	$42.62	$44.23	$45.72	$47.83	$49.28

Note: The total contract expenses and annual rates per trip are based on the annual trips shown above. If the trips or miles deviate from the estimated amounts, then First Transit requests the opportunity to re-negotiate the annual rates based on the actual trips and miles.

Note: Fuel is based on $2.45/gallon for gasoline in Year 1, with a 5.0% inflator in each subsequent year.

Escambia County, Florida **Option 3**
Paratransit Services (PD 16-17.040) **ECCT provides maintenance and fuel**
May 1, 2017

Annual Expenses	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Driver Wages	$1,132,513	$1,170,498	$1,214,090	$1,253,553	$1,299,362	$6,070,016
Driver Taxes and Fringe	$243,224	$253,206	$264,677	$275,912	$288,333	1,325,352
Maintenance Wages	$48,075	$48,941	$49,822	$50,719	$51,631	249,188
Maintenance Taxes and Fringe	$8,375	$8,596	$8,824	$9,059	$9,300	44,153
Administrative Wages	$380,001	$386,997	$394,122	$401,378	$408,769	1,971,267
Administrative Taxes and Fringe	$66,976	$69,132	$71,373	$73,703	$76,121	357,304
Fuel	$0	$0	$0	$0	$0	-
Vehicle Insurance	$117,255	$119,114	$121,348	$123,670	$126,072	607,460
Maintenance Parts and Supplies	$14,690	$15,149	$15,576	$16,063	$16,516	77,995
Maintenance Tools and Equipment	$0	$0	$0	$0	$0	-
Vehicle Cleaning	$12,194	$12,387	$12,614	$12,846	$13,081	63,122
Radio Communications	$5,916	$5,916	$5,916	$0	$0	17,748
Safety and Training	$3,118	$3,116	$3,194	$3,274	$3,356	16,057
Recruiting and Hiring	$8,062	$6,864	$6,462	$6,330	$6,187	33,906
Facility Lease	$58,200	$59,655	$61,146	$62,675	$64,242	305,918
Utilities	$14,520	$14,883	$15,255	$15,636	$16,027	76,322
Telephone	$10,200	$10,455	$10,716	$10,984	$11,259	53,615
Scheduling Software	$99,162	$101,641	$104,182	$106,786	$109,456	521,227
Startup Expenses	$0	$0	$0	$0	$0	-
Misc Admin Expenses	$60,671	$61,589	$45,461	$43,411	$44,398	255,530
Region and Corporate Support	$99,267	$102,093	$104,556	$107,217	$110,614	523,747
Profit	$99,267	$102,093	$104,556	$107,217	$110,614	523,747
Total Contract Expense	$2,481,687	$2,552,325	$2,613,890	$2,680,435	$2,765,338	$13,093,674

Annual Trips and Miles	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Estimated Annual Trips						
Ambulatory	61,091	61,091	61,091	61,091	61,091	305,455
Wheelchair	20,254	20,254	20,254	20,254	20,254	101,270
Total	81,345	81,345	81,345	81,345	81,345	406,725

Annual Rates	Year 1	Year 2	Year 3	Year 4	Year 5
Rate per Trip					
Ambulatory	$27.80	$28.59	$29.28	$30.03	$30.98
Wheelchair	$38.88	$39.99	$40.96	$42.00	$43.34

Note: The total contract expenses and annual rates per trip are based on the annual trips shown above. If the trips or miles deviate from the estimated amounts, then First Transit requests the opportunity to re-negotiate the annual rates based on the actual trips and miles.

Note: Fuel is based on $2.45/gallon for gasoline in Year 1, with a 5.0% inflator in each subsequent year.

Appendix 1
Performance Based Measures

In order to ensure a high standard of performance, services provided by the Operator are to be conducted in a manner that maximizes productivity without negatively impacting service quality for Escambia County/ECCT (hereinafter referred to as "ECCT"). To ensure quality and a high level of customer satisfaction, all performance standards shall be reviewed on a regular basis and are subject to change as ECCT's needs change. If the performance standards set forth are changed by ECCT, the Operator's performance standards will be immediately changed to meet the new performance standards, once notice of the necessary changes is conveyed to the Operator.

The County/CTC will review each performance based measure and provide a rating of either Exceeds, Meets, or Does Not Meet with the Operator on an annual basis, at a minimum. All performance based measures will be evaluated and issued a rating by the County/CTC and shall be distributed among the Operator's organization.

The following performance standards establish a range of performance that provides quality service delivery to ECCT patrons. The Operator shall attain the following standards:

Performance Based Measures:

1) On-Time Performance (OTP)

OTP is defined as overall on-time pickup for scheduled trips provided each month. The definition of on-time is that the individual trip occurs within the 30 minute window on either side of the scheduled pickup, and within the 1 hour window on a return trip. The Operator must provide a monthly report to the County/CTC for all trips provided within that respective month detailing the exact pickup times for such trip. The report should be run using the following parameters in the Route Match software system.

A rating of 1 will be provided for a Does Not Meet, a rating of 3 will be provided for a Meets, and a rating of 5 will be provided for an Exceeds.

Does Not Meet	Meets	Exceeds
>90%	90 - 95%	<95%

2) Customer Survey Results

The County/CTC will provide a customer survey that the Operator must have available in written and electronic means for customers to access. All survey results must be provided to the County/CTC on a monthly basis, with the performance based measure being rated on an annual basis. The County/CTC reserves the right to contact any individual that completed a customer survey for verification.

Does Not Meet = Less than 90% satisfactory survey rating
Meets = 90-95% satisfactory survey rating
Exceeds = Greater than 95% satisfactory survey rating

A rating of 1 will be provided for a Does Not Meet, a rating of 3 will be provided for a Meets, and

a rating of 5 will be provided for an Exceeds.

Does Not Meet	Meets	Exceeds
>90%	90% - 95%	<95%

3) Valid Customer Complaints

Customer Complaints are defined as any negative or critical communication by a customer of the Paratransit Service to either the Operator or County/CTC that is provided either verbally or written. There is no criteria that warrants a complaint; a customer can file a complaint for any and all reasons to the Operator or the County/CTC. If a complaint is filed to the Operator, the Operator must then provide a copy of the complaint to the County/CTC, no less than on a monthly basis. All customer complaints must to fully and properly evaluated, and a response of action or review must be provided to the complainant.

A valid customer complaint is one that is determined, upon evaluation, as one that requires some level of action by the Operator for adequate resolution. The County/CTC must be made aware of all valid customer complaints, and approve of any recommended action prior to the Operator implementing such action.

All customer complaints that are determined to not be valid by the Operator, must receive approval from the County/CTC. If the County/CTC determines that a complaint is valid, and the Operator determines it as invalid, then the complaint will be provided to the Local Coordinating Board (LCB) for final determination.

The Operator shall put into place policies and procedures directed at providing quality customer service and operational efficiency. The Operator shall average no more than 1 valid complaints filed for the Paratransit Service on a monthly basis.

A rating of 1 will be provided for a Does Not Meet, a rating of 3 will be provided for a Meets, and a rating of 5 will be provided for an Exceeds.

Does Not Meet	Meets	Exceeds
<1	1	0

4) Vehicle Safety Inspections

The County/CTC will request, at minimum, request vehicle safety inspections reports for all Paratransit vehicles on an annual basis. It is the responsibility of the Operator to monitor and manage the upkeep of the vehicles to meet all State and Federal safety regulations. The inspections shall be scheduled by the Operator as they deem fit, but at least on an annual basis, and the County/CTC shall be notified of the scheduled inspections prior to the inspections commencing. All vehicle inspections shall be conducted by a third-party inspector, and the inspector proposed must be approved by the County/CTC. All vehicle inspection reports shall be provided to the County/CTC immediately upon completion.

Exceeds = 2 or more vehicles receive an exemplary evaluation
Meets = All vehicles receive a satisfactory evaluation

Does Not = 1 or more vehicles receive an unsatisfactory evaluation

For the purposes of this performance based measure, exemplary evaluation shall be defined as the condition of a vehicle that exceeds all minimum required safety regulations. An exemplary evaluation can only be issued with consent of both the third-party inspector and the County/CTC.

A satisfactory evaluation is defined as the condition of a vehicle that meets all minimum required safety regulations.

An unsatisfactory evaluation is defined as the condition of a vehicle that does not meet all minimum required safety regulations. The County/CTC must be notified immediately of any vehicle that receives such rating.

A rating of 1 will be provided for a Does Not Meet, a rating of 3 will be provided for a Meets, and a rating of 5 will be provided for an Exceeds.

Does Not Meet	Meets	Exceeds

5) Vehicle Traffic Incidents

The County/CTC is the owner of all the vehicles within the Paratransit fleet; however, the Operator is responsible to operate and maintain the vehicles. The Operator shall implement any and all protocols or procedures to mitigate vehicle traffic incidents caused by Operator employees. Paratransit has experienced 1.1 vehicle traffic incidents per month since June 2014.

A vehicle traffic incidents rate of <1 / month will be provided for a Does Not Meet, a vehicle traffic incidents rate of 0.5 – 0.99 will be provided for a Meets, and a vehicle traffic incidents rate of > 0.5 will be provided for an Exceeds.

Does Not Meet	Meets	Exceeds

Overall Operator Rating:

Prior to the County/CTC issuing the overall operator rating, all documentation, reports, files, etc. used as back-up to the above performance based measures must to provided to the County/CTC for review at least 2 weeks prior to the annual evaluation is conducted.

Based upon the above performance based measures, the County/CTC's rating for the Operator's annual performance is issued below. The rating is the average rating from the above performance based measures.

Does Not Meet	Meets	Exceeds
>3	3-4	<4

If the County/CTC issues an overall annual rating of Does Not Meet, then the Operator will be penalized a ___ or no less than a 5% at the end of the overall annual fee.

First Transit did not propose a percientage, thus the 5% stands

BOARD OF COUNTY COMMISSIONERS
Escambia County, Florida

Special BCC Meeting **7.**
Meeting Date: 05/30/2017
Issue: Pensacola Beach Congestion Management Plan
From: Joy D. Blackmon, P.E., Director
Organization: Public Works
CAO Approval:

Information

RECOMMENDATION:

Recommendation Concerning the Pensacola Beach Congestion Management Plan - Joy D. Blackmon, P.E., Public Works Department Director

That the Board take the following action:

A. Review and approve the Pensacola Beach Congestion Management Plan (PBCMP);

B. Approve allocation of funding from Local Option Sales Tax (LOST) IV for Phase II of the PBCMP - Additional Parking; and/or

C. Approve allocation of funding from LOST IV for Phase III of the PBCMP - Pedestrian Underpasses and Vehicular Roundabouts.

[Funding: Upon approval, County staff will program the necessary allocation from Local Option Sales Tax IV]

BACKGROUND:

Meeting in regular session on February 18, 2016, the Board approved a contract with Volkert, Inc., to develop a congestion management plan for Pensacola Beach in efforts to identify traffic-related issues, provide recommendations to relieve those issues, and conduct a strong public involvement phase throughout development of the plan.

Dating back to 2010, multiple studies have been conducted on Pensacola Beach, including the plan initiated by the Santa Rosa Island Authority (SRIA) and developed by EDSA (the firm which provided the first Pensacola Beach Master Plan) to address the traffic issues. The Pensacola Beach Congestion Management Plan (CMP) is a separate document from the EDSA Master Plan, which provided an extensive public involvement aspect, provided several recommended transportation-related projects (both short- and long-term improvements) in order to alleviate some of the traffic congestion on the Island, and identified the key factors causing the traffic issues.

It has been determined that the traffic congestion on Pensacola Beach is primarily caused by three main components during peak times: the existing traffic signal at the Via de Luna Drive/Fort Pickens intersection, vehicular/pedestrian conflicts, and inadequate parking during peak times.

The Pensacola Beach Congestion Management Plan has addressed the key components that are causing the congestion on Pensacola Beach with the understanding that all of the key components are equally important and all must be addressed in the long term to have a positive impact on traffic congestion now and in the future. Based on that understanding, and taking into consideration the feedback received through public involvement and intense evaluation of possible remedies, Volkert recommends the following project prioritization:

1. Long Term Congestion Alternative C - Roundabouts with pedestrian underpasses
2. Transit/Trolley upgrades
3. Additional Parking Option 4b. Public property near Sheriff's substation at Casino Beach
4. Additional Parking Option 4c. Public property near old Visitors Center building
5. Additional Parking Option 4a. Public property near the fire station along Via de Luna Drive
6. Additional Parking Option 4d. Public property parking at SRIA office site

Due to the existing constraints on Pensacola Beach (limited land availability and popularity of the area), there are no feasible options that will totally eliminate traffic congestion on the beach, especially during the peak season, but with the proposed improvements we will be able to eliminate a substantial portion of the congestion and make the beach much safer for vehicles, pedestrians and bicyclists.

BUDGETARY IMPACT:

Upon approval, County staff will program the necessary allocation from Local Option Sales Tax IV.

LEGAL CONSIDERATIONS/SIGN-OFF:

N/A

PERSONNEL:

N/A

POLICY/REQUIREMENT FOR BOARD ACTION:

N/A

IMPLEMENTATION/COORDINATION:

Upon approval, County staff will coordinate with all the appropriate agencies, stakeholders, and individuals for plan implementation.

Attachments

DRAFT Congestion Mgmt Plan
Presentation

ESCAMBIA COUNTY FLORIDA

Pensacola Beach

SANTA ROSA ISLAND AUTHORITY

Pensacola Beach Congestion Management Plan - DRAFT



VOLKERT

NOVA ENGINEERING AND ENVIRONMENTAL

E&PR

vhb

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Background:

On March 1, 2016 Volkert was issued a notice to proceed (NTP) for the Pensacola Beach Congestion Management plan project from Escambia County Board of County Commissioners (BOCC). The scope of work for Pensacola Beach Congestion Management Plan project involved several tasks that includes three short term design/construction projects, public involvement, long -term congestion solutions for the core area of Pensacola Beach, additional Parking options and Transit/Trolley Analysis.

Pensacola Beach is one of the greatest amenities for all Escambia County citizens to enjoy. Research has shown that approximately 70% of the visitors to the beach are area residents making a day trip to enjoy the water, sand and sun. Over the years, the traffic congestion on the beach has gotten consistently worse and is creating a negative impact on the visitors to the beach, as well as, the residents who live on the beach.

The traffic congestion on Pensacola Beach is the result of three main factors: the inefficiency of the signal at Via DeLuna Drive/Fort Pickens Drive, numerous vehicle/pedestrian conflicts, and the inadequate parking during peak times.

The Pensacola Beach Congestion Management Plan will address the key factors impacting the congestion on Pensacola Beach by balancing the needs of pedestrians, vehicles and parking. Each component will be evaluated to develop solutions that provide relief in the short term and promote safe and efficient operations for many years to come.

Short Term Design/Construction Projects

The Pensacola Beach Congestion Management Plan project included several short term design/construction projects that will be constructed during the 2016/2017 off-season. Included below is a summary of the design projects and their current status as of this report.

1A- Task 2C- Ingress/Egress to the Circle K Parking Area-

This project provided the following improvements for Pensacola Beach

- Improved access to the Circle K/Boardwalk area
- Improved pedestrian access to the Circle K/Boardwalk area
- Removal of the existing "stormwater pond" located within the circulation area
- The addition of pervious pavers parking spaces
- The addition of 6 new parking spaces

Design was completed in July 2016
Construction NTP was issued in October 2016
Currently under construction with final completion scheduled for March 11, 2017

1B- Task 2B- Ingress/Egress to Casino Beach Parking Area

This project will provide the following improvements to Pensacola Beach

- New circulation for Casino Beach parking area
- One-way in access at Casino Beach/Sidelines entrance from Via Deluna Drive
- Exit only access at the Fort Pickens Road driveway from the Casino Beach parking area
- The addition of a protected signalized pedestrian crossing that is coordinated with the signal at Via DeLuna/Ft. Pickens West Bound access to Casino Beach Sidelines entrance
- Phase 2 will provide:
    - Extension of eastbound right turn lane on Via Deluna after relocation of Old Visitors Center
    - Additional access to public parking area near Sandshaker from Via Deluna

Design was completed in November 2016
Construction scheduled to begin January 2017, with anticipated completion April 2017

1C- TASK 2F- PEDESTRIAN CROSSWALK UPGRADES

This project will provide the following improvements to Pensacola Beach

- Modifications to four existing pedestrian crosswalks
  - Casino Beach crosswalk along Fort Pickens Road
  - Waves, RV Park and Holiday Beach crosswalks along Via Deluna Drive
- Removal of Rectangular Rapid Flashing Beacons (RRFB) at Waves, RV Park and Holiday Beach crosswalks along Via Deluna Drive. The RRFBs will be returned to Escambia County for use elsewhere.
- Provide passive speed table crosswalks with upgraded lighting

Design was completed in November 2016
Construction scheduled to begin January 2017, with anticipated completion April 2017

The above projects will provide immediate relief to the traffic congestion issues that Pensacola Beach has experienced over the last several years but, will not provide the long term relief that is needed for the beach.

Appendix A contains a Short Term Design/Construction Project Location Map

Public Involvement

2A- Kick-Off Public Involvement Meeting

The first public involvement meeting for the project was held on April 28th, 2016 from 5:30 – 7:00 pm at the Pensacola Community Church on Pensacola Beach. The meeting was held as an open house style format where the attendees were introduced to the project, provided an overview of the short term design/construction projects and solicited for long term congestion solutions that could be used by the team moving forward. Prior to the meeting 18 one-on-one meetings where held by the team with key stakeholders on Pensacola Beach, to introduce the project, provide an overview of the short term design/construction projects and solicit for long term congestion solutions that could be used by the team moving forward.

The well attended meeting had 95 attendees signed-in and 77 written comments were received.

Some of the key ideas that were provided by the attendees and used moving forward by the team were roundabouts, pedestrian overpasses, better signal timings, a parking garage at current SRIA Office site, park and ride and trolley adjustments.

Appendix B contains the Kick-Off Public Involvement Meeting summary/comments

2B- Second Public Involvement Meeting

The second public involvement meeting for the project was held on October 25th, 2016 from 5:30 – 7:00 pm at the Pensacola Community Church on Pensacola Beach. The meeting was held as an open house style format where the attendees were provided three (3) long term congestion alternatives, additional parking alternatives and an update on the Trolley/Transit recommendations. The attendees were solicited for comments and ranking of the three (3) proposed long term congestion recommendations. Prior to the meeting nine (9) one-on-one meeting where held by the team with key stakeholders on Pensacola Beach, these meeting were held to provide the three (3) long term congestion alternatives and to solicit comments and ranking.

The results of the nine (9) one on one meetings with key stakeholders were:

- 0 (0%) preferred Alternative A – On grade roundabouts at Via Deluna/Fort Pickens Intersection and Casino Beach Sidelines Entrance
- 2 (22%) preferred Alternative B- On grade roundabouts at Via Deluna/Fort Pickens Intersection and Casino Beach Sidelines entrance with elevated walkways
- 5 (56%) preferred Alternative C - On grade roundabouts at Via Deluna/Fort Pickens intersection and Casino Beach Sidelines entrance with pedestrian underpasses
- One did not prefer any alternatives and one did not select any alternatives.

The well attended meeting had 97 attendees signed-in and 40 written comments were received.

Of the 40 written responses received:

- 1 (3%) preferred Alternative A – On grade roundabouts at Via Deluna/Fort Pickens intersection and Casino Beach Sidelines entrance
- 10 (25%) preferred Alternative B- On grade roundabouts at Via Deluna/Fort Pickens intersection and Casino Beach Sidelines entrance with elevated walkways
- 26 (65%) preferred Alternative C - On grade roundabouts at Via Deluna/Fort Pickens intersection and Casino Beach Sidelines entrance with pedestrian underpasses

The above referenced Alternatives will be discussed further in section 3 of this report.

Some key positive quotes from the written responses received at the meeting include:

"Roundabout idea is a good solution. People will have to learn how to maneuver them or not come to the beach :-)"

"Vast improvement over the bridge schemes of 2 yrs ago. I do worry about the final roadway grades will allow an acceptable transition @ the pedestrian underpass."

"I like the idea of the roundabouts and separating the pedestrians from the vehicles. I don't have a strong preference either way but due to the increased cost of the underground walkways, option B might be better. I definitely disagree with option A because I don't think you are going to see that big of difference in the results and you are still going to spend a lot of money. Having pedestrians cross at the roundabouts goes against the purpose of this project."

"Do it right - This alternative is by far the best for traffic movement & pedestrian safety! All of the possible additional parking options seems workable but the garage would doubtlessly need 24/7 security and monitoring."

Appendix C contains the Second Public Meeting summary/comments

2C- ESCAMBIA COUNTY TOWN HALL MEETING

Escambia County held a Town Hall meeting on February 23rd, 2017 to discuss the Pensacola Beach Toll Plaza and the Pensacola Beach Congestion Management Plan. The meeting was held in the Board of County Commissioners Chambers and was scheduled from 5:30 – 7:00 pm. The attendees to the meeting were provided comment cards to fill out concerning the Toll Plaza and Pensacola Beach Congestion Management Plan.

Appendix D contains the Escambia County Town Hall Meeting comment cards

Long Term Congestion Alternatives

Proposed long term congestion alternatives were developed using existing traffic data, extensive field observations, and input from the comments provided during the project kick-off meeting. These alternatives are intended to provide a solution for one of the key components causing traffic congestion during peak times. Each alternative addresses the efficiency issues with the existing Via Deluna/Fort Pickens Road traffic signal. Additionally, alternatives B & C offer solutions to address the vehicle/pedestrian conflicts. Each alternative was presented at the second kick off meeting and the attendees were solicited for comments and ranking of the alternatives.

The alternatives presented were:

ALTERNATIVE A- ROUNDABOUTS WITH AT-GRADE PEDESTRIAN CROSSINGS

- This alternative provides an at grade roundabout at the Via Deluna Drive/Fort Pickens intersection and at the Casino Beach Sidelines entrance along Via Deluna Drive.
- Most economical alternative
- Pedestrian crossing will impact traffic flow
- Higher potential for pedestrian-vehicle conflicts
- Shortest construction time
- Estimated construction cost- 3-4 million dollars

ALTERNATIVE B- ROUNDABOUTS WITH ELEVATED WALK-WAYS

- This alternative provides an at grade roundabout at the Via Deluna Drive/Fort Pickens intersection and at the Casino Beach Sidelines entrance on Via Deluna Drive with elevated walkways at Via Deluna Drive/Fort Pickens Intersection and at the Casino Beach Sidelines entrance
- Increased cost over at grade crossing
- Increased capacity for vehicles
- Provides separation of vehicles and pedestrians
- Pedestrians will have to use ramp/stairs/elevator to cross
    - Takes longer
    - Can lead to jaywalking (will be discouraged with fencing and landscaping)
- Estimated construction cost- 8-10 million dollars

ALTERNATIVE C- ROUNDABOUTS WITH PEDESTRIAN UNDERPASSES

- This alternative provides an at grade roundabout at Via Deluna / Fort Pickens intersection and Sidelines Casino Beach entrance with 3 strategically placed pedestrian underpasses
- Most expensive option
- Provides protected crossing for pedestrians
- Direst route for pedestrians (more likely to use)
    - No need for stairs/elevators
- Will cause rise in roadway to accommodate
- Longest construction time
- Estimated construction cost- 12 – 15 million Dollars

All of the above options will provide for additional traffic flow through the Pensacola Beach core area and will provide additional safety for pedestrians. **Alternatives B & C** provide the most capacity for vehicles and also provide the desired separation of vehicles and pedestrians.

According to the information obtained during the second public meeting and one-on-one stakeholder meetings that took place prior to the meeting **Alterative C** appears to be the most attractive alternative.

After the initial meetings, presenting the ideas for the long term solutions, it has been suggested that for **Alternative C** that another pedestrian underpass be included east of the proposed second roundabout. While the pedestrian traffic in this area may not justify the need for the additional underpass adding the additional underpass to the project, to safely allow pedestrians to cross Via Deluna Drive without impacting traffic flow, may be a valid idea should the project budget allow for the additional costs.

Appendix E contains the Long Term Alternatives sketches and renderings

Additional Parking Options

The Pensacola Beach congestion is partially caused due to the fact that the existing parking within the core area cannot meet the demand during peak times. The lack of parking causes visitors to the beach to circle the core area looking for parking spaces which adds to the traffic congestion issues.

Currently the Pensacola Beach Core Area contains the following parking spaces:

Parking Area	Handicapped Spaces	Regular Spaces	Combined Total
1. Mom's Beach Area	3	101	104
2. Boardwalk	14	470	484
3. SRIA	2	45	47
4. Waves Shopping Center	6	202	208
5. Grass Open Area	0	58	58
6. Sandshaker Area	5	107	112
7. Sidelines Sports Bar	2	35	37
8. Casino Beach	36	1237	1273
Total	**68**	**2255**	**2323**

Appendix F contains Existing Parking Areas map

The core area currently contains approximately 2,323 parking spaces.

As part of the congestion management plan we have reviewed the area and proposed the following additional parking areas on the beach.

4A- SRIA Property near Fire Station along Via Deluna

- SRIA owned property
- Surface parking area
- Provides approximately 167 parking spaces
- Existing trolley stop on south side of roadway
- Propose to add additional trolley stop on north side of road
- Propose to add new crosswalk
- Estimated construction cost- $420,000

4B-SRIA PROPERTY NEAR SHERIFF'S SUBSTATION AT CASINO BEACH

- SRIA owned property
- Surface parking area
- Provides approximately 106 parking spaces
- Estimated construction cost- $265,000

OPTIONAL SHERIFF/LIFEGUARD PARKING AREA

- *SRIA owned property*
- *Surface parking area*
- *Dedicated Parking area for Sheriff/Lifeguard(this will free up additional parking spaces east of Sheriff's substation in Casino Beach Parking Area)*
- *Provides approximately 30 parking spaces*
- *Estimated construction cost- $228,000- requires the conversion of the existing storm water pond into an underground storm water system*

4C- SRIA PROPERTY NEAR OLD VISITORS CENTER BUILDING

- SRIA owned property
- Surface parking area
- Provides approximately 16 parking spaces
- Requires relocation of Old Visitors Center building
- Estimated construction cost- $40,000

4D- SRIA PROPERTY WHERE CURRENT OFFICE IS LOCATED

- SRIA owned property
- Surface parking area
- Provides approximately 108 parking spaces
- Estimated construction cost- $270,000

Or

- SRIA owned property
- Parking garage
- Max. height- 4 floors
- Provides approximately 92 parking spaces per deck
- Maximum parking spaces provided 368 parking spaces
- Estimated construction cost- $1,400,000 per deck
- Maximum estimated construction cost- $5,600,000

The above options are all proposed on property that is already owned by the Santa Rosa Island Authority (SRIA) on Pensacola Beach and can add an additional 687 parking spaces to the Pensacola Beach which will help alleviate the traffic congestion caused by the visitors circling the core area looking for parking spaces during the peak times.

Appendix G contains the Additional Parking Options sketches and renderings

An additional alternative to help improve parking availability and reduce unnecessary circulations would be to implement a real time parking occupancy system. This Smart Parking system would at a minimum keep track of the overall parking occupancy and alert drivers when the lot is full. It could then direct new arriving vehicles to additional parking areas. Further features can include aisle indicators to inform drivers as to which aisles have vacancy. Escambia County Traffic Division has looked into the feasibility of implementing a Smart Parking System for Pensacola Beach independently of this report and may implement the system in the near future once funding is available.

The scope of the Pensacola Beach Congestion Management plan did not include a comprehensive study of the existing parking supply and demands. A Parking Supply/Demand study may be warranted for the area.

Transit/Trolley

Please see Appendix H for the Pensacola Beach Congestion Management Plan – Transit Component- Existing Conditions Report and Recommendations Report Prepared by VHB









Pensacola Beach Congestion Management Plan | Transit Component

Other Escambia County Projects on Pensacola Beach

The Santa Rosa Island Authority (SRIA) and Escambia County have completed or are currently working to complete several additional projects that will have an effect, both positive and negative, on the traffic congestion on Pensacola Beach.

The projects, as well as some information regarding the projects, are below:

1- **Multi-Use Paths-** The construction of multi-use paths started in the 1980's to provide interconnected paths for pedestrian and bicyclists to travel around the beach without impeding traffic. Additional paths should be planned and constructed into order to provide additional connected travel ways for pedestrians and bicyclists to travel freely throughout the beach without impeding traffic.





2- **4-Laning Via DeLuna Drive-** This project, completed around 2004, provided for additional vehicular capacity for the roadway.





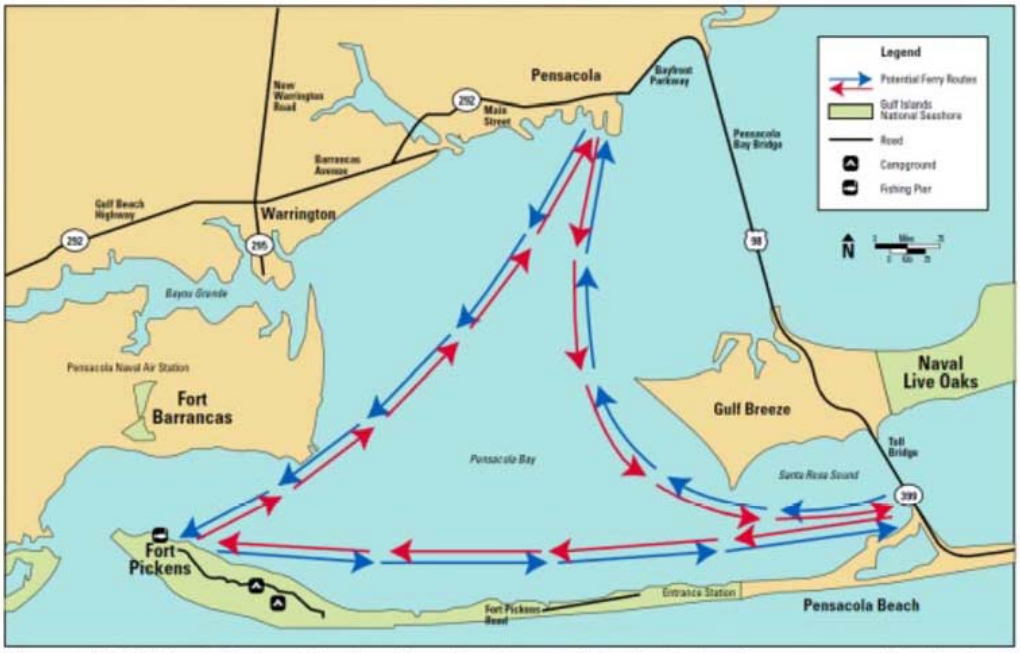
3- **Toll Plaza Upgrades for Electronic Tolling-** This was completed in 2016, but the possibility of implementing an all-electronic tolling configuration on Pensacola Beach is under consideration. The all-electronic tolling, if fully implemented, will greatly limit the congestion caused at the Toll Plaza. The all-electronic tolling may have a negative impact on traffic congestion, if the current issues with the traffic signal at Via Deluna and Fort Pickens Road are not resolved before full implementation.





4- **Pensacola Beach Boulevard Access Road-** This is currently being designed and construction is anticipated for fall of 2017. The project will provide access from the existing Boardwalk Parking area to the fishing pier without having to access Via Deluna Drive. The project will also provide some additional parking in the "Mom's Beach" Area.

5- **Pensacola Bay Ferry Passenger Service-** The upcoming Ferry service will provide access to Downtown Pensacola, Fort Pickens and Pensacola Beach. The ferry will dock at the existing Boardwalk Dock and provide service to approximately 150 passengers. The ferry has a potential to have a substantial negative impact on the traffic congestion if proper planning and infrastructure is not in place to provide access from the Boardwalk Area to Casino Beach area for the ferry passengers without impeding traffic.



Proposed Gulf Islands National Seashore Ferry Purchase and Service Project ferry routes and destinations



Conclusions and Recommendations

Pensacola Beach is one of the greatest amenities for all the citizens of Escambia County to enjoy and research has shown that approximately 70% of the visitors are locals that go to the beach to enjoy the water, sand and sun. Over the years, the traffic congestion on the beach has increased and is having a negative effect on the visitors to the beach, as well as the residents who live on the beach.

The traffic congestion on Pensacola Beach is primarily caused by three main components during the peak-times. The components are the existing traffic signal at the Via Deluna Drive/Fort Pickens intersection, vehicular/pedestrian conflicts, and inadequate parking during peak times.

The Pensacola Beach Congestion Management Plan has addressed the key components that are causing the congestion on Pensacola Beach with the understanding that all of the key components are equally important and all must be addressed in the long term to have a positive impact on the traffic congestion now and in the future.

In regard to prioritization of the proposed projects, with the understanding that all of the components need to addressed to fully address the traffic congestions issues, based on the feedback received through the public involvement we feel that the project prioritization should be as follows for the projects presented in the Pensacola Beach Congestion Management Plan:

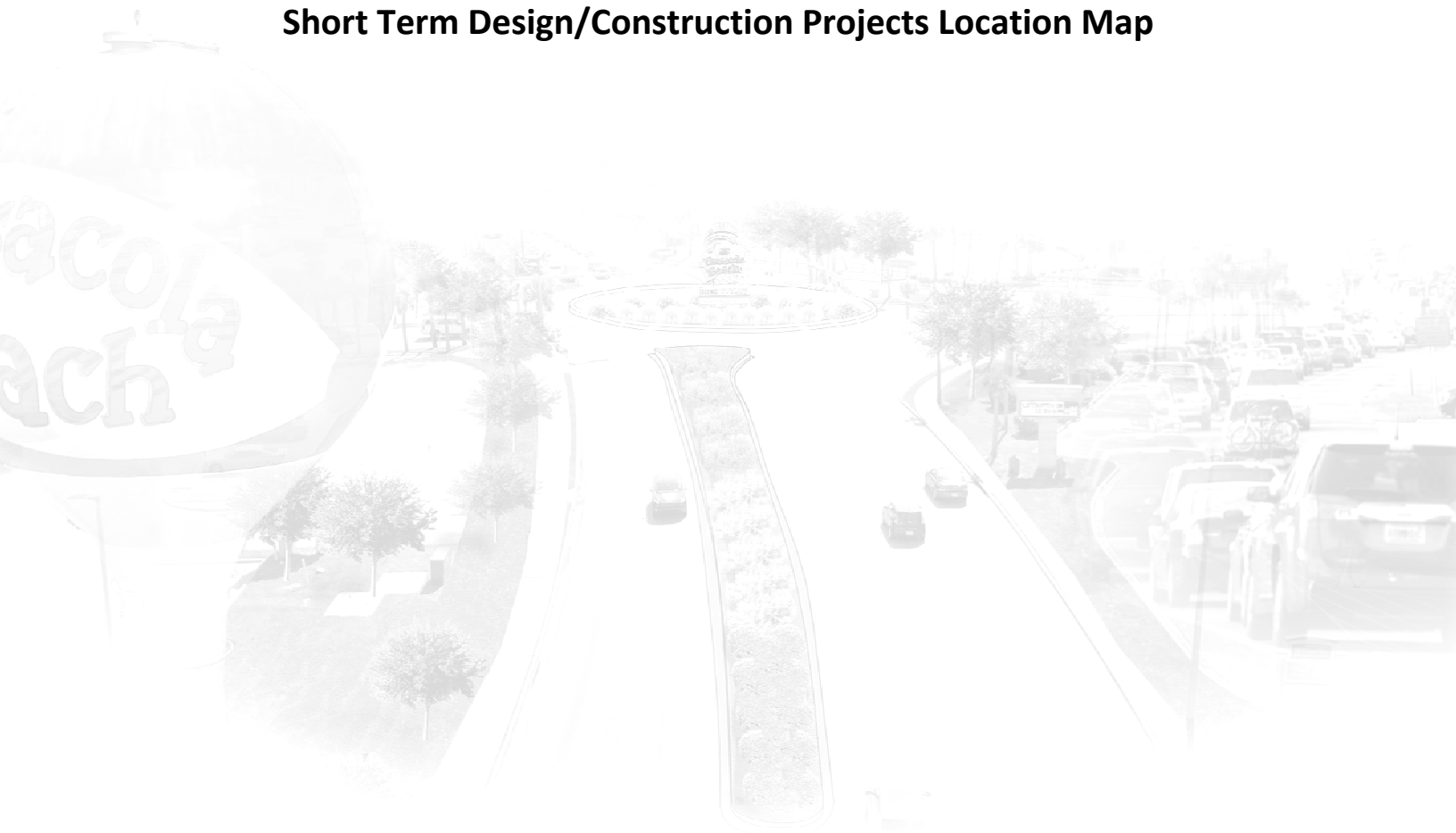
1- **Long Term Congestion Alternative C**- Roundabouts with pedestrian underpasses
2- **Transit/Trolley Upgrades-** Please see Appendix F for the Pensacola Beach Congestion Management Plan – Transit Component- Recommendations Report Prepared by VHB
3- **Additional Parking Option 4b**-SRIA Property near Sheriff's substation at Casino Beach
4- **Additional Parking Option 4c**- SRIA property near Old Visitors Center building
5- **Additional Parking Option 4a**- SRIA property near the Fire Station along Via Deluna
6- **Additional Parking Option 4d**- SRIA Property- Parking garage

Volkert may also be providing under a separate cover a long term capital improvement plan for the suggested traffic congestion projects that will look at available funding and project prioritization.

Due to the existing constraints on Pensacola Beach (limited land availability and popularity of the area), there are no feasible options that will totally eliminate the traffic congestion on the beach, especially during the peak season, but with the proposed improvements we will be able to eliminate a substantial portion of the congestion and make the beach much safer for vehicles, pedestrians and bicyclists.

Appendix A

Short Term Design/Construction Projects Location Map





PENSACOLA BEACH CONGESTION MANAGEMENT PLAN
SHORT TERM DESIGN/CONSTRUCTION PROJECTS

VOLKERT
Engineers ★ Surveyors ★ Planners
6601 N. DAVIS HWY. SUITE 53
PENSACOLA, FL. 32504
Telephone (850) 477-7485

REG. FLA. ENG. NO. 64091
DATE:
SIGNATURE:

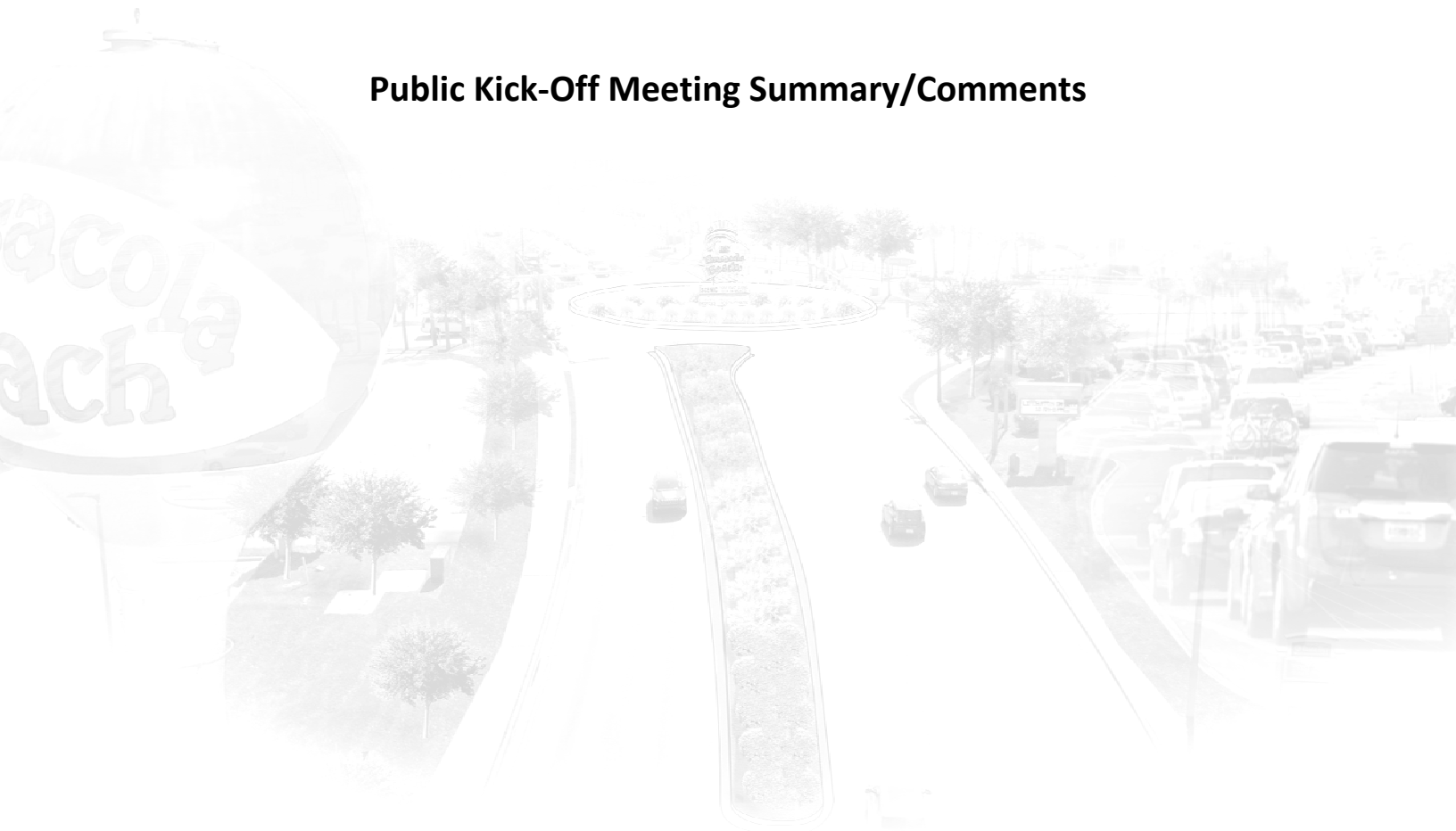
DRAWN BY: L. LANHAM
DESIGNED BY: M. WARNKE
CHECKED BY: A. JAMES
DATE: SEPTEMBER, 2016
PROJECT MANAGER: M. WARNKE
DISTRICT:
SECTION / TOWNSHIP / RANGE: N/A
FIELD BOOK / PAGES:

NUMBER	REVISIONS	DATE	APPROVED BY

DRAWING NUMBER
PROJECT NUMBER 635500.WR
SURVEY NUMBER
SHEET 1 OF 1

Appendix B

Public Kick-Off Meeting Summary/Comments



Pensacola Beach Congestion Management Study

04/27/2016
Public Kick-Off Meeting Report

Meeting Statistics	Number of attendees: **95** Number of email addresses collected: **55** Number of Written Commenters: **77** Number of Emailed Commenters/Requests: **2**
Meeting Summary	The kick-off public information meeting was held on April 27, 2016, from 5:30 p.m. to 7:00 p.m. at the Pensacola Beach Church in Pensacola Beach, Florida. The purpose of this meeting is to review the schedule of short-term traffic improvements and gather input from attendees about long-term improvements and community traffic needs. The meeting will be held in open house format with maps, display boards, an overview presentation and audience participation opportunities. Over 3,600 invitation postcards were mailed to residents/tenants, property owners, and business owners/managers in the project study area. A copy of the postcard mailed to the stakeholders is provided in the appendix. Separate letters were mailed/delivered to approximately 80 agency managers and local, state, federal, and public officials. The letter sample and public official mailing list are provided in the appendix. According to the attached sign-in sheet (see appendix), approximately 95 property owners, residents, business owners, and public officials attended the public meeting. The meeting was conducted in a workshop format. During the meeting, Escambia County representatives reviewed the schedule of short-term traffic improvements that provided immediate relief in selected areas and solicit from attendees' ideas for long-term improvements that reflect the current needs and desires voiced by the community. EPR Team members were also available for meeting support and facilitation. The meeting handout materials included handout sheets and comment forms (see appendix for meeting materials).
Attendees:	95 attendees (see Appendix for sign-in sheets)

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	19 staff from Escambia County, Volkert, VHB, and EPR. **Escambia County Attendees:** David Forte – Escambia County Project Manager **Consultant Staff Attendees:** Mike Warkne, P.E. – Volkert Shawn Justice, P.E. – Volkert Scott Golden, P.E. – Volkert Clark Bailey, P.E. P.T.O.E – Volkert Clark Kennedy, P.E. – Volkert Karl Rothermel, P.E. P.T.O.E - Volkert Kenneth Nichols, PE Marcy Beasley - Volkert Jay Dickson – Volkert Justin O'Donnell, P.E.- Volkert Bonita Player, P.E. – EPR Kathi Fuller – EPR Randy Fuller - EPR **Attendees from Local Agencies:** Nathan Ford – City of Gulf Breeze Yuke Li – West Florida Regional Planning Council Jill Lavender - West Florida Regional Planning Council
Comment Forms Responses: *(see appendix for scans of the comment forms)*	See Comment Summary for details regarding individual items to that were suggested to mitigate beach congestion. For more details regarding individual comments see appendix for comment matrix and scans of comment forms.
Action Items:	Review comment and prepare matrix.
Appendix:	Appendix items include: Meeting invitations (Postcards and letters) Public official and staff mailing list Sign-in sheets Meeting handouts Comment forms Displays Meeting photos

PENSACOLA CONGESTION MANAGEMENT PLAN

KICK-OFF MEETING COMMENT SUMMARY

STAKEHOLDER IDEAS	TALLY RESULTS
ROUNDABOUTS	PRO (7) EXPRESSED NO (1)
PEDESTRIAN OVERPASS	PRO (22) EXPRESSED NO (1) **Crosswalks elevated with or without three legs* **One commenter asked for overpass at main light, beach marina and Hilton Garden Inn*
SOUTHBOUND PENSACOLA BEACH BLVD. RIGHT-TURN AUXILARY LANE	PRO (2) EXPRESSED NO (4)
TRAFFIC SIGNAL TIMING	PRO (5) EXPRESSED NO (0) **Swap all pedestrian crossings with complete signals* **Improve the existing signal timing* **No -Remove signal in Gulf breeze*
REMOVE TRAFFIC SIGNAL	PRO (2) EXPRESSED NO N/A **No -Remove signal in Gulf breeze*
TIMED PED SIGNALS	PRO (10) EXPRESSED NO (1) **Either swap pedestrian lights with signal or sync pedestrian lights together or with signal*

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PEDESTRIAN UNDERPASS	PRO (2) EXPRESSED NO (1)
VEHICULAR OVERPASS	PRO (1) EXPRESSED NO (2)
PARKING FEE	PRO (5) EXPRESSED NO N/A
PARKING GARAGE SRIA	PRO STANDARD GARAGE (19) EXPRESSED A MULTI-USE GARAGE (5) EXPRESSED NO (3)
PARKING GARAGE CB	PRO STANDARD GARAGE (4) PRO MULTI-USE GARAGE N/A
PARKING GARAGE SEWER PLANT OR GULF BREEZE	PRO STANDARD GARAGE (1) EXPRESSED A MULTI-USE GARAGE N/A
EMPLOYEE PARK AND RIDE	PRO (2) EXPRESSED NO (0)
PARK AND RIDE	PRO (9) FREE (3) EXPRESSED NO (2) **Park and Ride in Gulf Breeze* **Park and Ride in Pensacola and Gulf Breeze* **Park and Ride on both ends of the beach*
TOLL ADJUSTMENT	FREE (1) GENERAL INCREASE (4) SEASONAL INCREASE (1) INCREASE FOR NON RESIDENTS (1)

	INCREASE USED TO FUND BEACH TRAFFIC PROJECTS (2) NO TOLL (2)
REMOVE VISITOR CENTER	PRO (2) EXPRESSED NO (0)
TROLLEY	PRO ADD STOP (2) ON/OFF ISLAND (3) ADD MORE TROLLEYS OR ROUTES (9) INCREASE FREQUENCY (3) SEPARATE TROLLEY LANE (2) BUSES INSTEAD OF TROLLEY TO PROVIDE SPACE FOR BEACH "STUFF" (1) EXPRESSED NO (3)
EAST WEST PARKING AREAS OR SMART PARKING	PRO (2)
TAX INCREASE	PRO BED TAX OR OTHER TOURIST TAX (2) GENERAL BEACH TAX (1) TAX INCREASE TO STAY ON THE BEACH (1)
FERRY	PRO (1) EXPRESSED NO (1)
LANE DIRECTION CHANGE	PRO (2) EXPRESSED NO (0)
PARKING BARGE	PRO (3) EXPRESS NO (0)
CLOSED SIDEWALK	PRO (1) EXPRESS NO (0)
SET BEACH CAPACITY LIMIT	PRO (4) EXPRESS NO (0)

SIDEWALK FENCING	PRO (1) EXPRESS NO (0)
CROSSING GUARD	PRO (9) SPECIAL EVENTS, PEAK HOURS, OR ONLY ON WEEKENDS EXPRESS NO (0)
SEPARATE BEACH FROM LOCAL TRAFFIC	PRO (3) PRO 3-MILE BRIDGE BY PASS (2) EXPRESS NO (0)
MULTI-USE PATHS	PRO (2) EXPRESS NO (0)
TRAM	PRO (2) EXPRESS NO (0) **Install tram from CB-Flounders-Quietwater*
LEFT TURN ONTO BOARDWALK	PRO (1) EXPRESS NO (0)
OFF ROAD PARKING	PRO (1) EXPRESS NO (0)
NO U-TURN ZONE FROM FLOUDERS TO AVENIDA	PRO (1) IN THE AFTERNOON EXPRESS NO (0)
SRIA SURFACE PARKING	PRO (1) EXPRESS NO (0)
TOLL PLAZA SIGNAGE CHANGES	PRO (2) EXPRESS NO (0)

APPENDIX

MEETING INVITATIONS

• • • YOU'RE INVITED • • •

to the

Pensacola Beach

Congestion Management Plan

Kick-off Meeting

April 28 • 5:30 - 7 p.m.

at the

Pensacola Beach Community Church (Randle Hall)

920 Panferio Drive • Pensacola Beach

For more information call:

(850) 602-9232



Photo courtesy Pensacola Bay Area CVB

YOUR'RE INVITED

Escambia County has scheduled a

Pensacola Beach Congestion Management Plan

Kick-off Meeting

on

Thursday, April 28 from 5:30 to 7 p.m.

at the Pensacola Beach Community Church

920 Panferio Drive (Randle Hall) • Pensacola Beach

The meeting will be held in an open house format. You can attend anytime during the open house to review project information and talk one-on-one with study team members.

The purpose of this meeting is to encourage full community member involvement in the development of a long-term capital improvement program for projects designed to relieve vehicular and pedestrian congestion on Pensacola Beach.

SPONSORED BY: ESCAMBIA COUNTY FLORIDA

For more information, contact the
Communication Outreach Coordination Office,
Bonita Player or Randy Fuller at (850) 602-9232
PcolaBeachTrafficPlan@epr-florida.com

Public participation is solicited without regard to race, color, national origin, age, sex, religion, disability or family status. Persons who require special accommodations under the Americans with Disabilities Act or persons who require translation services (free of charge) should contact Bonita Player at (850) 602-9232 least seven days prior to the meeting. Hearing impaired citizens can call the toll free TDD number and relay service at 1-800-955-8771.

If you require information concerning this project, Bonita Player can be reached at (850) 602-9232 or via e-mail at pcolabeachtrafficplan@epr-florida.com.

Pensacola Beach Traffic Congestion
Management Project
c/o EPR Engineering & Planning Resources
309 W. Gregory Street
Pensacola, FL 32502

Board of County Commissioners • Escambia County, Florida

Colby Brown, P.E.
Deputy Director
Transportation & Traffic Operations

April 18, 2016

The Honorable Grover C. Robinson IV
Escambia County Commissioner-District 4 and Chairman
221 Palafox Place
Suite 400
Pensacola, FL 32502

Subject: **Pensacola Beach Congestion Management Plan**
Project Kick-off Meeting
Pensacola Beach
Escambia County, Florida

Dear Commissioner Robinson IV,

The Escambia County Board of County Commissioners has scheduled a public kick-off meeting for the above-referenced project. This project aims to develop a long-term capital improvement plan, with the goal of relieving traffic congestion on Pensacola Beach. The project also includes the implementation and planning of short-term projects that have been identified to provide immediate congestion relief over the next several years as long-term projects are developed and funded through the Pensacola Beach Congestion Management Plan.

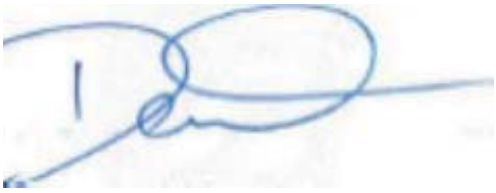
The kick-off workshop will be held on **Thursday, April 28, 2016, from 5:30 p.m. to 7:00 p.m.** at the **Pensacola Beach Community Church (Randle Hall), located at 920 Panferio Drive, Pensacola Beach, FL 32561.**

The purpose of this meeting is to review the schedule of short-term traffic improvements and gather input from attendees about long-term improvements and community traffic needs. The meeting will be held in open house format with maps, display boards, an overview presentation and audience participation opportunities.

Public participation is solicited without regard to race, color, national origin, age, sex, religion, disability or family status. Persons who require special accommodations under the Americans with Disabilities Act or persons who require translation services (free of charge) should contact Bonita Player at (850) 602-9232 at least seven days prior to the meeting. Hearing-impaired citizens can call the toll free TDD number and relay service at 1-800-955-8771.

Project-related information may also be obtained by contacting Bonita Player/Randy Fuller at (850) 602-9232 or via email at pcolabeachtrafficplan@epr-florida.com. You may also visit the project website page at http://www.myescambia.com.

Sincerely,



David Forte
Division Manager
Escambia County Public Works Department

Pensacola Beach Congestion Manangement Plan Agency Mailing List

Job Title	Salutation	First Name	Last Name	Greeting Line	Company Name	Address Line 1	Address Line 2	City	State	ZIP Code	Notes	Email
ESCAMBIA COUNTY BOARD OF COUNTY COMMISSIONERS												
Escambia County Commissioner-District 2	The Honorable	Doug	Underhill	Commissioner	Escambia County Board of County Commissioners	221 Palafox Place	Suite 400	Pensacola	FL	32502	(850) 595-4920	district2@myescambia.com
Escambia County Commissioner-District 4	The Honorable	Grover C.	Robinson IV	Commissioner	Escambia County Board of County Commissioners	221 Palafox Place	Suite 400	Pensacola	FL	32502	(850) 595-4940	district4@myescambia.com
Escambia County Commissioner-District 3	The Honorable	Lumon	May	Commissioner	Escambia County Board of County Commissioners	221 Palafox Place	Suite 400	Pensacola	FL	32502	(850) 595-4930	district3@myescambia.com
Escambia County Commissioner-District 5	The Honorable	Steven	Barry	Commissioner	Escambia County Board of County Commissioners	221 Palafox Place	Suite 400	Pensacola	FL	32502	(850) 595-4950	district5@myescambia.com
Escambia County Commissioner-District 1	The Honorable	Wilson	Robertson	Commissioner	Escambia County Board of County Commissioners	221 Palafox Place	Suite 400	Pensacola	FL	32502	(850) 595-4910	district1@myescambia.com
CITY OF PENSACOLA												
City of Pensacola Councilmember-District 3	The Honorable	Andy	Tarhaar	Councilman	City of Pensacola-District 3	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	(850) 377-3949	aterhaar@cityofpensacola.com
City of Pensacola Councilmember-District 6	The Honorable	Brian	Spencer	Councilman	City of Pensacola-District 6	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	(850) 426-8314	bspencer@cityofpensacola.com
City of Pensacola Councilmember-District At large B Seat	The Honorable	Charles	Bare	Councilman	City of Pensacola-District At large B Seat	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	(850) 426-7935	cbare@cityofpensacola.com
City of Pensacola Councilmember-District 5	The Honorable	Gerald	Wingate	Councilman	City of Pensacola-District 5	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	(850) 607-0185	gwingate@cityofpensacola.com
City of Pensacola Councilmember-District 7	The Honorable	Jewel Canada	Wynn	Councilwoman	City of Pensacola-District 7	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	(850) 346-7264	jcanada-wynn@cityofpensacola.com
City of Pensacola Councilmember-District 4	The Honorable	Larry B.	Johnson	Councilman	City of Pensacola-District 4	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	(850) 435-1609	ljohnson@cityofpensacola.com
City of Pensacola Councilmember-District 1	The Honorable	P.C.	Wu	Councilman	City of Pensacola-District 1	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	(850) 477-5279	pcwu@cityofpensacola.com
City of Pensacola Councilmember-District 2	The Honorable	Sheri F.	Myers	Councilwoman	City of Pensacola-District 2	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	(850) 484-0902	smyers@cityofpensacola.com
Mayor	The Honorable	Ashton	Hayward	Mayor	City of Pensacola	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	850-435-1626	mayorhayward@cityofpensacola.com
City Administrator	Mr.	Eric	Olson	Mr.	City of Pensacola	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	850-435-1626	eolson@cityofpensacola.com
Assistant City Administrator	Mr.	Keith	Wilkins	Mr.	City of Pensacola	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	850-435-1626	kwilkins@cityofpensacola.com
CITY OF GULF BREEZE												
City of Gulf Breeze City Councilmember	The Honorable	Matt	Dannheisser	Mayor	City of Gulf Breeze	Gulf Breeze City Hall	1070 Shoreline Drive	Gulf Breeze	FL	32561	(850) 934-5115	mayor@gulfbreezefl.gov
City of Gulf Breeze City Councilmember	The Honorable	Cherry	Fitch	Concilwoman	City of Gulf Breeze	Gulf Breeze City Hall	1070 Shoreline Drive	Gulf Breeze	FL	32561	(850) 934-5115	cfitch@gulfbreezefl.gov
City of Gulf Breeze City Councilmember	The Honorable	Joseph	Henderson	Mayor Pro Tem	City of Gulf Breeze	Gulf Breeze City Hall	1070 Shoreline Drive	Gulf Breeze	FL	32561	(850) 748-6395	joehenderson62@att.net
City of Gulf Breeze City Councilmember	The Honorable	Rene	Bookout	Councilwoman	City of Gulf Breeze	Gulf Breeze City Hall	1070 Shoreline Drive	Gulf Breeze	FL	32561	(850) 932-2392	RBookout@gulfbreezefl.gov
City of Gulf Breeze City Councilmember	The Honorable	David G.	Landfair	Councilman	City of Gulf Breeze	Gulf Breeze City Hall	1070 Shoreline Drive	Gulf Breeze	FL	32561	(850) 934-5115	dlandfair@gulfbreezefl.gov
City Manager	Mr.	Buzz	Eddy	Mr.	City of Gulf Breeze	Gulf Breeze City Hall	1070 Shoreline Drive	Gulf Breeze	FL	32561	(850) 934-5115	eaeddy@gulfbreezefl.gov
Deputy City Manager	Mr.	Curt	Carver	Mr.	City of Gulf Breeze	Gulf Breeze City Hall	1070 Shoreline Drive	Gulf Breeze	FL	32561	(850) 203-6033	CCarver@gulfbreezefl.gov
Assistant to the City Mananger	Mr.	Nathan	Ford	Mr.	City of Gulf Breeze	Gulf Breeze City Hall	1070 Shoreline Drive	Gulf Breeze	FL	32561	850-934-5153	nford@gulfbreezefl.gov
SANTA ROSA ISLAND AUTHORITY												
Santa Rosa Island Authority Chairman	Mr.	Dave	Pavlock	Mr.	Santa Rosa Island Authority	SRIA Board Member	P.O. Box 1208	Pensacola Beach	FL	32561	(850) 932-2257	arrodave@gulf.net
Santa Rosa Island Authority Vice President	Mr.	Thomas	Campanella	Mr.	Santa Rosa Island Authority	SRIA Board Member	P.O. Box 1208	Pensacola Beach	FL	32561	(850) 932-2257	janice_gilley@sria-fla.com
Santa Rosa Island Authority Secretary/Treasurer	Mr.	Jerry	Watson	Mr.	Santa Rosa Island Authority	SRIA Board Member	P.O. Box 1208	Pensacola Beach	FL	32561	(850) 932-2257	jerry_watson@sria-fla.com
Santa Rosa Island Authority Acting Secretary/Treasurer	Ms.	Karen	Sindel	Ms.	Santa Rosa Island Authority	SRIA Board Member	P.O. Box 1208	Pensacola Beach	FL	32561	(850) 932-2257	karen_sindel@sria-fla.com
Santa Rosa Island Authority Board Member	Ms.	Janice	Gilley	Ms.	Santa Rosa Island Authority	SRIA Board Member	P.O. Box 1208	Pensacola Beach	FL	32561	(850) 932-2257	tammy_bohannon@sria-fla.com
Santa Rosa Island AuthorityBoard Member	Ms.	Tammy	Bohannon	Ms.	Santa Rosa Island Authority	SRIA Board Member	P.O. Box 1208	Pensacola Beach	FL	32561	(850) 932-2257	thomas_campanella@sria-fla.com
REGIONAL AND LOCAL AGENCIES/STAFF (The following agencies will be contacted by the consultant.)												
REGIONAL AGENCIES												
District Director	Mr.	Brett	Cyphers	Mr.	Northwest Florida Water Management District	81 Water Management Drive		Havana	FL	32333	(850) 539-5999	brett.cyphers@nwfwater.com
Assistant District Director	Mr.	Guy	Gowens	Mr.	Northwest Florida Water Management District	81 Water Management Drive		Havana	FL	32333	(850) 539-5999	guy.gowens@nwfwater.com
Executive Director	Mr.	Austin	Mount	Mr.	West Florida Regional Planning Council	West Florida Regional Planning Council	P.O. Box 11399	Pensacola	FL	32524	(850) 332-7976, ext. 201	austin.mount@wfrpc.org
Transportation Manager	Ms.	Mary Beth	Washnouth	Ms.	Florida-Alabama Transportation Planning Organization	P.O. Box 11399		Pensacola	FL	32524	(850) 332-7976, ext: 229	MaryBeth.Washnock@wfrpc.org
ECAT Manager	Mr.	Mike	Crittenden	Mr.	Escambia County Area Transit (ECAT)	1515 West Fairfield Drive		Pensacola	FL	32501	(850) 595-3228	mcrittenden@co.escambia.fl.us
ECAT Marketing Director	Ms.	Tonya	Ellis	Ms.	Escambia County Area Transit (ECAT)	1515 West Fairfield Drive		Pensacola	FL	32501	(850 595-3228, ext:	tellis@co.escambia.fl.us
Principal	Mr.	Danny	Brothers	Mr.	Gulf Breeze High School	675 Gulf Breeze Pkwy		Gulf Breeze	FL	32561	(850) 916-4100	brothersd@santarosa.k12.fl.us
Superintendent	The Honorable	Tim	Wyrosdick	Superintendent	Santa Rosa County School District	5086 Canal Street		Milton	Fl	32570	(850) 983-5000	wyrosdickt@santarosa.k12.fl.us
ESCAMBIA COUNTY/LOCAL AGENCIES												
County Administrator	Mr.	Jack R.	Brown	Mr.	Escambia County	221 Palafox Place	Suite 420	Pensacola	FL	32502	(850) 595-4946	administrator@myescambia.com
Assist. County Administrator	Ms.	Amy	Lovoy	Ms.	Escambia County	1515 West Fairfield Drive		Pensacola	FL	32501	(850) 595-3935	lmnewsom@co.escambia.fl.us
Bureau Chief/County Engineer	Ms.	Joy D.	Blackmon, P.E.	Ms.	Escambia County - Public Works	3363 West Park Place		Pensacola	FL	32505	(850) 595-3434	joy_blackmon@co.escambia.fl.us
Project Manager	Mr.	David	Forte	Mr.	Escambia County - Public Works	3363 West Park Place		Pensacola	FL	32505	(850) 554-2041	mrmooneyham@myescambia.com
Deputy Director	Mr.	Colby	Brown	Mr.	Escambia County - Public Works	3363 West Park Place		Pensacola	FL	32505	(850) 595-3404	traffic@myescambia.com
Division Manager	Mr.	Horace	Jones	Mr.	Escambia County - Planning and Development	213 Palafox Place		Pensacola	FL	32502	(850) 595-3625	hljones@co.escambia.fl.us
Chief Emergency Management	Mr.	John	Dosh	Mr.	Escambia County - Emergency Management	6575 North W Street		Pensacola	FL	32505	(850) 471-6400	john_dosh@co.escambia.fl.us
School Superintendent	Mr.	Malcolm	Thomas	Mr.	Escambia County School District	75 N. Pace Blvd.		Pensacola	FL	32505	(850) 469-6130	mthomas@escambia.k12.fl.us
Sheriff	Mr.	David	Morgan	Mr.	Escambia County Sheriff Department	1700 West Leonard Street		Pensacola	FL	32501	(850) 436-9630	www.escambiaso.com
Director	Mr.	Dan	Flynn	Mr.	Pensacola International Airport	P.O. Box 12910		Pensacola	FL	32521	(850) 436-5000	dflynn@cityofpensacola.com
Interim President	Mr.	Jerry Louis	Maygarden, M.A.	Mr.	Pensacola Regional Chamber of Commerce	117 West Garden Street		Pensacola	FL	32502	(850) 438-4081	jmaygarden@pensacolachamber.com
Planning Svcs. Administrator	Ms.	Sherry	Morris	Ms.	City of Pensacola - Planning Services	P.O. Box 12910		Pensacola	FL	32521	(850) 435-1670	smorris@cityofpensacola.com
Director	Mr.	L. Derrik	Owens, P.E.	Mr.	City of Pensacola - Public Works and Facilities	P.O. Box 12910		Pensacola	FL	32521	(850) 435-1755	dowens@cityofpensacola.com
Executive Assistant	Ms.	Leslie	Brosofsky	Ms.	Visit Pensacola	1401 E Gregory St		Pensacola	Fl	32502	(850) 433-5398	lbrosofsky@visitpensacola.com
President	Mr.	Steve	Hayes	Mr.	Visit Pensacola	1401 E Gregory St		Pensacola	Fl	32502	(850) 433-5398	shayes@visitpensacola.com
President	Ms.	Nicole	Stacey	Ms.	Pensacola Beach Chamber of Commerce	7 Casino Beach Boardwalk		Pensacola Beach	FL	32561	(850) 932-1500	
SANTA ROSA ISLAND AUTHORITY DEPARTMENTS												
Executive Director of Enviromenta And Developmental Svc	Mr.	Paolo	Ghio	Executive Director of Envirome	Santa Rosa Island Authority	SRIA Board Department	P.O. Box 1208	Pensacola Beach	Fl	32562	(850) 932-2257	paolo_ghio@sria-fla.com
Director of Administration	Mr.	Robbie	Schrock	Director of Administration	Santa Rosa Island Authority	SRIA Board Department	P.O. Box 1208	Pensacola Beach	Fl	32562	(850) 932-2257	robbie_schrock@sria-fla.com
Director of Finance	Ms.	Dottie	Ford	Director of Finance	Santa Rosa Island Authority	SRIA Board Department	P.O. Box 1208	Pensacola Beach	Fl	32562	(850) 932-2257	Dottie_Ford@sria-fla.com
HR and Events Coordinator	Ms.	Cheryle	Dill	HR and Events Coordinator	Santa Rosa Island Authority	SRIA Board Department	P.O. Box 1208	Pensacola Beach	Fl	32562	(850) 932-2257	cheryle_dill@sria-fla.com
NEIGHBORHOOD GROUPS/HIGH PRIORITY STAKEHOLDERS/SCHOOLS/CHURCHS/ORGANIZATIONS												
President	Mr.	T Bubba	Becthol Jr.	Mr.	Bechtol-Productions	339 Panferio Drive		Gulf Breeze,	Fl	32561	(800) 754-9404	www.tbubba.com
Owner	Ms.	Beverly	Campbell	Ms.	The Sandshaker Lounge & Package Store, LLC	731 Pensacola Beach Blvd		Pensacola Beach	Fl	32561	(850) 380-8772	bev@snadshaker.com
Owner	Mr.	McGuire Martin	McGuire Martin	Mr.	McGUIRE's Irish Pub, Crabs We got Them, Flounders Chowder Ho	600 E Gregory Street		Pensacola Beach	Fl	32505	(850) 433-6715	www.Miguireirishpub.com
Chairman	Mr.	John Peacock	John Peacock	Mr.	Pensacola Downtown Improvement Board	41 North Jefferson Street, Suite 401		Pensacola Beach	Fl	32502	(850) 438-3815	
Executive Director	Mr.	Robert Overton,Jr	Robert Overton,Jr	Mr.	University of West Florida - Historical Trust	120 Church Street		Pensacola Beach	Fl	32502	(850) 595-5985 #106	roverton@uwf.edu.com
President	Ms.	Marilyn Hess	Marilyn Hess	Ms.	Margaritiville Beach Hotel/Little Sabine LLC	500 S Palafox St., Suite 200		Pensacola Beach	Fl	32502	(850) 916-9755	marilynhess@aol.com
Attorney	Mr.	James	Reeves	Mr.	Attorney	730 Bayfront Pkwy,Suite 4B		Pensacola Beach	Fl	32502	(850) 438-4400	jreeves@bellsouth.net
Publisher	Ms.	Sherry	Johnson	Ms.	Island Times	PO Box 844		Gulf Breeze	Fl	32562	(850) 748-6878	shelley@myislandtimes.com
Co-Owner	Mr.	Robert	Rinke	Mr.	Levin Rinke Resort Realty	10 Portofino Dr		Pensacola Beach	Fl	32561	(850) 916-5050	
Government Affairs Committee Chair	Ms.	Terry	Preston	Ms.	Pensacola Beach Advocates	5 Ensenada Quatro		Pensacola Beach	Fl	32561	(850) 384-6884	terry@ehsmadeeasy.com
CEO	Mr.	Julian	McQueen	Mr.	Innsfree Hotel							
Office Mananger	Ms.	Cara	Morris	Ms.	James J. Reeves office -	730 Bayfront Pkwy,Suite 4B		Pensacola Beach	Fl	32502	(850) 438-4400	jreeves.esq@gmail.com
Principal	Mr.	Jeff	Castleberry	Mr.	Pensacola Beach Elementary School	900 Via DeLuna		Pensacola Beach	Fl	32561	(850) 934--4020	jcastleberry@escambia.k12.fl.us
Senior Deacon	Mr.	Gordon	Paulus	Mr.	Pensacola Beach Coummunity Church	920 Panferio Drive		Pensacola Beach	Fl	32561	(850) 932-6628	
Pastor	Monsignor	Luke	Hunt	Monsignor	Our Lady of the Assumption Mission	920 Via De Luna		Pensacola Beach	Fl	32561	(850) 932-2859	
	Mr.	Tom	Carmichael					Gulf Breeze	Fl	32562		
	Mr.	Charlie	Rotenberry									

MEETING COMMENTS SUMMARY AND COMMENT SHEETS

PBCM KICK-OFF AND APRIL 2016 DOOR TO DOOR MEETING COMMENTS

(DOES NOT INCLUDE ONE ON ONE MEETINGS)

Comment Number	Comment Setting	Name of Commentor	Business Name	Comment	Comment Summary
High Priority - 0					
1	Phone Call	Liz Houston		"Hi this is Liz Houston and I'm a resident of Pensacola Beach. I live on Ariola. My phone number is area code 301-997-6319 and I had wanted to put in some input in regards to the congestion on Pensacola Beach. It is not only in the core area but for those of us who live on Ariola Dr. There is incessantly a traffic problem it shouldn't be an residential neighbor but but it's due to parking or lack there of and we get no relief so I know that's about meeting at the top but I think that you get that well. I would appreciate a call back but I understand you're busy. I'm hoping to get the meeting. Again it's Liz Houston and I'm a resident of Ariola Dr on Pensacola Beach and my number is 301-997-6319 and I thank you for your time. Have a wonderful afternoon. Bye bye "	Resident of Ariola Drive - there is a traffic problem on Ariola Dr - Maybe due to parking and she is concerned about emergency vehicles being able to access the homes on Ariloa Dr.
2	Email	Lt. Otis Dunlap		don't know if this idea has been tossed around but what if you made the crosswalks an over pass like the one in Gulf Breeze by the high school. These would allow unlimited crossing without causing traffic delays and would eliminate pedestrians and drunks walking on the road (thus increasing safety) And also should improve traffic flowing more freely.This should reduce traffic lights as well or at least improve the timing and keep traffic moving.	Make the crosswalks elevated - similar to the one in Gulf Breeze
3	Phone Call	Randy Fuller		tried to contact T.Bubba for our meeting next week.	Called T.Bubba and left a voicemail for him to call us and confirm our meeting for next Monday or Wednesday.
4	Kick-Off MTG	Joe Wade		1. No roundaabout 2.No pedestrian activated ped lights 3. Yes to ped walk-over like GB	1. No roundaabout 2.No pedestrian activated ped lights 3. Yes to ped walk-over like GB
5	Kick-Off MTG	Mike Muran		Need 3 cheap nice-looking pedestrian crosswalks with fencing to keep people from jaywalking. Plus several ideas presented on the "maps" are goofy and need to be rejected.	1.Pedestrian Crossovers 2. Fencing along sidewalks to prevent J-Walking 3. Felt that some short term solutions were "goofy looking"
6	Kick-Off MTG	Lawrence (Larry) Porto		Goal 1: Unfortunately, with only 1 way on and off the beach, and only 1 road to travel from east to west there is NO solution that makes major improvements. Minor improvement only. Goal 2: Pedestrian walk over. Human traffic director at the light on busy days. Goal 3: Only solution is to go vertical, and that in not estheticly pleasing. Goal 4: Good idea. Goal 5: Coming to the beach to g o to the beach, not the restaurants requires coolers, chairs, umbrellas, etc. And NO ONE is going to try to unload the car and load it on a trolly or bus to "park and ride". Just going to eat, maybe but NOT to the beach. Goal 6:Good luck on that.	1. Yes to Ped Overpass 2. No to Vehicular Overpas 3.Trolleys Yes-add routes and increase frenquency but he has concerns about loading and unloading also P&R good for restaurant goers not beach goers

Comment Number	Comment Setting	Name of Commentor	Business Name	Comment	Comment Summary
7	Kick-Off MTG	John Wade		Goal 1: charge $1.00 parking fee on beach public parking areas. Incentive a\carpooling by charging higher parking fees to single-occupant cars vs multi-occupant. Goal 2: (1) Crossover crosswalks (long-term solution) (2) Remove instant access on demand. Pedestrian flashing crosswalks and replace with "delayed access" that waits 2-3 minutes after button punch and no shorter intervals than 8 minutes (I.E. just like a traffic light works-short term). Goal 3: Remove old visitor center building out of Sandshaker parking lot. Goal 4: Must FIRST look for ways to INCENTIVISE trolley use- allow open container on trolleys, bicycle racks on trolleys, trolley waits less than 15 minutes, air conditioned trolleys. Goal 5: Good option. May consider a parking lot in Gulf Breeze just north of Bob Sikes bridge by charging a $1.00 parking fee on beach public parking and make gulf breeze free park and ride may incentivise users. Goal 6: NOT TO BE CHARGED AT TOLLS BOOTH!!! NOT raising beach toll- do not comingle bridge replacement funds with traffic parking improvements. Increase visitor bed tax by 1%. Submit a bond option to be voted on by pensacola residents.	1.Charge for parking not toll - give discount for carpoolers 2.Yes - Crossover crosswalks. 3.Change ped lights to timed lights 4.Remove Visitor Center 5. Offer incentives for P&R and Trolley use -open containing, bicycle racks, shorter waits, air condition. 6. Yes - Park and Ride in Gulf Breeze 7. Remove tolls, increase bed tax, submit bond option
8	Kick-Off MTG	Lila Davidson		Goal 1: Higher tolls during high traffic times and days. Example: $5 for 1 person per vehicle, $4 for 2 people per vehicle, $3 for 3 people and $2 for 4 or more people. Goal 2: Free toll for park and ride trollies. Goal 3: Employee Park & Ride with a Business incentive of free advertising on the trollies of the businesses who support the Park & Ride trollies.	Higher tolls during high traffic times and days.
9	Kick-Off MTG	Sonny & Beverly Campbell		Goal 1: Position deputies on special event days at traffic light to keep traffic moving. Goal 2: At main light, pedestrian walkover with 3 "arms" to access Casino Beach, Boardwalk, and condos/hotels/businesses, (and) Little Sabine. At top of walkover, have lookout. Need elevator access. (see red drawing) Could be constructed so structure is pleasing to the eye. Goal 3: Consider parking garage west of Sidelines or addition parking at current SRIA location. Goal 4: Add trolley stop on Pensacola Beach Blvd at location of current ECAT stop. Goal 5: Maybe consider park east and park west for park and trolley ride. Goal 6: ?	1. Decorative ped overpass with 3 legs 2.Crossing guard(deputy) for special events 3.Add trolly stop 4. Parking Gargae at SRIA or west of sidelines 5. East WEst Park and Ride
10	Kick-Off MTG	Patricia Holt		Goal 1: (1)Get more parking ASAP, Get people OFF the road-Build a parking deck at the current SRIA bldg. (2) Use walk overs for pedestrians. (3) Rework the area (a) Subway, Circle K=nightmare!! Goal 2: Please close sidewalk in front of Sidelines so cars can NOT drive on it. To save driving around Casino beach parking area. Goal 3: Parking deck @ Casino Beach. Floating deck too far away from core. If you make workers park off the island this opens tons of parking- this gets cars off the road looking for a parking space! Goal 4: Fund parking deck from toll bridge. More parking spaces ASAP= less cars on street looking, looking for a spot to park! Goal 5: Designated parking for service industry personnel off the island (Publix?) Trolley in! Free trolley rides. Goal 6: Toll bridge. Room tax on PB used for PB!	1.Add parking deck 2.Ped overpass 3.Redesign Subway, Circle K 4.Close sidewalk in front of Sidelines 5.Parking deck at Casino Beach 6.Employees park in GB 7. Free Trolleys rides 8. Toll bridge, Room Tax
11	Kick-Off MTG	Kim Hogan		Goal 1: Eliminate disfunctional crossing-lights. Install stop lights (you know: RED= vehicles stop; people cross; GREEN=vehicles go, people stop.) It takes me 20 minutes to travel 3 miles on the weekends (from our lady to Vina De Luna Ft Pickens Rd).Goal 2: Install traffic lights. Get rid of the tourist crossing lights. Goal 3: FIX THE TRAFFIC PROBLEM! Goal 6: SRIA Fees and taxing beach property should give you enough!	Swap dysfunctional ped light for traffic signals

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12	Kick-Off MTG	Julie Azuma		Goal 1: All the crosswalks on Via DeLuna must be timed to traffic signal. Crosswalks cannot be instant gratification. Goal 2: If we can solve parking will immediately impact traffic as so many people driving around looking for a spot. Parking deck in GB, possibly around hospital/Anderson (Andrew's) as would blend in with existing decks. Goal 3: Really need to consider some deck parking. Need to consider parking decks off beach. Move sewage plant and replace with parking deck! Goal 5: Need to have trolley from mainland parking, not just on beach. Goal 6: RE: Parking, businesses will benefit if people can get to them. Taxes paid on the beach should stay on the beach.	1.Crosswalks synced with signals 2.Off-island parking garage 3. Parking Deck at Sewage plan 4. Trolley from maininland Parking 5.PB taxes stay on PB
13	Kick-Off MTG	Tom Allen		Goal 1: Need better coordination of traffic cox rd between island, Gulf Breeze, and 17th ave area on major traffic events- July 4, blue angels, Mardi Gras- Lights, lanes synchronization. Goal 2: Shut down opening lanes and open up to same direction flow temporarily, to increase traffic routes capacity. Goal 3: Not much possible. Goal 4: Not more routes-more trolleys-open up parking served by trolleys toward Fort Pickens and toward Navarre. Goal 5: Good. Goal 6: Don't tax beach leaseholders	1.Coordinate traffic from 17th Ave to beach for special events 2. Change lane direction at peak times 3.Add trolleys
14	Kick-Off MTG	Pam Murphey		Goal 1: One way at Casino beach. Goal 2: Pedestrian crosswalk has to go away. Replace with walk-over- like at schools in Gulf Breeze. Goal 3: Time Lapse video of core should tell when good time for traffic cop is needed to help 'exit' traffic. Goal 4: East/South Side= short loop, North side=long ride/whole length. Goal 5: Ferry better	Replace crosswalks with ped overpass, Add trolley routs (East/South Side= short loop, North side=long ride/whole length
15	Kick-Off MTG	Edward Galbavy		Goal 1: More parking needed with minimal change. Goal 2: Synchronize traffic signals. Goal 3: Additional decks on Casino Beach parking lot. Goal 4: With parking available on both sides. Goal 5: Could work.	1. Add parking 2.Synchronize Traffic Signals 3.Add parking garage at Casino Beach 4.Park and Ride with parking available on both sides 5. Park and ride trolley could work
16	Kick-Off MTG	Judy Galbavy		Goal 1: Charge $2.00- Fee ($1.00 has been forever) Manage the main light better "Many times no traffic off Ft Pickens Rd and from Portofino crazy! Goal 2: Put walkways over main light at Casino Beach and in front of "Sidelines" Goal 3: Buy the floating garage and charge half day $5- whole day $10- and holiday, double fee. Goal 5: And put a sign where there is "no" parking- so owners can still get on island. Visitor can divide (decide) if they want to trolley or carpool.	1.Increase toll 2.Buy floating parking garage 3.Improve signal timing 4. Add no parking signs (smart parking)
17	Kick-Off MTG	Rick Brown		Goal 1: Enforce current traffic and noise laws. Music ordinance to include motorcycles. Goal 2: Enforce current traffic and noise laws. Music ordinance to include motorcycles. Goal 3: Enforce current traffic and noise laws. Behavior Modifications- Goal 4: Less vehicles and park and ride. Goal 5: Toll $3.00 for non-beach residents. Free park and ride or $1.00 Goal 6: Raise the toll for vehicles for non beach residents to $3.00. Free park and ride.	1.Enforce current traffic and noise laws 2.Free Park and Ride 3.Raise tolls for non-beach residents
18	Kick-Off MTG	Jacque Falzone		Goal 1: More public transportation: buses and trolleys. Goal 2: (1) Walk-over like in Gulf Breeze (2) Timed flashing crosswalks (during the summer only. Every few minutes, like stop lights). Goal 3: Good luck. Goal 4: Yes, definitely. Goal 5: Great idea. Large bus from Pensacola. Trolleys from Gulf Breeze. Goal 6: The tourists! Charge them a traffic congestion fee. Only during May-September and July 4th- Blue Angels show is a nightmare!	1. Add more trolleys and buses 2.Pedestrian overpass 3.Timed crosswalk 4.Increase trolley frequency 5.Add on/off-island trolleys 6.Charge congestion fee to tourists

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19	Kick-Off MTG	Al Lucia		Goal 1: Better traffic light synchronization and/or live traffic person at peak times. (Not needed most of the time.) Goal 2: Do not change crosswalks- they save lives. Goal 3: Not a concern of mine as a resident-I put up with it the few times it is an issue. Goal 4: Very in favor of increased frequency. Goal 5. Will only work for the beach if there is "room" on the trolley for beach stuff. Goal 6: No clue.	1.Sync ped/veh signals 2.Crossing guard for peak times 3.Trolley's need space for beach stuff
20	Kick-Off MTG	not available		Goal 3: This is prime waterfront possible- shopping dining maybe private living on top? to make better use of the property.	Put parking garage on prime waterfront property with shopping or residents on top
21	Kick-Off MTG	David Piotrowski		Goal 1: Delay/time the crosswalk signals so they don't instantly flash with every press. Goal 2: Pedestrian overpass crosswalks. Widen Via De Luna from the booth to traffic light. Goal 3: Get rid of 'old' visitor info center- you just built a new one Goal 6: Raise toll- allow funds to go for other than just traffic.	1.Time delay for ped activated crosswalk, remove VC 2.Ped overpass 3.Increase toll
22	Kick-Off MTG	Gregory Argentine		Goal 1: Over head, crossovers would help congestion and safety. Goal 2: Lights at crossings should blink 15 seconds, then not blink for 45 seconds.	Ped overpass, change ped light timing
23	Kick-Off MTG	Johnnie Sue Stamps		Goal 1: Have stoplight controlled somehow by need not automatic. Have rental check-ins staggered expanded-some Thurs., Fri., Sun- not all Sat. Goal 2: One walkover near Flounders, One walkover in hotel area. We have too many ped walkways now. Goal 3: Garage-pay to park. Goal 4: Trolley lane. Goal 5: Gulf Breeze. Goal 6: Money from parking garage pay to park anywhere on beach	1. Timed traffic signal 2.Stagger rental check-ins 3.Pedestrain Crossovers. 4.Garage 5.Trolley lane
24	Kick-Off MTG	Mike Stahl		Goal 1: Increase length of E/W light timing to increase volume of traffic through the light from Via De Luna. Time crosswalks with traffic light. Goal 2: Integrate crosswalks with light by demand crosswalks do not walk. Goal 3: Add Parking garage.	1.Extend green light from E-W traffic 2.Sync ped & traffic signals 3.Add parking garage
25	Kick-Off MTG	Tim Jones		Goal 1: Need to time single light properly. Goal 2: The pedestrian crosswalks with lights have allowed the pedestrians to control traffic flow and stop traffic wherever they wish to cross. Goal 4: Not needed. Goal 5: Not needed. Goal 6: Up toll to $2	1.Signal timing corrections 2.Pedestrian crossings with signal light 3. Addional trolley routes and trolleys are not needed 4. Increase toll
26	Kick-Off MTG	Melba Argentine		Goal 1: Lights should not go on when pedestrians touch them (at least a 30 second delay should be enforced). Pedestrian crossovers should be elevated. Safety is everything. This would eliminate heavy traffic. Goal 4: Additional trolleys. Great idea. Goal 5: Yes both.	1.Delay response to ped activated lights 2.Ped overpass 3.Add trolleys 4.Yes to Park and Ride trolleys
27	Kick-Off MTG	Kim Crittender		Goal 1: Connect the Flounders parking lot with the SRIA lot. Connect the SRIA lot with waves shopping. Make a no u-turn zone from Flounders to Avereida in afternoon. Goal 2: Pedestrian overpass. Complete the "Round about" plan proposed a couple of years ago. Goal 3: Parking garage similar to the one @Hilton. Change for shaded parking. Goal 4: Start trolleys in the morning on the weekends. Charge $1. Goal 6: Charge for parking. Increase toll on weekends. Charge $1.00 for riding the trolley.	1.Interconnect parking lots (Flounders to Wave) 2.Pedestrain overpass 3.Roundabout 4.Parking garage 5.Pay for parking 6.Increase toll on weekends

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28	Kick-Off MTG	Star Search		Goal 1: Traffic backed up to Avenida 22 already. When Portofino puts up 2 more towers, there will really be a worse problem than now. Cordinating cross walks by Flounders to camp ground crossing to the East will help keep things moving. Goal 2: Seems a walkover gets shot down everytime it is brought up. Not sure why. Note: Escambia County Deputies did a GREAT job fourth of July and Blue Angels wkends keeping traffic moving. Goal 3: Good luck with that! Goal 4: Frequency is important. I hate to see someone wait 20-30 minutes for trolley. May if we can keep traffic moving through cross walks that will keep them move frequent im hoping. Goal 5: Do they give rides from Pensacola and Gulf Breeze? You might do that, but i'm not sure. Goal 6: Sorry- will take someone smarter than me to figure that one out.	1. Coordinate crosswalks from Flounders-campground 2.Pedestrian Crossover 3. Shorter waits for trolley 4. Trolley rides (Pcola to GB) 5.Deputy crosswalk control
29	Kick-Off MTG	Bill Robertson		Goal 1: Limit cars on Island during Blue Angel weekend. Have police work traffic on Sunday all weekend. Peek periods. NOT just sit in the cars. Goal 2: Build over the road bridge for people. Remove the traffic light. Goal 3: Build 2 parking decks. Goal 4: Have. Goal 6: Parking fees to pay for bridge and deck.	1. Limit amount of cars during Blue Angel 2. Police work all weekend & peek events 3.Pedestrain overpass 4. Remove traffic light 5. Pay to park garages
30	Kick-Off MTG	Patrick Deutsch		Goal 1: Best way is to reduce the number of vehicles coming onto the beach. Need park and ride lots in Gulf Breeze and Pensacola. See #5. Goal 5: Not a trolley. A bus that can handle bikes/chairs/coolers/umbrellas etc. Make it customer friendly with easy access and free lots.	1.Control the number of vehicles 2.Free Park &Rides on Pensacola and GB 3. Bus not trolley (needs to handle bikes, coolers, etc)
31	Email	Otis Dunlap		Traffic team, I don't know if this idea has been tossed around but what if you made the crosswalks an over pass like the one in Gulf Breeze by the high school. These would allow unlimited crossing without causing traffic delays and would eliminate pedestrians and drunks walking on the road (thus increasing safety) And also should improve traffic flowing more freely. This should reduce traffic lights as well or at least improve the timing and keep traffic moving. Just an opinion, Very respectfully, LT OTIS DUNLAP Gulf breeze resident Sent from my iPhone	A ped overpass will improve safety and traffic flow

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32	Email	Shelley W. Johnson		Good Morning Bonita – Thank you for the good meeting yesterday. I am looking forward to further participating in the process. S Shelley W. Johnson Island Times | Pensacola Beach's Newspaper 850-748-6878 www.MyIslandTimes.com	NON-CONSENSUS COMMENT
33	Email	Terry Bechtol, Sr.		sure, just tell me where that is....J. Terryl Bechtol, Sr.	NON-CONSENSUS COMMENT
34	Email	Wendy C Eacret		Looks good to me.	NON-CONSENSUS COMMENT
35	Email	David V. Forte		Ok, so being a stickler. Mind changing email to dvforte@myescambia.com? It is easier for people than the co.escambia.fl.us. Other than that it looks good. David Forte, Division Manager Public Works Department Escambia County, FL	NON-CONSENSUS COMMENT
36	Email	David V. Forte		￼dc4d Sent from my iPhone	NON-CONSENSUS COMMENT
37	Email	Dawn Wise		He wasn't here today but it is on his desk and I expect him to be here tomorrow. Dawn Wise Guest Relations/Special Events Coordinator 850)433-2849 850)434-5400 fax	NON-CONSENSUS COMMENT
38	Email	Rebekah Campbell		Thank you for the invitation. April 28th is a Thursday. Is it on Thursday the 28th? Rebekah Ward rebekahw@resortrealtylife.com	NON-CONSENSUS COMMENT

Comment Number	Comment Setting	Name of Commentor	Business Name	Comment	Comment Summary
39	Email	Beverly Pica		We will be unable to attend the kick-off meeting, but we hope that you will give some consideration to the construction of a parking garage to relieve some of the holiday and weekend traffic congestion. Michael and Beverly Pica 21 W. Galvez Court 32561	Parking garagae
40	Email	Marcie DeBardeleben		Charlie and Marcie DeBardeleben at 317 Panferio Drive will be unable to attend the kick-off meeting , we hope that a parking garage etc. to some level will relieve the holidays and weekend traffic congestion in giving this and anything any consideration to make the islands traffic a bit less hectic thank you Sent from my iPad	Parking garage
41	Email	Charles King		BY ALL MEANS, IN THE GREAT WISDOM OF OUR FLORIDA DEPARTMENT OF TRANSPORTATION, DUMP ALL THE TRAFFIC ROM THE PROPOSED BAY BRIDGE IN THE CITY OF GULF BREEZE, AND AT 17TH AVENUE IN PENSACOLA!!! DO YOU DUMB PEOPLE EVER LOOK TO FUTURE NEEDS??? My name is Charles King, and I have lived in Pensacola and Gulf Breeze since 1939. Our great planners are still stupid, in trying to ram traffic through Cities!!!	Due to the subject of the comment -\No response deemed neccessary

Comment Number	Comment Setting	Name of Commentor	Business Name	Comment	Comment Summary
43	Email	David Vosbein		Bonita, I enjoyed our call today. I would like to present some ideas toward a solution to both traffic and parking at the meeting on April 28th. Attached is a written description and drawing of the proposed location. The plan includes making the Northbound bridge one-lane during the busy part of the day for traffic headed to the beach. Traffic would be designated as for parking barge on the approach to the bridge from Hwy 98. For those visitors who have already gone onto the beach in the hopes of finding parking, they can give up and head north to the parking barge. All of this can be better explained in person. At the meeting, I will present a model to help with the understanding. Today I met with Nicole Stacey who was also favorably impressed with the solution. I am available to meet with David Forte and/or Mike Warnke anytime before the meeting, if desired. (or by phone 934 1974) Thank you. David Vosbein 934 1974	Make northbound one-lane during peak hours, parking barge
44	Email	David Vosbein		> Here are the color drawings of the barges > Thanks, > David	Parking barge

Comment Number	Comment Setting	Name of Commentor	Business Name	Comment	Comment Summary
45	Email	Taysha Blessington		Mr. Fuller, Priority 1: A pedestrian bridge at the main intersection (or at heavily used intersections) would greatly alleviate the issue of long traffic lights and congestion waiting for pedestrians by the main parking lot. Often the issue is pedestrians taking a long time to cross, or jay walking. Priority 2: I'd like to suggest making one lane of the toll electronic and starting the electronic express lane at the start of the bridge prior to the toll. Long term this will encourage locals to get an electronic pass to go to the beach. It could be prepaid or bill drivers at the end of the season for the amount of times passed through. Just my two cents.	1. Pedestrian overpass 2. Electronic Toll

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46	Email	Rita McGartland		Although I am a leaseholder, I did not receive notification of the meeting. I would like to express one concern, having witnessed the death of a neighbor last year. Ambulances can't get through the traffic to residents. Life Flight landed outside my house on Via De Luna far too late to save my neighbor. Is it going to take a lawsuit for someone to realize that traffic needs to be addressed? Levin Rinke's two new towers will only exasperate the traffic problems. The crosswalks are a problem, and if an officer could man the traffic light it would help. Where else can one pedestrian shut down four lanes of traffic? Consolidate crosswalks to one at light on timer . Pull the rest out. They are too close together. The island can no longer accommodate everyone in spite of your best efforts. A friend of mine in Seattle told me they simply shut their island down to incoming traffic when they reach maximum capacity. Rita McGartland 1658 Bulevar Menor Pensacola Beach	1.Fewer but coordinated crosswalks,consolidate the crosswalks to one at light on timer 2.Manned traffic signal 3.Shut down island when reaches capacity
47	Email	Jerron Barnett		I've been affected by this for going on eight years, as I commute back and forth to pensacola from gulf breeze for work. I'm convinced you need a way to divert traffic that isn't going to the beach or businesses in that area from the pensacola side of the three mile bridge to a point past or near the easternmost end of the national seashore area. The only way to reduce traffic congestion in that area is reduce the amount of cars traveling through there. I suspect 40 percent or more drivers heading east are just passing through there on their way to Gulf Breeze/Navarre like I do, because it's impractical to go that way via I-10 and the Garcon toll bridge, for example. A bridge project like this is probably pie in the sky, but it's a thought nonetheless.	Separate beach-bound and east-bound traffic at the 3-mile bridg

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48	Email	David Vosbein		Bonita, thank you very much for your assistance prior to the meeting last night. As a result, the guys at Volkert were already familiar with the barge plan. So, our discussions at the meeting were even more productive. I appreciate your guidance at the meeting, as I did not know the format or the rules. I did attempt to honor all of your requests and hope that I met with your ultimate approval. In speaking with Mike toward the end, we agreed to meet at his office in the near future. If there is anything else that I can do or provide to enhance the understanding of the Parking Barge concept, please let me know. Again, many thanks. Best regards, David	NON-CONSENSUS COMMENT
49	Email	Mary Lee Martelli		Sir or Madam: When I lived in Washington,D.C. there was always a serious problem for regular people and those more important elected officials to escape the city and head for rented or owned houses at Rehobeth Beach, Delaware. The ride could take hours with congested roads, mainly made so by stop lights on Kent Island. The powers that be and were decided to eliminate all stop lights by erecting cross over elevated lanes ... Overpasses...for local traffic on Kent Island. Voila...trip cut in half. If the 3 stop lights in Gulf Breeze could be eliminated by erecting over passes for local traffic, the back up congestion would be greatly reduced. Hope you'll consider this suggestion. Very truly yours, Mary Lee Martelli	Overpasses for local traffic in GB, remove traffic lights in GB

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50	Email	Michael R. Koran		Hello. Mike Koran checking in from Destin. We have the same problems here . The local TDC organizations are doing a great job making sure our mostly absentee beach property owners get a meager investment return to somewhat justify the cost of ownership. Take away subsidized flood insurance, ratchet up property tax on seasonal rentals. Require all beach development to provide token beach access and public parking. Utilize TDC moneyto develope isolated public beach parking by imminent domain of old or storm damaged property. Put turnover caps on short term rentals, Reduce beach vendor chair setups,regulate for public use all land forward to waterline from the primary dune line, develope more public water front parks and access away from the beach. Put strict development caps in place until infrastructure satisfies usage. Require all beach area condominiums to maintain a certain level of owners in residence. Discourage development of high density projects . Require all property transactions be accompanied by information package providing easy access and location of all rules and regulations affecting that property. Local governments must constantly review and update growth management issues from the perspective of protection of quality of life over focus on new and dense developement. A combination of these ideas will have a definite positive impact on the year round quality of life we have lost to careless, thoughtless, shortsighted delvelopement ,often at the hands of temporary or non residents and always before the proper protection or infrastructure for the community has been established. It's already pretty screwed up and will not change without some radical change.	SEE FULL COMMENT- Land Use/Land Develoment comments

Comment Number	Comment Setting	Name of Commentor	Business Name	Comment	Comment Summary
51	Email	Joe & Janet Feallock		Mr. Fuller, Hopefully, this is the correct email address. William Feallock 850-450-0499 From: Joe & Janet Feallock [mailto:feallockjj@cox.net] Sent: Friday, April 29, 2016 2:24 PM To: Pcola Beach Traffic Plan Cc: Grover C. Robinson; Charlie Rotenberry; Tommy Grice; Dick Brown; Alice Ramsey; Bubba Bechtol; Thomas Campanella @ sria; Jack Kirk; Bev Shepard (bevanddrake@yahoo.com); Bob Weir; Andrew Sloan; Barry Bayuk; BILL JOYCE; Brian Finkbone; Chuck P. Sheldt; Dave Perry; Deborah and Bruce Mays; Dee Dee Pugh ; DICK BARR; Ed Mock ; Elaine Tenniman ; Heather Collins ; Jim Taylor; John F. Asmar ; John J. Costa (jjcosta46@yahoo.com); Kae Preston ; Michael C. Cramner (F1cranmer@gamil.com); Paul Robinson ; Pensacola Beach Elks Lodge 497; Pensacola Beach Elks Lodge 497 (Business Fax); Rich Firth; Rick Alberts; Ricky Ray ; Robyn Kurpuis; Ron Ramsey ; Sarah Messer; Terry Colley; Tom Sylvest (tigertoons@cox.net); TIM NORRBOM ; Wanda Radcliffe; Widge Fogarty Subject: Beach traffic and parking improvement recommendations	1.Extend green light from E-W traffic 2.Install a left turn lane light at boardwalk 3.Construct Pedestrain Overpass 4.Stabilize off-road parking 5. Move the SRIA staff to the Beach fire station 6. Parking Gargage 7. Off Beach parking and Park and Ride

Comment Number	Comment Setting	Name of Commentor	Business Name	Comment	Comment Summary
52	Email	Joe & Janet Feallock		To all, the correct address is pcolabeachtrafficplan@epr-florida.com. Regretfully, William Feallock From: Joe & Janet Feallock [mailto:feallockjj@cox.net] Sent: Friday, April 29, 2016 2:24 PM To: Pcola Beach Traffic Plan Cc: Grover C. Robinson; Charlie Rotenberry; Tommy Grice; Dick Brown; Alice Ramsey; Bubba Bechtol; Thomas Campanella @ sria; Jack Kirk; Bev Shepard (bevanddrake@yahoo.com); Bob Weir; Andrew Sloan; Barry Bayuk; BILL JOYCE; Brian Finkbone; Chuck P. Sheldt; Dave Perry; Deborah and Bruce Mays; Dee Dee Pugh ; DICK BARR; Ed Mock ; Elaine Tenniman ; Heather Collins ; Jim Taylor; John F. Asmar ; John J. Costa (jjcosta46@yahoo.com); Kae Preston ; Michael C. Cramner (F1cranmer@gamil.com); Paul Robinson ; Pensacola Beach Elks Lodge 497; Pensacola Beach Elks Lodge 497 (Business Fax); Rich Firth; Rick Alberts; Ricky Ray ; Robyn Kurpuis; Ron Ramsey ; Sarah Messer; Terry Colley; Tom Sylvest (tigertoons@cox.net); TIM NORRBOM ; Wanda Radcliffe; Widge Fogarty Subject: Beach traffic and parking improvement recommendations	DUPLICATE - SEE ABOVE

Comment Number	Comment Setting	Name of Commentor	Business Name	Comment	Comment Summary
53	Email	Joe & Janet Feallock		Perfect Sent from Samsung Mobile -------- Original message -------- From: Joe & Janet Feallock <feallockjj@cox.net> Date: 04/29/2016 2:37 PM (GMT-06:00) To: 'Joe & Janet Feallock' <feallockjj@cox.net>,Pcola Beach Traffic Plan <pcolabeachtrafficplan@epr-florida.com> Cc: "Grover C. Robinson" <GCROBINS@co.escambia.fl.us>,Charlie Rotenberry <charote@cox.net>,Tommy Grice <wtgrice@aol.com>,Dick Brown <Rwbpbch@aol.com>,Alice Ramsey <amanramsey@bellsouth.net>,Bubba Bechtol <tbubba@tbubba.com>,"Thomas Campanella @ sria" <thomas_campanella@sria-fla.com>,Jack Kirk <jk2133@aol.com>,Bev Shepard <bevanddrake@yahoo.com>,Bob Weir <BobWeir127@yahoo.com>,Andrew Sloan <andrewksloan@me.com>,Barry Bayuk <bikki228@yahoo.com>,BILL JOYCE <bjoyce@joneswalker.com>,Brian Finkbone <brianfinkbone@netzero.net>,"Chuck P. Sheldt" <sheldt007@aol.com>,Dave Perry <Dperry128@gmail.com>,Deborah and Bruce Mays <deborahmays@att.net>,Dee Dee Pugh	DUPLICATE - SEE ABOVE
54	Email	Ron		Not only is traffic unbearable on the beach but we live in Gulf Breeze and have to wait in this ongoing traffic simply to get home from work and on weekends even when food shopping! It is ridiculous to me that they don't utilize the 3 mile bridge suggested where the 3 mile bridge comes in through national seashore, with an exit into Gulf Breeze proper for those living there or shopping. Then it ends on highway 98 with a right ramp towards the beach and left ramp for 98 traffic running westbound to GB, Navarre or Ft Walton. I see no way to fix this issue without addressing the 3 mile bridge. It might be better to add a beach tax of 1% and open up the beach to no charge so they don't have to stop at toll booths? Ron	1. 3-mile bridge by-pass for non-beach traffic 2. Add 1% beach tax remove toll

Comment Number	Comment Setting	Name of Commentor	Business Name	Comment	Comment Summary
55	Email	Kathy Winter		Keep in mind there are only 40 days out of the year that there is traffic congestion! That's if the weather is perfect every spring weekend day and for the Forth of July, Mardi Gras and Labor Day. So building a parking garage isn't an option. It will sit empty 325 days of the year. We have lived on the island for 35 years and there has never been parking or vehicular congestion on the beach except for the above times. In the 90's the beach trolley started early in the day between 9-10 am. It was very convenient for residents and rental/hotel visitors to commute to the core and back during peak traffic times. It also kept those vehicles from adding to the congestion. So start the trolley early in the day. This may also encourage visitors from town to park further away from the core and trolley back. There was a trolley that looped from Casino Beach to the Boardwalk and back. It was always full. Adding this route back may also aide in pedestrian safety as well. Adding a timed traffic light at the Flounders crosswalk, sounds good, BUT if it cannot be turned off during the weekdays and is automatically triggered even if no one is crossing the road, It will be hated by all and create even	1. Crosswalk do not impede traffic that is already at a stop. 2.The area outside the core is still ignored. Dangerous to cross Via DeLuna 3. Need more public eductions 4. Need more public transportation, walking,biking,scooters,golf carts 5. Seperate trolley lane

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56	Email	Shelley W. Johnson		Hello Bonita – Thank you for the time on the phone this morning. Here are some details that I would like to include in my story, if possible: 1. Number of attendees on April 28 meeting 2. Potential dates for two future public workshops 3. I have sent a request to David Forte for a timeline on short term projects. If you have any input on expected dates, I would welcome that information 4. The website address where interested parties can go to get more information, read comments and further educate themselves. Cheers, S Shelley W. Johnson Island Times | Pensacola Beach's Newspaper 850-748-6878	NON-CONSENSUS COMMENT

Comment Number	Comment Setting	Name of Commentor	Business Name	Comment	Comment Summary
57	Email	Shelley W. Johnson		Hello Bonita – I am sending this under separate cover since it is for your vast “input” list: 1. Ariola Drive should be one-way, the actual road should be improved with curbing 2. Multi-use path should be improved on the northside of Via de Luna. Perhaps concrete (as it is in some areas). a. Multi-use path on the southside of Via de Luna should be designed/constructed/enhanced for use as a “mini-service road” with a tiki tram that runs along it. No turn around needed for tram to run back and forth. Route could be expanded to Casino Beach. (People walk across the streetcar tracks in NOLA, so that would not pedestrians/cars from crossing; or prohibit pedestrians/bikes from using the path while tram is not present. The tram would have to be sleek to fit properly in the space allotted . 3. Tiki tram to take pedestrians from Casino Beach to Flounders/Quietwater. Would have to have a “right-of-way” in crossing traffic. A short loop route which was once a part of the previous trolley routes. Shelley W. Johnson Island Times | Pensacola Beach's Newspaper 850-710-0070	Ariola Dr make 1-way, improve multi-use paths, build Tiki Tram on south side w/multi-use path
58	Email	Elaine Tennimon		not available	NOT AVAILABLE

Comment Number	Comment Setting	Name of Commentor	Business Name	Comment	Comment Summary
59	Email	Beverly Pica		Yes, please. -----Original Message----- From: pcolabeachtrafficplan <pcolabeachtrafficplan@epr-florida.com> To: Beverly Pica <beeperfl@aol.com> Sent: Tue, May 3, 2016 2:25 pm Subject: RE: April 28th meeting We appreciate your interest, your idea and the desire to be involved in this project. Your statement has been noted and it will be forwarded to the Project Manager as part of the public comment report. Would you like to receive the meeting materials for your review? -------- Original Message -------- Subject: April 28th meeting From: "Beverly Pica" <beeperfl@aol.com> Date: 4/26/16 3:29 pm To: PcolaBeachTrafficPlan@epr-florida.com We will be unable to attend the kick-off meeting, but we hope that you will give some consideration to the construction of a parking garage to relieve some of the holiday and weekend traffic congestion. Michael and Beverly Pica	Parking garage
60	Phone Call	Vicky Truitt		Hi my name is Vicky Truitt. I am a resident of the beach. Unfortunately, I was out of town when the meeting occurred about congestion. I am very concerned about that because I usually have to sit in that traffic because there's nowhere to go. So if you could call me at 380-0521 and give me any information or updates that you guys have decided upon. I would be very grateful. Thank you.	NON-CONSENSUS COMMENT
61	Phone Call	Rita McGartland		Yes, this is Rita McGartland, 1658 Boulevard Menor on Pensacola Beach. (UNABLE TO DECIPHER) check on it and leave me a message at 850-723-9000. Thank you	NON-CONSENSUS COMMENT
62	Phone Call	David Vossdean		Hi Benita it's David Vossdean again I called you yesterday at the end of the day. Missed you. Call me on my cell phone. If you wouldn't mind when you get the message 332-8851. I sent you some emails I don't know if you got them in time you know to take them with you when you went to meet with David Ford. Mike Ianky (Wanakey) but let me know what you think I should do next. Thanks a lot. Bye	NON-CONSENSUS COMMENT

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63	Phone Call	David Vossdean		Hi Benita this is David Vossdean. It's 3:30 so you might be already on your way to your meeting with David Ford and my warranty. I have sent you by email the write up and one drawing. I hope to get some more soon but I don't have up yet. Anyway if you can let me know if you got the email. If you can't open everything. I'd appreciate it. And if you want me. Somebody. Maybe you left your meeting. I could send directly by email to David and Mike from here. If you just let me know what you what you think I should do. Phone number 934-1974. Thank you.	NON-CONSENSUS COMMENT
64	Phone Call	David Vossdean		Hi Benita this is David from Austin. We spoke just a few minutes ago and hour ago. I sent you an email I just like to know if you received it and are able to open the attachment. If you can call me back and let me know I'd appreciate it. Phone number 934-1974. Thanks Benita	NON-CONSENSUS COMMENT
65		not available		(THIS CALLER DID NOT LEAVE A VOICEMAIL)	NO MESSAGE
66		Christopher Stark		Yes this is Christopher Stark. I would like to speak with Randy I believe. And if you would call me on my cell. Area code 850-221-1061. It's in regards to the casino parking lot during the concert Tuesday night music on the beach. Thank you so much.	NON-CONSENSUS COMMENT
67	Phone Call	Ken Nemyer		Yes, I received a card about the meeting is their some way to send in email comments or for those of us who live out of town. My telephone number is 251-583-0707. My name is Ken Nemyer.	NON-CONSENSUS COMMENT - Requested Meeting Information
68	Phone Call	Christina Cordell		Hi my name is Christina Cordell. I just got some information in the mail about the meeting on Thursday April 28. Unfortunately, I do live out of town and won't be able to attend and I just wanted to see if it was possible to have any information emailed to me. My number is 985-630-8530. Thank you. Bye bye.	NON-CONSENSUS COMMENT - Requested information
69	Phone Call	Gerald		Randy this is Gerald (Bubba). I'm calling you again I sent the email that you mailed to me last week back and told you I can meet with you at 8:30 AM on next week. I just don't know where to meet you. If you'll text me back and let me know where the traffic congestion committee gonna meet on the 20th of April. I will be there. Thank you	NON-CONSENSUS COMMENT
70	Phone Call	Liz Houston		Hi this is Liz Houston and I'm a resident of Pensacola Beach. I live on Areola. My phone number is area code 301-997-6319 and I just had wanted to put in some input in regards to the congestion on Pensacola Beach. It is not only in the core area but for those of us who live on Areola. There is incessantly a traffic problem which shouldn't be in a residential neighborhood, but it's due to parking or lack thereof and we get no relief. So, I know that's not what this meeting is about but I think that you get that as well. I would appreciate a call back but I understand you're busy. I'm hoping to get to the meeting. Again it's Liz Houston and I'm a resident of Areola Drive on Pensacola Beach and my number is 301-997-6319 and I thank you in advance for your time. Have a wonderful afternoon. Bye bye.	Ariola Drive congestion - SEE OTHER NOTE (LIZ HOUSTON)

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71	Phone Call	Pam Murphy		Rethink the traffic problem as not getting onto the beach but EXITING the beach. Redirect traffic to a "One Way" system at the public parking lot. Put sign indicators to help make the decisions (West to Ft. Pickens - Stay in right lane; East to Alternate Parking - Stay in left lane; Public Beach Parking Stay in left lane and look for entrance sign on right.) There has to be a turning lane from the east into the public parking area. The south lane coming from the east in front of Pier Parking gets barricades to allow recircle. The stop sign at exit to public parking becomes yield on far lane for recircle. Second lane becomes an exit beach lane - right turn only. In order to turn left to go toward Ft. Pickens - the secondary exit is used. Left turn only. The Trolleys can become two separate routes (The Island South becomes Short Loop. The Island North becomes Long Haul.) Time lapse video of parking lot (already in use from rooftop of South Harbor) can be used to determine exit ebb & flow to determine if at certain times a Traffic Officer could be useful to expedite the exit process. The test run can be done on "Bands on the Beach" night. Unfortunately, the pedestrian crosswalk at Sidelines could prove an obstacle of this plan.	1. One-way for public parking & allow recircle 2.improved signage for lane designation at toll plaza 3. Trolley routes (Short & Long) 4.Timelapse video to judge if traffic officer needed at certain times.
72	Phone Call	LL		Parking garages are the last thing we need. They would only create concentrated areas of continual ingress and egress onto already jammed roads, exacerbating the problem. What we need, and it isn't going to happen, is to stop spending millions of tourism dollars to bring more and more people to a place that has no business inviting more visitors when it can't begin to handle the ones it has. And that's purely and simply because of the size and configuration of this part of the island, which cannot be changed except perhaps by a major act of Nature. One thing that people need to understand is that traffic is not only a problem for those trying to come onto the beach, but also for those trying to depart - and the later group is not looking for parking places, they only want to travel down the road and leave! Just this past Saturday evening - Not a Spring Break day, Not a holiday, Not a vacation day, just a sunny beach day - it took us well over a half hour to travel the short 1-1/2 miles straight down Via de Luna from our home just east of the churches to the traffic light, creeping and stopping all the way. All we wanted to do was go into Pensacola for dinner, realizing the beach eateries would likely all be jammed. I wrote a PNJ Viewpoint about this last year, and some article commenters (and a few of you [forum members]) accused me, as a beach resident, of trying to keep other people out. Baloney!! We love seeing people come out and enjoy the beach, and noting the multitude of out-of-state plates on the road just makes us proud and grateful to live here. But we residents, and all those same many visitors, were all stuck in the same traffic jam Saturday night. I felt sorry for all the fidgeting kids (and their parents) in the adjacent cars, and wondered how many of these people had appointments and/or reservations that they were surely going to miss. Heaven help the resident or visitor who makes an outbound plane reservation for a Saturday evening. Better leave for the airport many hours ahead of flight time! Last year, right before I wrote that Viewpoint, the manager of the top-rated Holiday Inn Express on Ft. Pickens Rod. lamented that many of her guests posting on Trip Advisor and other review sites said they loved the beach but hated the traffic, and might	1.No parking garages 2.Too many visitors for too little space 3. Traffic jams for incoming and outgoing travelers hurting both residents and visitors, 4. P&R didn't work in past, ferry = temporary fix 5.Propose reasonable traffic solution

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74	Phone Message	Mr. Jean Vance		Randy, this is Gene Vance. I live in Pensacola and I think I have a solution for you on your travel problem with your congestion problems here at Via DeLuna and Ft Pickens Rd. My number is 850-934-6389. i would very much appreciate you getting back to me soon. Thanks you. Bye.	Mr. Vance disagrees with the recent PNJ artice where it said we are putting another light at the Flounder's crosswalk. He suggests we hire some M.P.s to direct traffic at peak hours.
78	Phone Call	David Vossdean		Hi Benita this is David Bost with the parking barge solution. We saw you of course at the presentation the other night. It's been a while now but you really ran a good ship there girl including me when to take my stuff off the table but anyway you did a good job. Like to talk to you I'd like to know your email address and the email address for for David forte. I have met with Mike Warnke and had a good meeting with him and I wanna pass on the notes from that meeting and also speak with you and and David and see how we can provide any additional information. My phone number here in Pensacola in Golf breeze. 850-934-1974. Thanks Benita bye."	He wants contact information
79	Phone Call	Jean Vance			
80	Email	Andrea Miller		GOAL 1: Relieving traffic congestion I agree that the one-way entry/exit to/from Casino Beach parking lot could help quite a bit, as would modifications to the Circle K parking lot. I was disappointed to learn at the meeting that these improvements would not be made until 2017. I think it's imperative to make changes now. We already know this season will be busier than years' past and already the traffic is unbearable. If anything happens this season, I would suggest these two projects take top priority. GOAL 2: Pedestrian and vehicular traffic management I would like a pedestrian crossover at the corner of Fort Pickens Road and Via de Luna to be seriously considered. Many people are opposed to this because of the aesthetic factor, but I think people think it would look like the crossover at Gulf Breeze High School. It is possible to build a crossover that is aesthetically pleasing as well as functional. Why not have local artists paint a mural with Pensacola iconic symbols on it, similar to what is being considered for the mural for the Jefferson Street Garage in Pensacola? Cozumel has a pedestrian walkover that serves thousands of people every day, yet it is still beautiful. Removing pedestrian traffic from the equation would greatly improve the overall traffic situation at this intersection. GOAL 3: Optimizing parking in the core area I agree with the proposal of building a parking garage on the existing SRIA office site. It would be functional yet not affect the view of the beach as visitors come onto the island. GOAL 4: Exploring the need for additional trolley route locations and increased frequency The trolley definitely needs to run more frequently than the current hours of 4pm-12am. This serves people who want transportation to dinner well, but if the goal is to reduce the amount of people who drive to the beach, you need to offer the trolley all day long, from 9am-12am. That way families on vacation headed to beach areas don't have to take their vehicles. GOAL 5: Researching a park and ride trolley	Ms. Miller answered the goal related questions. she wants to see the short term improvement completed this year.

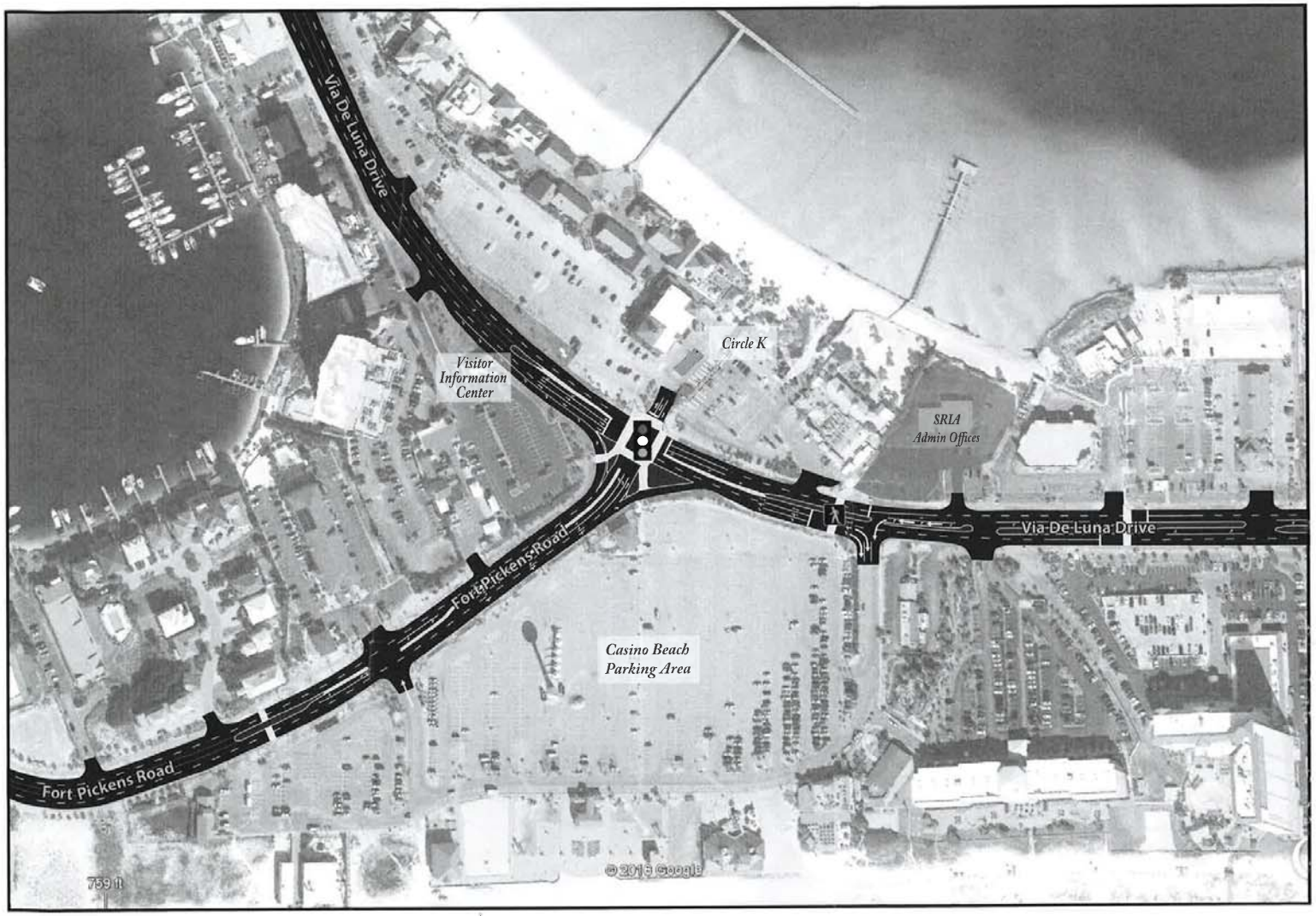
Comment Number	Comment Setting	Name of Commentor	Business Name	Comment	Comment Summary
81	Email	Patrick		I hear tell a cross walk bridge at porta fino is on the table at the tax payers expense ? Put that at the intersection of circle K would help with pedestrians. Take away the toll booths and tragic would not back up as bad ! Seems to me that things are being done for the residents that have the big bucks that don't pay there fair share of taxes get what they want. Someone needs to thing out of the box for 20 years down the road. Is the toll necessary ? After expenses does it make that kind of Money to warrant backing traffic up through gulf breeze ? Put parking lots down near portafino and trolly people if they want to come to the boardwalk and casino beach. If there are land that can be purchased. Sent from my iPhone	1. Remove the toll 2. Add crosswalk bridge 3. Parking near Portafino and trolley to get people to the boardwalk
82	Email	Russell Belanger		I wasn't able to make the meeting but I was wondering why no one has brought up the walk over like the one Gulfbreeze high school has going over 98. if the beach put three of them one by shaggy's I love the one by flounders and one more further down by paradise. That would let the traffic flow freely and not worry about the pedestrians the bases could be built on both sides of the rain ahead of time and then a crane could lift up the middle section from a truck and place it causing minimal disruption in traffic. As far as parking goes spend the money and build a parking garage over by the main beach two levels high or buy some land in Gulf Breeze turn it into a major parking lot and have A bus running non-stop between the lot a.m. the main beach area. Being so worried about the traffic problem I find it hard to understand why they are allowing Portofino to build two more high-rises just adding to the problems we all ready have.	1. Add crosswalk Bridge 2. Build a 2 level parking structure at Casino Beach or in Gulf Breeze with a shuttle running from the beach to GB parking area.
	Door to Door Inforr	Kypo Robello	Aloha Wine & Liquor	Met Kypo Robello and gave him a meeting invite	
	Door to Door Inforr	Chris/owner	Hot Spots Charters	Met Chris/owner and gave him an invite to the kickoff meeting	
	Door to Door Inforr	Alex/manager	Innerlight	Met Alex/manager and gave him an invite	
	Door to Door Inforr	Steve Gange/owner	Drowsy Poet	Met Steve Gange/owner and gave him an invite	
	Door to Door Inforr	Shelly/Assistant Manager	Shaggy's	Met with Shelly/Assistant Manager, and gave her the invite.	
	Door to Door Inforr	Nicole - Bartender	The Sandbar	Met Nicole the bartender and gave her the invite	
	Door to Door Inforr	Ron Wilson/Manager	Resort Quest by Wyndham	Met Ron Wilson/Manager and gave him the invite	
	Door to Door Inforr	Amanda/General Manager	Travelodge	Met Amanda/General Manager and gave her an invite to the kickoff meeting.	
	Door to Door Inforr	Beth Schachner/Owner	Pensacola Beach Properties	Beth Schachner/Owner	
	Door to Door Inforr	Beth Schachner/Owner	Kool Breeze Karts, Inc.	Beth Schachner/Owner	
	Door to Door Inforr	Judy Lenderman/teller	Bank of the South	Judy Lenderman/teller. She was given the invite.	

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	Door to Door Inforr	John Gazoo	U.S. EPA	Met with John Gazoo and explained the upcoming meeting and left him an invite that he said he would email to his office.	
	Door to Door Inforr	Kala Pence-manager	Tom Thumb	Met Kala Pence the manager and gave her the invite	
	Door to Door Inforr	Scooter Montgomery/Manager	Peg Leg Pete's, Inc.	Met Scooter Montgomery/Manager of the day and gave him an invite	
	Door to Door Inforr	Dan Brown	Ft. Pickens State Park	Need to contact Dan Brown in Gulf Breeze for more info.	
	Door to Door Inforr	Ann-Front Desk	Holiday Inn Express	talked to Anna at the front desk and gave her the meeting invite.	
	Door to Door Inforr	Joe McKay-GM/Marylin Hess/Nancy-Admin Assistant	Margaretaville & Landshark		
	Door to Door Inforr	Frank Forte	Escambia County Sheriff's Office	Frank Forte/Lieutenant on the beach	
	Door to Door Inforr	Joanne Faddis	RMI Vacations	Met Joanne Faddis and gave her the invite	
	Door to Door Inforr	John Hollingsworth, Battalion Chief	Fire Station	Met John Hollingsworth, Battalion Chief for the Fire Dept. Gave him the invite. He said he would have someone contact us with good contact information and he would be at the kick off meeting.	
	Door to Door Inforr	McKenzie Soloman-GM	Southern Vacation Rentals	McKenzie Soloman is the GM.	
	Door to Door Inforr	Jess & Nate Roche'/Manager	Dog House Deli	Met Jess Roche'/Manager and gave her an invite.	
	Door to Door Inforr	Lewis Bohannon/Owner & SRIA Board member	Beach Laundry	Lewis Bohannon/Owner & SRIA Board member	
	Door to Door Inforr	Ben Hamami/manager	Bistro	Ben Hamami/manager gave him the invite	
	Door to Door Inforr	Cindy Bessman	Pensacola Beach Sales	Met Cindy Bessman and gave her an invite	
	Door to Door Inforr	Joe Billingsly - General Manager	Paradise Beach Homes	Met Joe Billingsly the General Manager and gave him an invite	
	Door to Door Inforr	Joe Billingsly - General Manager	Paradise Coastal Realty	Met Joe Billingsly the General Manager and gave him an invite	
	Door to Door Inforr	Kevin M. Hayes	Paradise Bar & Grill &	Met Kevin M. Hayes and gave him an invite. He also handles Paradise Inn,	
	Door to Door Inforr	Kevin M. Hayes	Paradise Inn	Met Kevin M. Hayes and gave him an invite. He also handles Paradise Inn,	
	Door to Door Inforr	Nan Harper-Owner	Island Realty	Met Nan Harper the owner and gave her the invite.	
	Door to Door Inforr	Becky Windisch	Paddy O'Leary's Irish pub	Met with Becky and gave her an invite. She wrote her contact info on a scrap of paper. No business card was available.	
	Door to Door Inforr	Robin-GM	Circle K	Met the person at the register and gave her the invite. She said she would pass it along to the GM named Robin	
	Door to Door Inforr	Scott Calvert	Subway	Met Scott Calvert and gave him the invite	
	Door to Door Inforr	William Porter/General Manager	Hemingway's Island Grill	William Porter/General Manager	

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	Door to Door Inforr	Jahzmin-Manager	Hooter's	Met Jahzmin and gave her the meeting invite.	
	Door to Door Inforr	Michael Pinzone/Manager	Papa's Pizza	Met Michael Pinzone/Manager and gave him the invite. His comment over the phone to me on 6/20/26 at 3:23 while he is driving back from Fairhope is that they need a 8 story parking structure next to the police sub-station. More comments to follow when we set up the display at his restaurant next week.	
	Door to Door Inforr	Robert Gliem/bartender	Bamboo Willie's	Met Robert Gliem/bartender and gave him the invite	
	Door to Door Inforr	Mackenzie Wilson-Part time clerk	International Boutique and Gift Shop	Left the invite with part time clerk, Mackenzie Wilson. No contact info available	
	Door to Door Inforr	Jake, cashier	Islanders Coastal Outfitters	Left the invite with part time clerk, Jake. No contact info available	
	Door to Door Inforr	Michele Ciftci/owner	The Boardwalk Cafe	Met with Michele Ciftci/owner and gave her an invite to the meeting.	
	Door to Door Inforr	Sean - GM	Cactus Flower	Met with Sean and gave him an invite.	
	Door to Door Inforr	Meg Morrison/Manager	Salty Beach Outfitters	Met with Meg Morrison/Manager and gave her an invite	
	Door to Door Inforr	Amber Podojil-Assistant Manager or Tim Russel the GM	Crabs Gift Shop	Spoke with Angelina at the gift shop. Need to call either Amy or Billy at the accounting office. 10:15 - Went back to see Tim Russel the GM, but met with Amber Podojil and left her the invitation to the kick off meeting.	
	Door to Door Inforr	Bruce Parris/Manager	The Dock	Bruce Parris/Manager. Gave him the meeting invite	
	Door to Door Inforr	Victoria - manager	Tropical Wave	Victoria is the manager. Gave Vica the meeting invite. returned 4/18/16 to meet the manager Victoria to get contact info. She was not in, but I talked to Max the manager.	
	Door to Door Inforr	Aron Stevens/manager	Red Fish/Blue Fish	Aron Stevens/manager. Gave him the invite	
	Door to Door Inforr	Chris Kenney/Assistant Manager	Shrimp Basket	Chris Kenney/Assistant Manager. Gave him the invite. Abraham is the General Manager	
	Door to Door Inforr	Closed	Capri's kitchen	Closed	
	Door to Door Inforr	Karen Edwards	Metro Deli & BBQ	Met Karen Edwards. Gave her the meeting invite.	
	Door to Door Inforr	Closed	The Break Beach Bar	Closed	
	Door to Door Inforr	Robby Greene/Manager	Maverick	Robby Greene. Gave him the meeting invite. His Dad is Tom Green	
	Door to Door Inforr	Angelika Unzens/Owner	Geronimo's Outpost	Angelika Unzens/Owner. Gave Carol, an employee the invite. Angelika was not on the premesis	
	Door to Door Inforr	Shannon Marsh/Manager	Sidelines	Shannon Marsh/Manager - Gave her the meeting invite.	
	Door to Door Inforr	Chase Cole/manager	Flounder's	Chase Cole/manager	
	Door to Door Inforr	Busk Lee Jr.	Castaway's	Buck Lee Jr	
	Door to Door Inforr	Caitlyn manager	Envie	Caitlyn manager. Gave her the meeting invite.	
	Door to Door Inforr	Tom - Owner	Captain Fun	Met the cleaner, David. Left him the invite and planned to return later and talk to Tom the owner.	

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	Door to Door Inforr	Dawn Wells-Assistant to McGuire Martin	McGuires	Met with Dawn the GM. I was told to email my information and a PDF of the invitation to her. Went back to the office and sent her the email.	
	Door to Door Inforr	Joey Lanier-Manager	Casino Beach Bar & Grill	Met with Joey Lanier and gave him the invite. The owner is Matt Lafon	
	Door to Door Inforr	Justin Schluter-manager	Innerlight Surf	Met Justin Schluter the manager and gave him the invite.	
	Door to Door Inforr	Chris Lucero manager	Gulf Fishing Pier	Met Chris Lucero manager. Gave him the invite	
	Door to Door Inforr	Lisa Bryant - Owner	The Stand	Lisa Bryan. Left her the invite	
	Door to Door Inforr	Jim Vasser - Owner	Tiki Island Mini Golf	Jim Vasser. Left him the meeting invite.	
	Door to Door Inforr	Courtney Fell	SRIA Building	Courtney Fell, receptionist. Left the invite with her to distribute to the board members	
	Door to Door Inforr	Nick at the front desk	Hampton Inn	Talked to Nick at the front desk. Left him the invite	
	Door to Door Inforr	Gina Dudley/GM 850-393-8604	Hilton	Left them an invitation	
	Door to Door Inforr	Jazzy-receptionist & Josh Butler-manager	Holiday Inn	Met Jazzy at the front desk. Left her the invite to give to manager, Josh Butler	
	Door to Door Inforr	Jeff Smith	Island Wine & Liquor	Left the invite with Jeff Smith.	
	Door to Door Inforr	Catherine McLaughlin/manager	Days Inn	Catherine McLaughlin/manager. Left her the invite	
	Door to Door Inforr	Unknown name	Beach Club Realty	Left them the invite	
	Door to Door Inforr	Sue	Gulf Blue Vacations	Left Sue the invitation	
	Door to Door Inforr	Jenny-Assistant Manager	Surf Side Food Store/Exxon	Jenny assistant manager. Left her the invite	
	Door to Door Inforr	Joseph Farley-General Manager	Springhill Suites	Joseph Farley/ General Manager. They already have the invitation to the meeting. It was emailed to him by Beverly at the Holiday Inn express. Scott Donovan, hotel manager. sdonovan@hotelequities.com	
	Door to Door Inforr	John Hollingsworth, Battalion Chief	Fire Station	Met John Hollingsworth, Battalion Chief for the Fire Dept. Gave him the invite.	
	Door to Door Inforr	Charles Morgan GM	Public Works Dept	Met Charles Morgan, gave him the invite.	
	Door to Door Inforr	Bartender, name unknown	Islander Tavern	Met the bartender,name unknown. Left her the invite to give to the owner.	
	Door to Door Inforr	Brittany, receptionist	Paradise Inn	Brittany, receptionist. Left her the invite.	
	Door to Door Inforr	Closed	Lillo's Tuscan Grill	Closed	
	Door to Door Inforr	Megan the Manager	Fusion Day Spa	Gave the manager Megan the invite	
	Door to Door Inforr	Richard the manager	The Fun Store	Richard the manger received the invite	
	Door to Door Inforr	Lucas the Manager	Wine World Bar	Gave the manager Lucas the invite	

Comment Number	Comment Setting	Name of Commentor	Business Name	Comment	Comment Summary
	Door to Door Inforr	Kirk Kirkland	Key Sailing	Met Kirk Kirkland and owner and gave him an invite.	
	Door to Door Inforr	Maggie & John	Bonifay Water Sports	Met Maggie & John and gave them the invite.	
	Door to Door Inforr	Cindy Bevan	Radical Rides	Left the invite with Cindy Bevan, owner	
	Door to Door Inforr	Lance and Natalie	Grand Marlin	Left the invite with the two at the hostess stand, Lance and Natalie. They said they would put the invite on Julie Linander's desk. She handles all the outside business affairs.	
	Face to Face Meet	Jim Amberson	Sidelines	During the meeting with Mike Warnke, Jim Amberson and EPR, the suggested round about at the Sidelines entrance was explained to the owner of Sidelines and he was informed that his parking lot would need to be configured to accommodate the proposed traffic pattern. Mike suggested that the county should pay to redo Sidelines parking lot since changes will need to be made to their entrance. It was suggested that a right in/right out be put in Via DaLuna to accommodate incoming traffic. Mr Amberson was agreeable to this suggestion.	
	Door to Door Inforr	Rebecca Campbell	Portofino Resort		
	Door to Door Informal Mtg		Soundside Holiday Beach Resort		
	Door to Door Inforr	Lori, Owner	The Un Named Restaurant		



COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion
Limit Cars on Island
During Blue Angle (weekend).
Have Police Make Traffic
on Sunday at Weekend.
Peak Periods; NOT
Just Sit in the Cars.

GOAL #2: Identifying options for pedestrian and vehicular traffic management
Build over the
Road Bridge for Peds
Remove the Traffic
Light

GOAL #3: Optimizing **parking** in the core area
Build 2 Parking
Decks

GOAL #4: Exploring the need for additional trolley route locations and increased frequency
Have

GOAL #5: Researching a park and ride trolley

GOAL #6: Determining potential funding sources
Park Fees to Pay
For Bridge + Deck
CSH

❒ Please check box if you continue your comments on that back of this sheet.

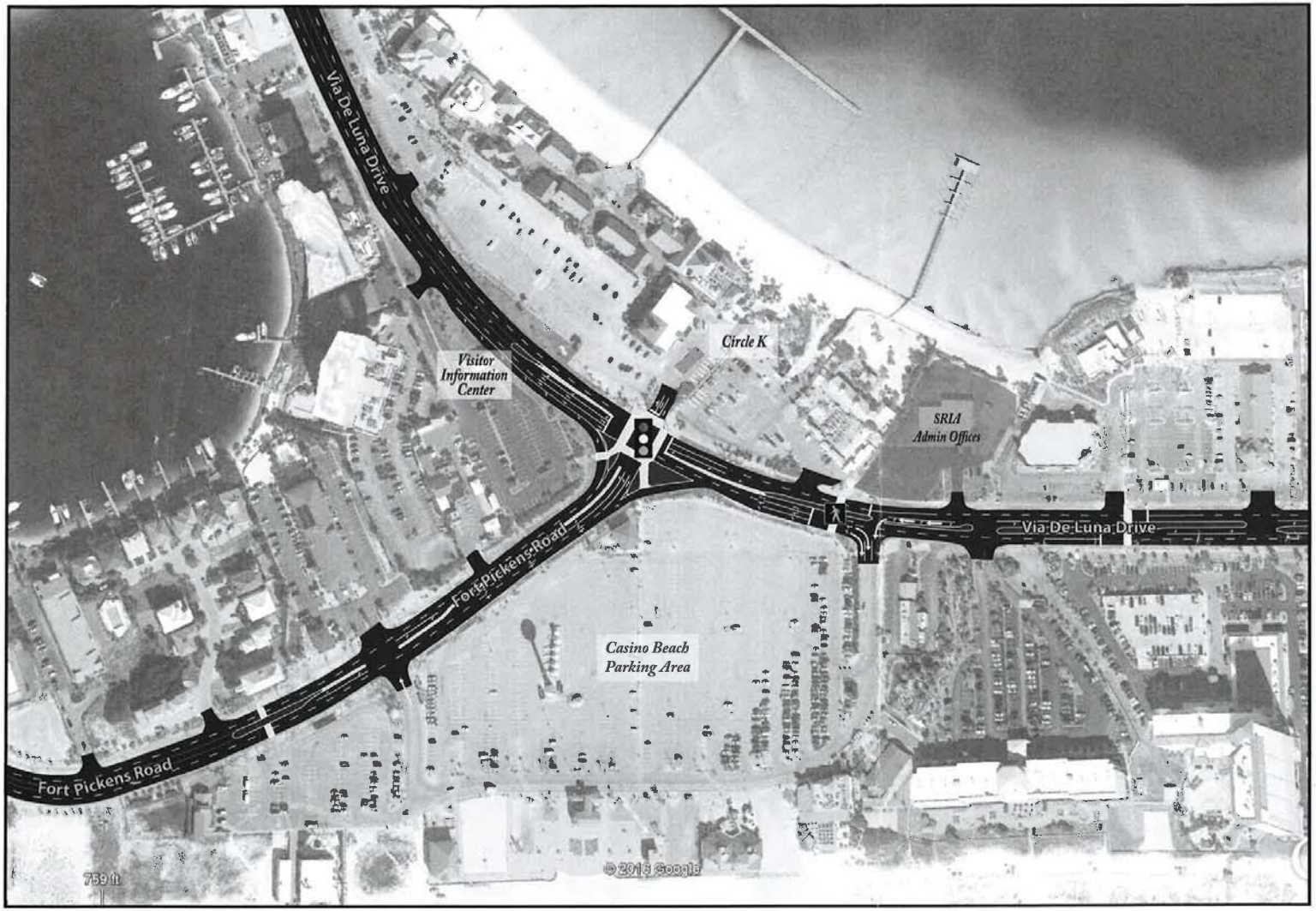
PLEASE PRINT
FIRST NAME (Required): Bill Robertson

LAST NAME (Required):

ADDRESS: 211 Via De Luna

PHONE #: 985 630 8404 EMAIL: Covingtonmedical@AOL.com

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COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion Traffic backed up to Avenida 22 already. When Portafino puts up 2 more towers, there will really be a worse problem than now. Cordinating cross walks by Flounders to camp ground crossing to the East will help keep things moving

GOAL #2: Identifying options for pedestrian and vehicular traffic management Seems a walk over gets shot down everytime it is brought up. Not sure why

Note: Escambia County Deputies did a GREAT Job fourth of July & Blue angels wk ends keeping traffic moving.

GOAL #3: Optimizing parking in the core area Good Luck with that!

GOAL #4: Exploring the need for additional trolley route locations and increased frequency frequency is important. I hate to see someone wait 20 - 30 minutes for trolley. May if we can keep traffic moving through cross walks that will keep them more frequent i'm hoping

GOAL #5: Researching a park and ride trolley Do they give rides from Pensacola & Gulf Breeze? You might do that, but i'm not sure.

GOAL #6: Determining potential funding sources Sorry. Will take someone smarter than me to figure that one out ☺ CSH

PLEASE PRINT
FIRST NAME (Required): Stan

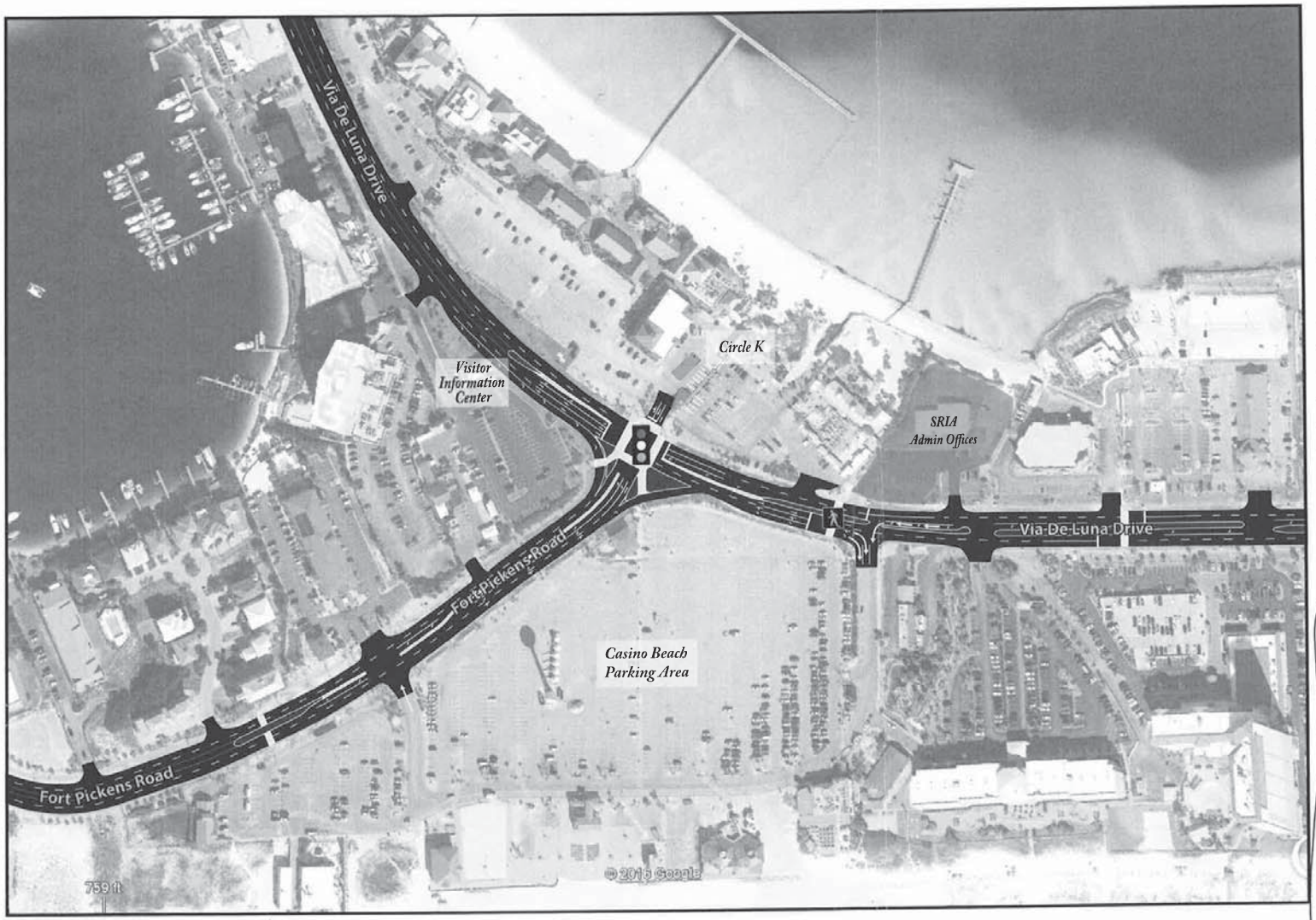
LAST NAME (Required): Searcy

ADDRESS: _____

PHONE #: _____ EMAIL: _____

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❒ Please check box if you continue your comments on that back of this sheet.



COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion
Connect the Flounders parking lot with the SRIA lot.
Connect the SRIA lot with Waves Shopping.
make a no u turn zone from flounder to Avenida 11 in afternoon

GOAL #2: Identifying options for pedestrian and vehicular traffic management
Pedestrian overpass.

Complete the "Round about" plan proposed a couple of years ago.

GOAL #3: Optimizing parking in the core area
Parking garage ~~a~~ similar to the one @ Hilton.
Charge for shaded parking

GOAL #4: Exploring the need for additional trolley route locations and increased frequency
Start trolleys in the morning on the weekends.
Charge $1

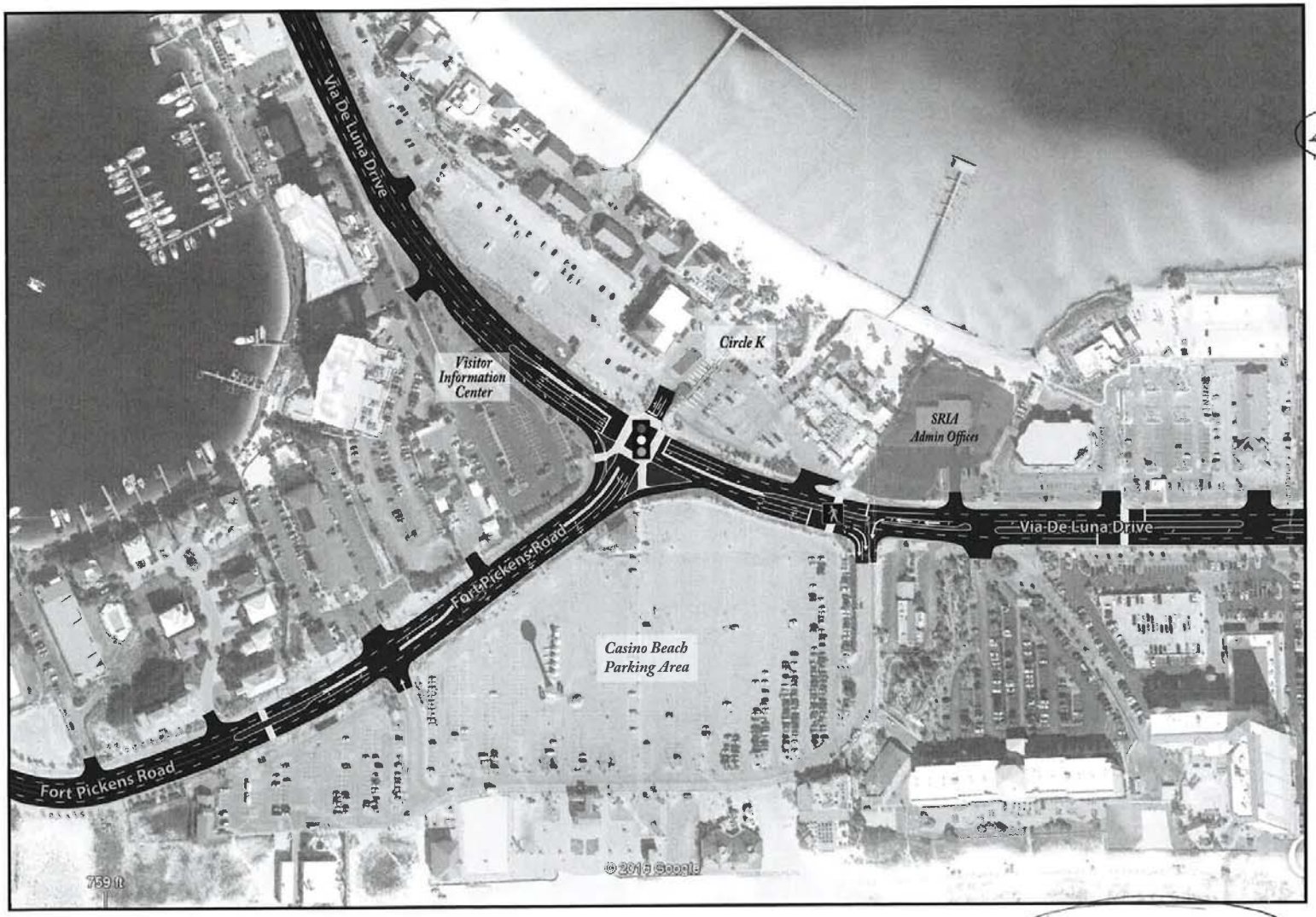
GOAL #5: Researching a park and ride trolley

GOAL #6: Determining potential funding sources
Charge for parking.
Increase toll on weekends.
Charge $1 for riding the trolley
CSH

☐ Please check box if you continue your comments on that back of this sheet.

PLEASE PRINT
FIRST NAME (Required): Kim Crittenden
LAST NAME (Required): Crittenden
ADDRESS: 1209 Ariola Dr Pensacola Beach FL
PHONE #: 8509321271 EMAIL:

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COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion
Lights should not go on when pedestrians touch them. At least a 30 second delay should be enforced. Pedestrian crossovers should be elevated. Safety is everything. This would eliminate heavy traffic.

GOAL #2: Identifying options for pedestrian and vehicular traffic management

GOAL #3: Optimizing parking in the core area

GOAL #4: Exploring the need for additional trolley route locations and increased frequency Additional trolleys. Great idea.

GOAL #5: Researching a park and ride trolley Yes Both

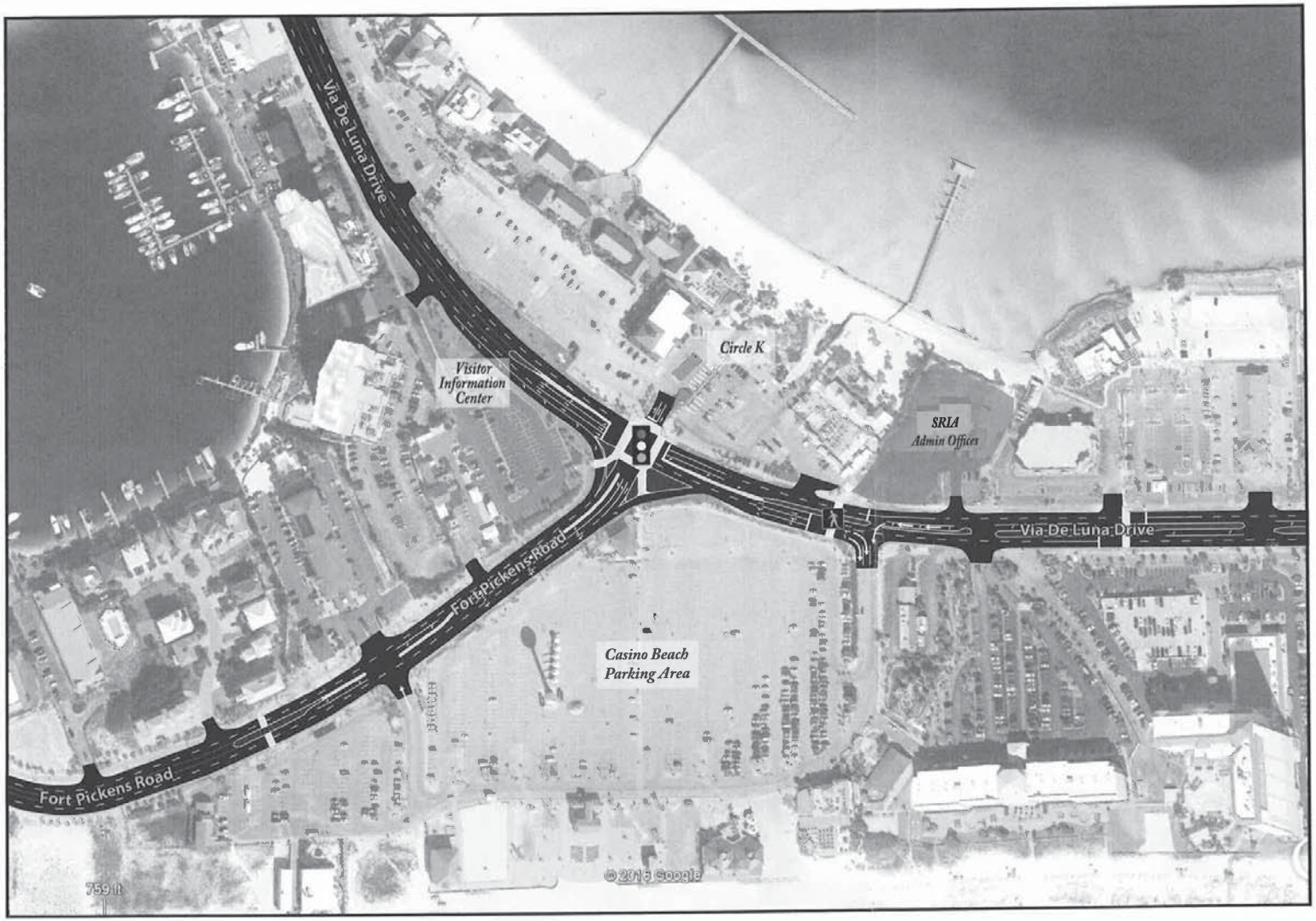
GOAL #6: Determining potential funding sources

CSH

PLEASE PRINT
FIRST NAME (Required): Melba
LAST NAME (Required): Argentine
ADDRESS: 1625 Bulavard Mayor
PHONE #: 850 501 2732 EMAIL:

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COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion
Need to time single light property and

GOAL #2: Identifying options for pedestrian and vehicular traffic management The ~~two~~ pedestrian crosswalks with lights have allowed the pedestrians to control traffic flow and stop traffic whenever they wish to cross

GOAL #3: Optimizing parking in the core area

GOAL #4: Exploring the need for additional trolley route locations and increased frequency
not needed

GOAL #5: Researching a park and ride trolley
not needed

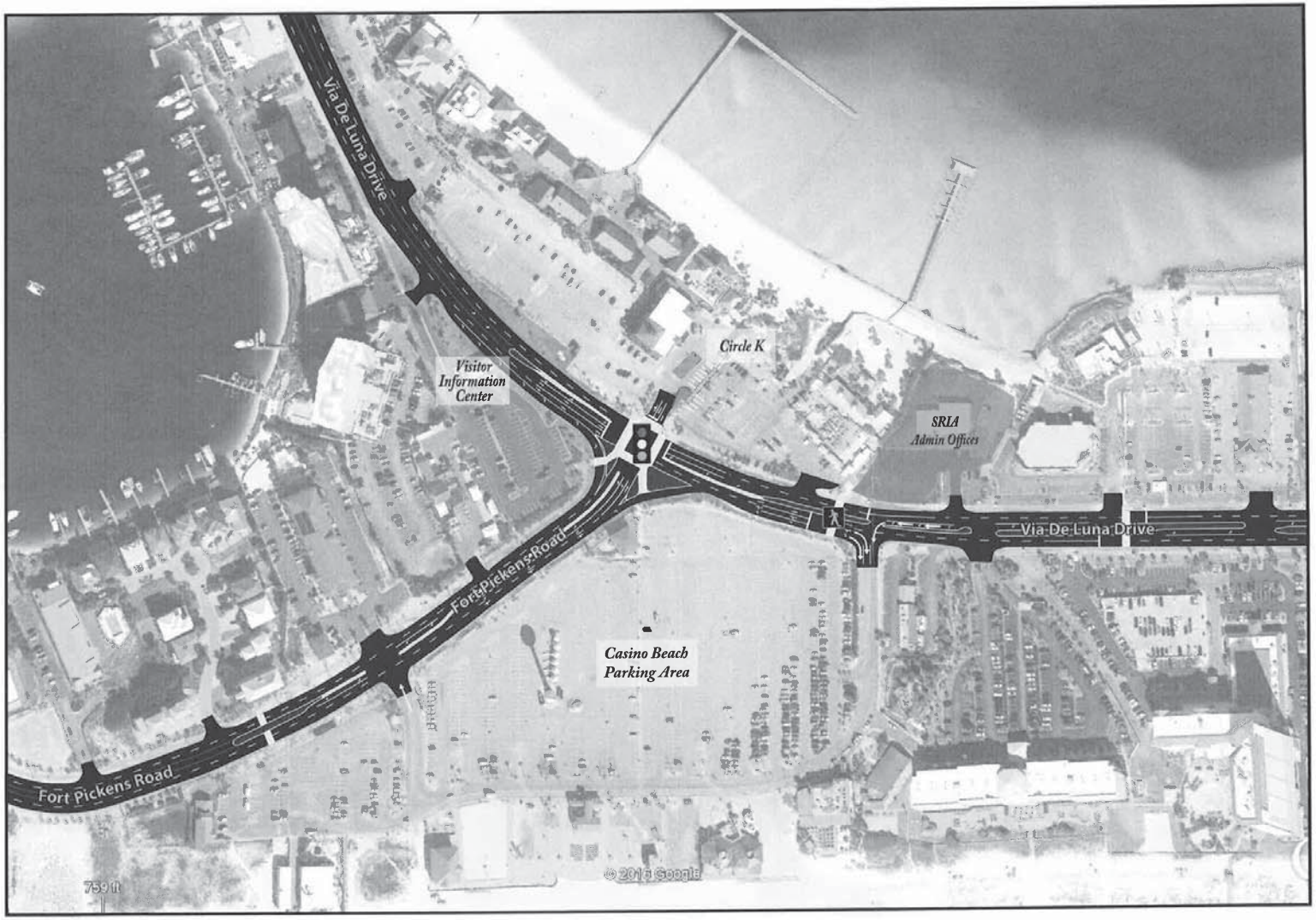
GOAL #6: Determining potential funding sources ↑ toll to $2

CSH

PLEASE PRINT
FIRST NAME (Required): Tim
LAST NAME (Required): Jones
ADDRESS: 1593 Bulevar Menor
PHONE #: 850 9270145 EMAIL: tjj616@yahoo.com

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COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion
- Increase length of E/W light timing to increase volume of traffic through the light from Via De Luna
- Time crosswalks with traffic light

GOAL #2: Identifying options for pedestrian and vehicular traffic management -
- integrate cross walks w/ light by demand cross walks do not walk

GOAL #3: Optimizing parking in the core area
- Add parking garage

GOAL #4: Exploring the need for additional trolley route locations and increased frequency

GOAL #5: Researching a park and ride trolley

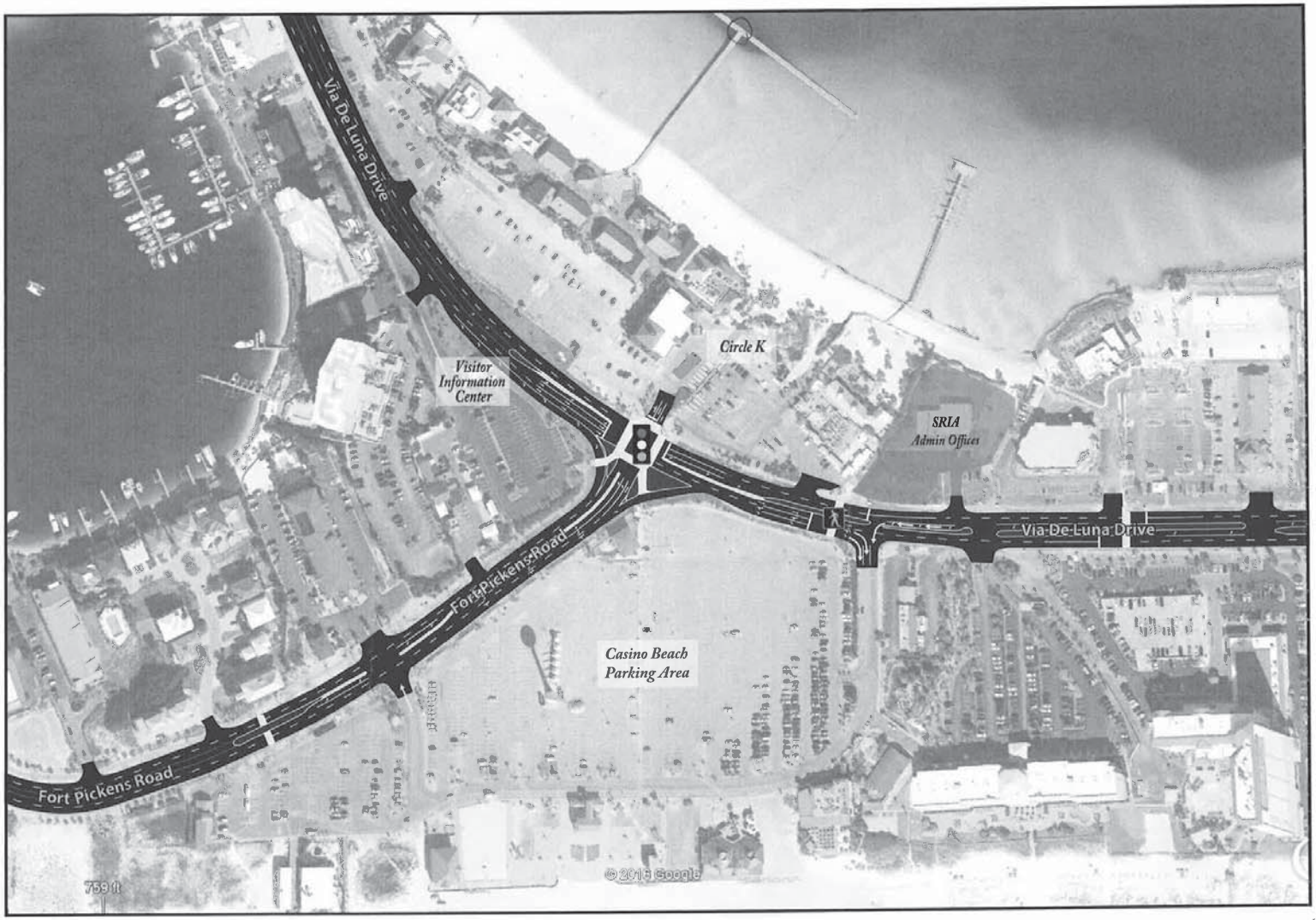
GOAL #6: Determining potential funding sources

CSH

❒ Please check box if you continue your comments on that back of this sheet.

PLEASE PRINT
FIRST NAME (Required): Mike Stahl
LAST NAME (Required): Stahl
ADDRESS: 301 Avenida 14 Pensacola Beach
PHONE #: 850-380-7387 EMAIL: mike.stahl82@gmail.com

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COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion
Have stoplight controlled somehow by need not automatic.
Have rental check-ins staggered expanded — some thurs., Fri., Sun - not all Sat.

GOAL #2: Identifying options for pedestrian and vehicular traffic management One walkover near Flounders
One walkover in Hotel area. We have too many pedestrian walkways now.

GOAL #3: Optimizing parking in the core area
Garage - pay to park

GOAL #4: Exploring the need for additional trolley route locations and increased frequency
Trolley lane

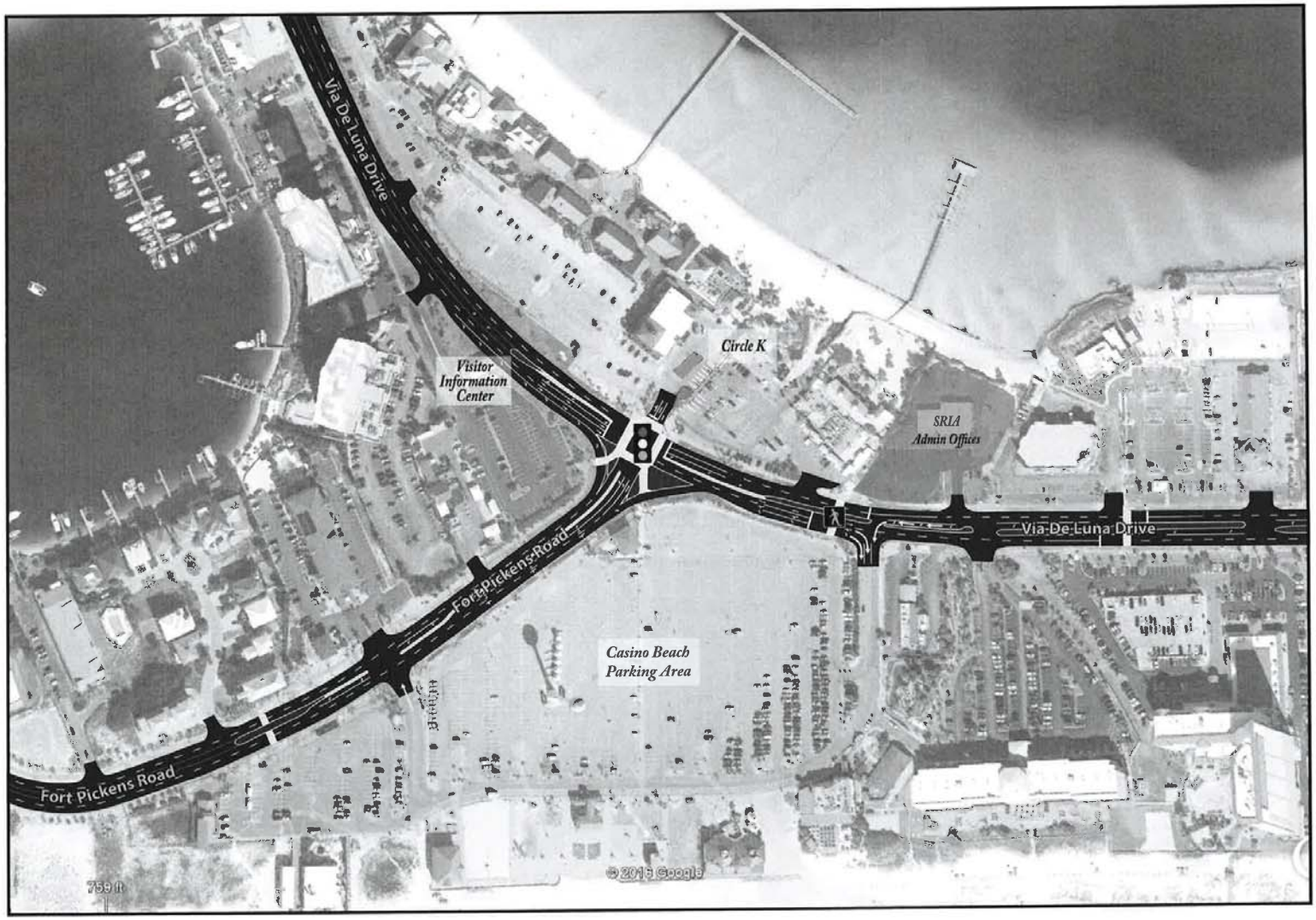
GOAL #5: Researching a park and ride trolley Gulf Breeze

GOAL #6: Determining potential funding sources Money from parking garage pay to park anywhere on beach CSH

PLEASE PRINT
FIRST NAME (Required): Johnnie Sue
LAST NAME (Required): Stamps
ADDRESS: 1114 Ariola Dr., Pensacola Beach
PHONE #: _____ EMAIL: _____

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COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion Over Head Crossovers would help congestion and Safety.

GOAL #2: Identifying options for pedestrian and vehicular traffic management Lights at crossings should blink 15 seconds, then not blink for 45 seconds

GOAL #3: Optimizing parking in the core area

GOAL #4: Exploring the need for additional trolley route locations and increased frequency

GOAL #5: Researching a park and ride trolley

GOAL #6: Determining potential funding sources

CSH

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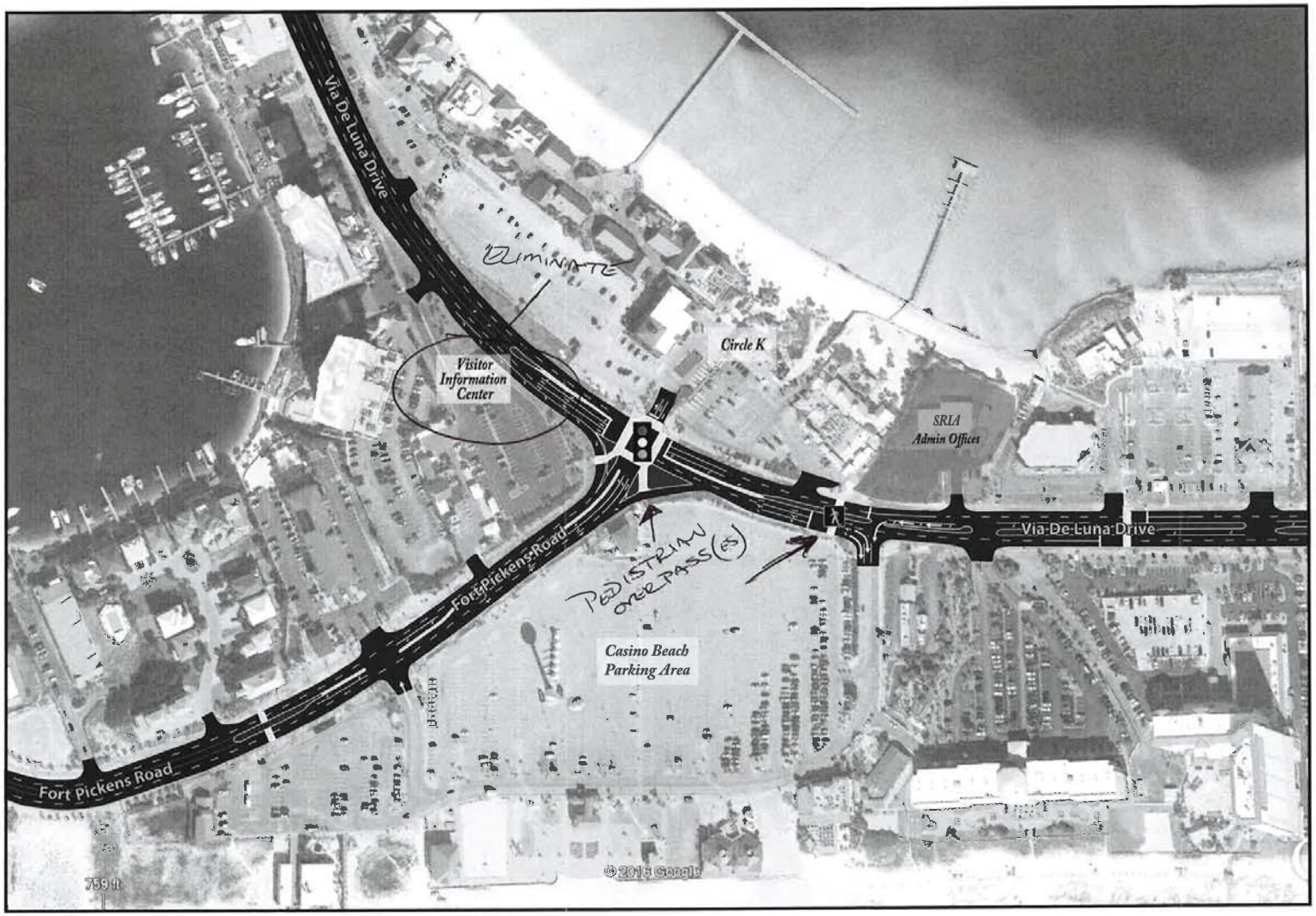
FIRST NAME (Required): Gregory

LAST NAME (Required): Argentine

ADDRESS: 1650 via DeLuna Dr.

PHONE #: 850-686-1099 EMAIL:

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COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion DELAY / TIME

THE CROSS WALK SIGNALS SO THEY DON'T INSTANTLY FLASH EVERY PRESS

GOAL #2: Identifying options for pedestrian and vehicular traffic management PEDISTRIAN OVERPASS CROSS WALK(S)

WIDEN VIA DE LUNA FROM TOLL BOOTH TO TRAFFIC LIGHT

GOAL #3: Optimizing parking in the core area

GET RID OF 'OLD' VISITOR INFO CENTER - YOU JUST BUILT A NEW ONE

GOAL #4: Exploring the need for additional trolley route locations and increased frequency

GOAL #5: Researching a park and ride trolley

GOAL #6: Determining potential funding sources RAISE TOLL - ALLOW FUNDS TO GO FOR OTHER THAN JUST TRAFFIC

CSH

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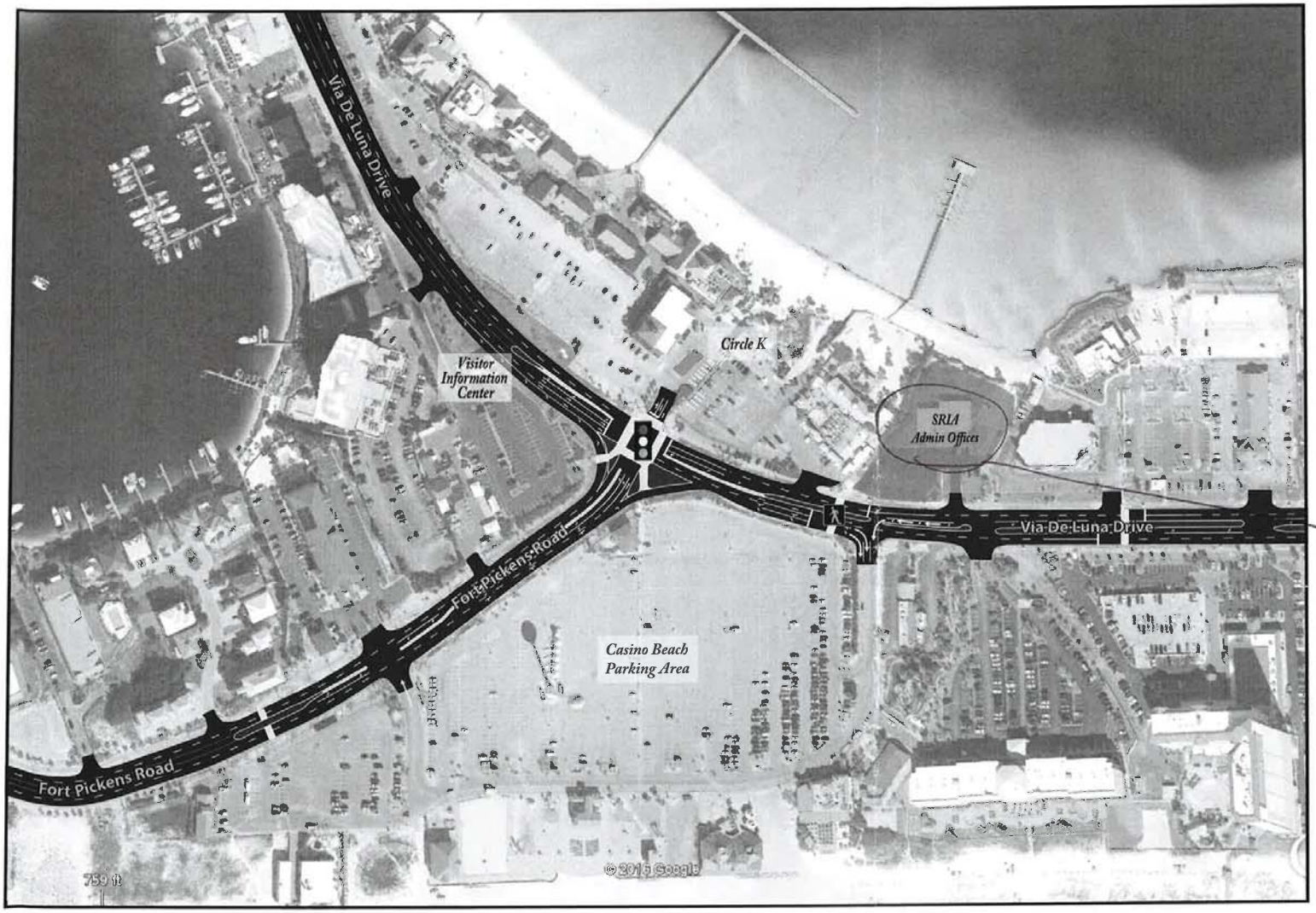
FIRST NAME (Required): DAVID

LAST NAME (Required): PIOTROWSKI

ADDRESS: 1214 VIA DE LUNA DR

PHONE #: 850-291-0722 EMAIL: dgki332@cox.net

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COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion

GOAL #2: Identifying options for pedestrian and vehicular traffic management

GOAL #3: Optimizing parking in the core area

This is prime waterfront possible - shopping [redacted] dining maybe private living on top? to make better use of the property

GOAL #4: Exploring the need for additional trolley route locations and increased frequency

GOAL #5: Researching a park and ride trolley

GOAL #6: Determining potential funding sources

CSH

PLEASE PRINT

FIRST NAME (Required):

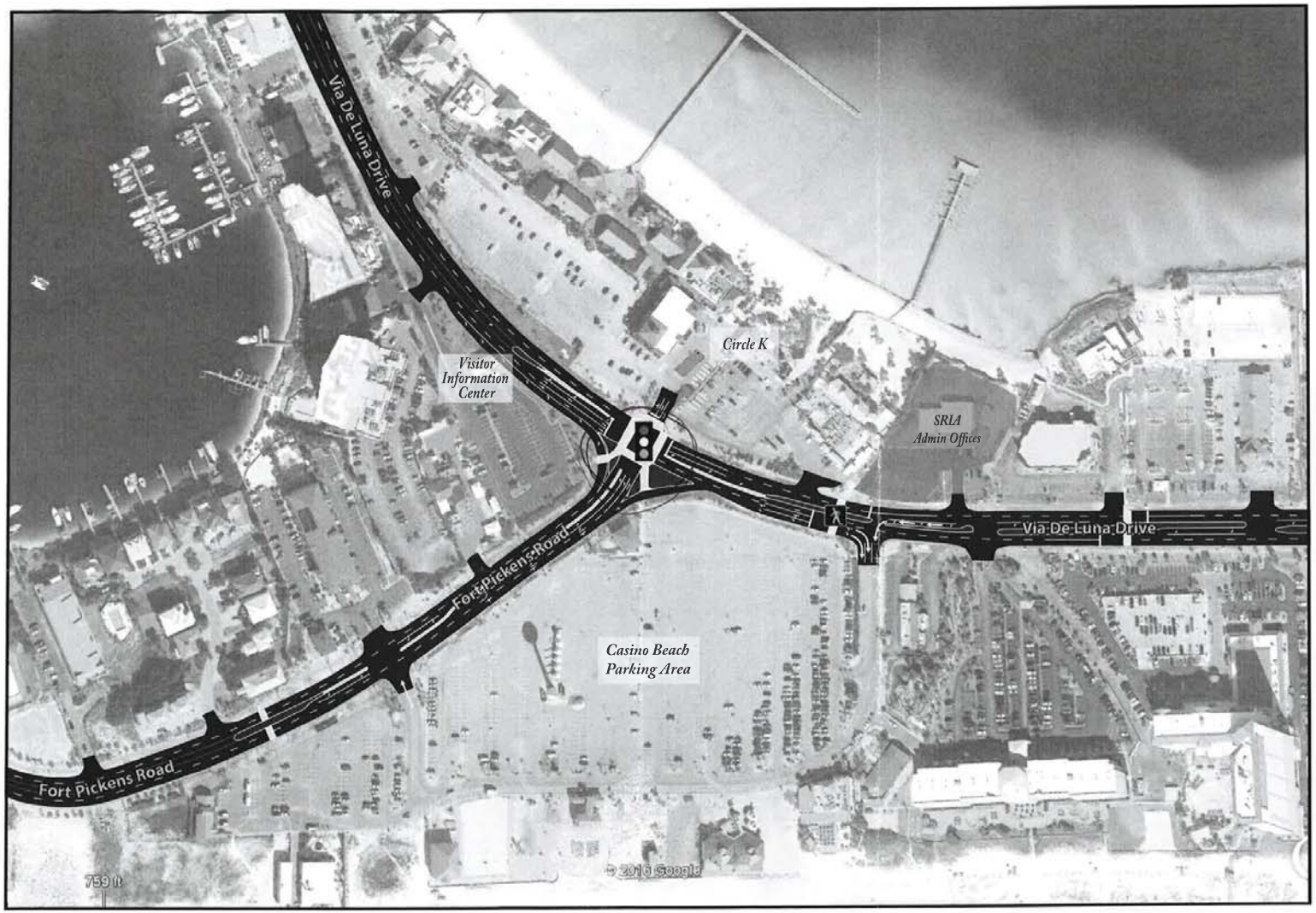
LAST NAME (Required):

ADDRESS:

PHONE #: EMAIL:

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COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion
Better Traffic light synchronization and/or live traffic person at peak times. (Not needed most of the time)

GOAL #2: Identifying options for pedestrian and vehicular traffic management Do not change cross walks - They save lives!

GOAL #3: Optimizing parking in the core area
Not a concern of mine as a resident - I put up with it the few times it is an issue.

GOAL #4: Exploring the need for additional trolley route locations and increased frequency
Very in favor of increased frequency

GOAL #5: Researching a park and ride trolley
Will only work for the beach if there is "room" on the trolly for beach stuff"

GOAL #6: Determining potential funding sources No clue.

CSH

PLEASE PRINT
FIRST NAME (Required): AL

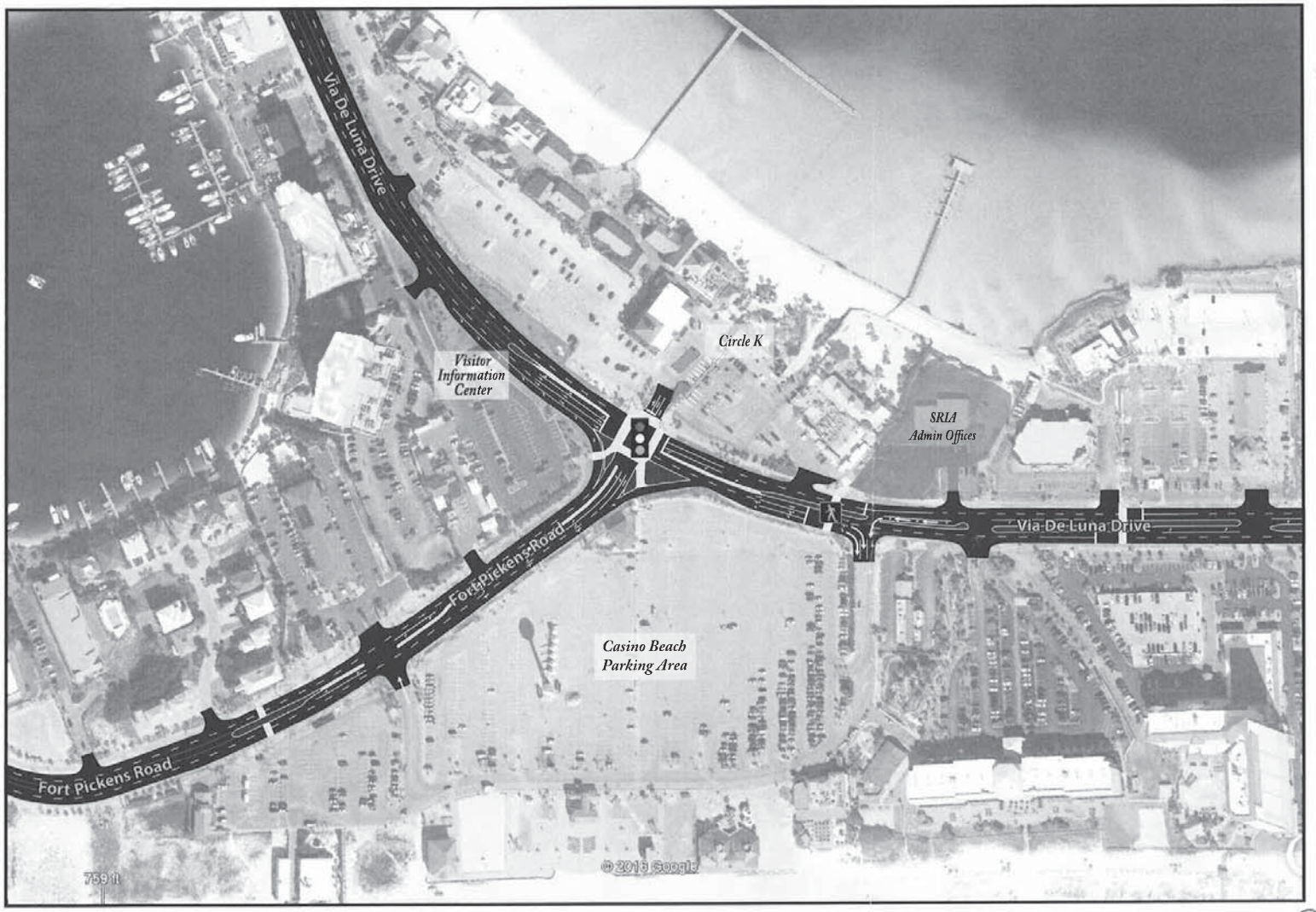
LAST NAME (Required): Lucia

ADDRESS: 74 Calle Marbella

PHONE #: 972 839 3007 EMAIL: al@adlassociates.com

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COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion More Public transportation: Buses & trolleys

GOAL #2: Identifying options for pedestrian and vehicular traffic management

1) Walk-over like in Gulf Breeze

2) Timed flashing crosswalks (during the summer only. Every few minutes, like stop lights)

GOAL #3: Optimizing parking in the core area Good luck

GOAL #4: Exploring the need for additional trolley route locations and increased frequency Yes definitely

GOAL #5: Researching a park and ride trolley Great idea. Large bus from Pensacola. Trolleys from Gulf Breeze.

GOAL #6: Determining potential funding sources The tourists! Charge them a traffic congestion fee. Only during May-September CS4

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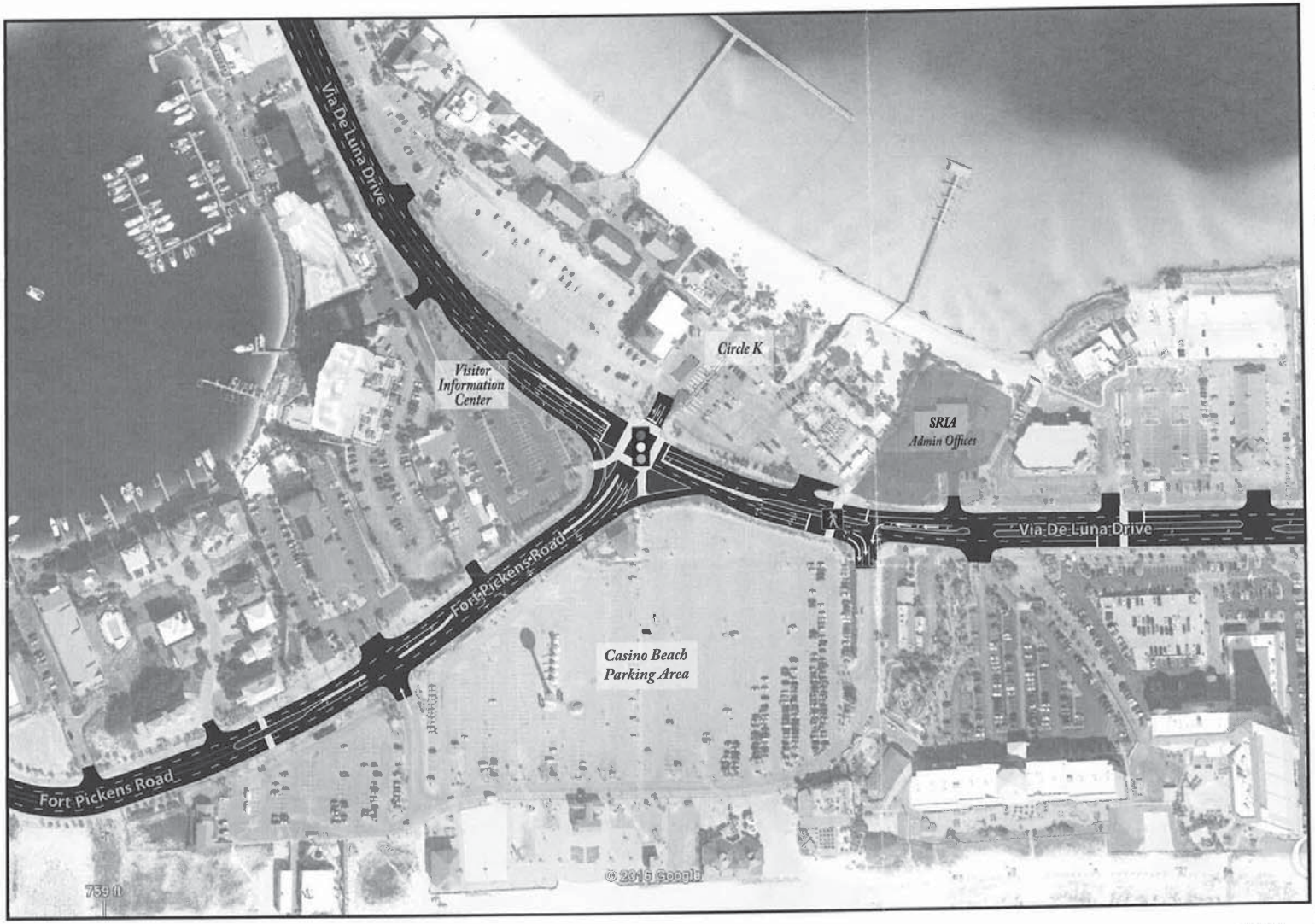
FIRST NAME (Required): Jacque ~~Falzone~~

LAST NAME (Required): Falzone

ADDRESS: 812 Rio Vista

PHONE #: 850-261-9745 EMAIL: jenifairy12@aol.com

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COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion
Enforce currents traffic + noise laws.

Music Ordance to include motorcycles

GOAL #2: Identifying options for pedestrian and vehicular traffic management Enforce current traffic + noise laws.

Music Ordance to include motorcycles

GOAL #3: Optimizing parking in the core area
Enforce current traffic + noise laws.

Behavior Modification

GOAL #4: Exploring the need for additional trolley route locations and increased frequency

Less Vehicles

Park + and Ride

GOAL #5: Researching a park and ride trolley Toll $3.00 for non-beach residents. Free Park + Ride or $1.00

GOAL #6: Determining potential funding sources Raise the toll for vehicles for non beach residents. ~~Park + Ride~~ to $3.00 Free Park + Ride

CSH

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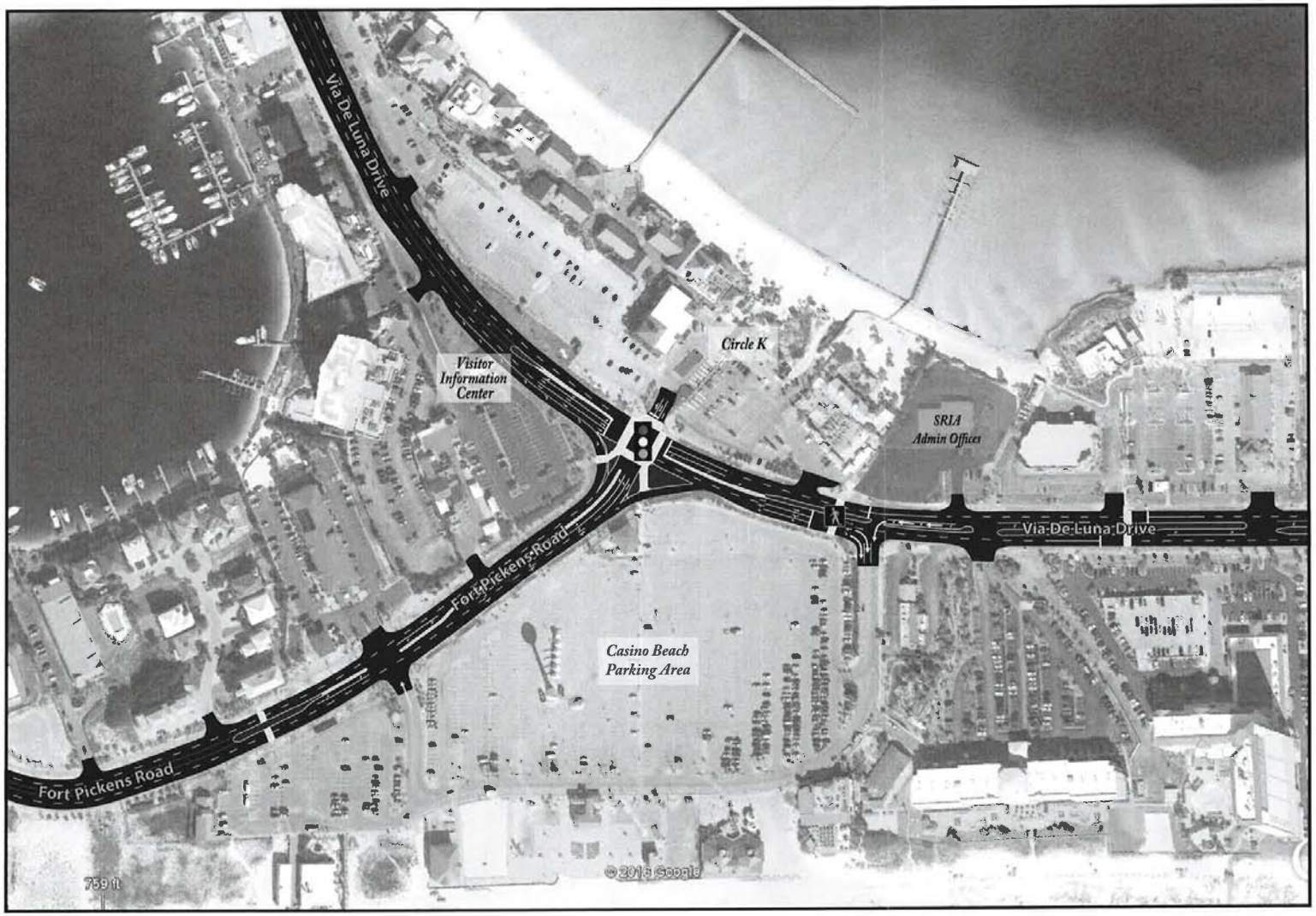
PLEASE PRINT
FIRST NAME (Required): Rick

LAST NAME (Required): Brown

ADDRESS: 1 Sugar Bowl Lane Pensacola Fla. 32561

PHONE #: 850-512-7667 EMAIL: navarreco@att.net

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COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion

$200
Charge $200 - Fee
($100 has been
for ever)
Manage the main light better
(many times no traffic off Ft.
Pickens Rd + from Portofino Crazy

GOAL #2: Identifying options for pedestrian and vehicular traffic management

put walk ways over
Main Light at Quietwater Beach
+ 1/4 fronting "Side Walk"

GOAL #3: Optimizing parking in the core area

Buy the floating garage
+ charge
Daily day $5 - Whole day $10
+ holiday double fee.

GOAL #4: Exploring the need for additional trolley route locations and increased frequency

GOAL #5: Researching a park and ride trolley + put a Sign - when
there is "No" parking - So Renters
can still get on Island. Visitor can divide
if the want to trolley or car pool

GOAL #6: Determining potential funding sources

CSH

PLEASE PRINT
FIRST NAME (Required): Judy

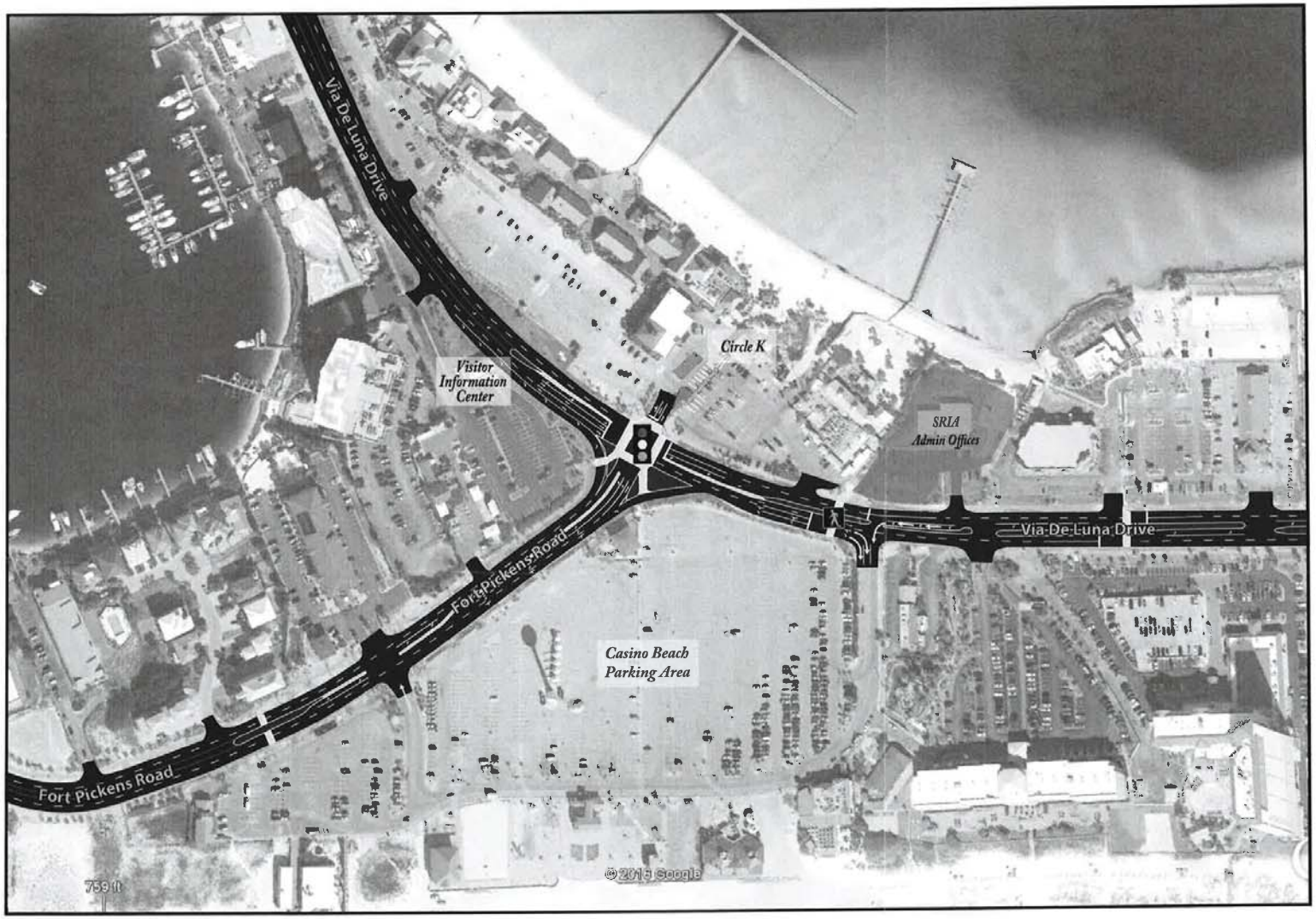
LAST NAME (Required): BALBANY

ADDRESS: 18 Via De Luna

PHONE #: (850) 380-1160 EMAIL:

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COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion

More parking needed
Ē convenient charge

GOAL #2: Identifying options for pedestrian and vehicular traffic management

Synchronize traffic signals

GOAL #3: Optimizing parking in the core area

Additional decks on Casino Beach Parking Lot

GOAL #4: Exploring the need for additional trolley route locations and increased frequency

Ē parking available on both side

GOAL #5: Researching a park and ride trolley – could work

GOAL #6: Determining potential funding sources

CSH

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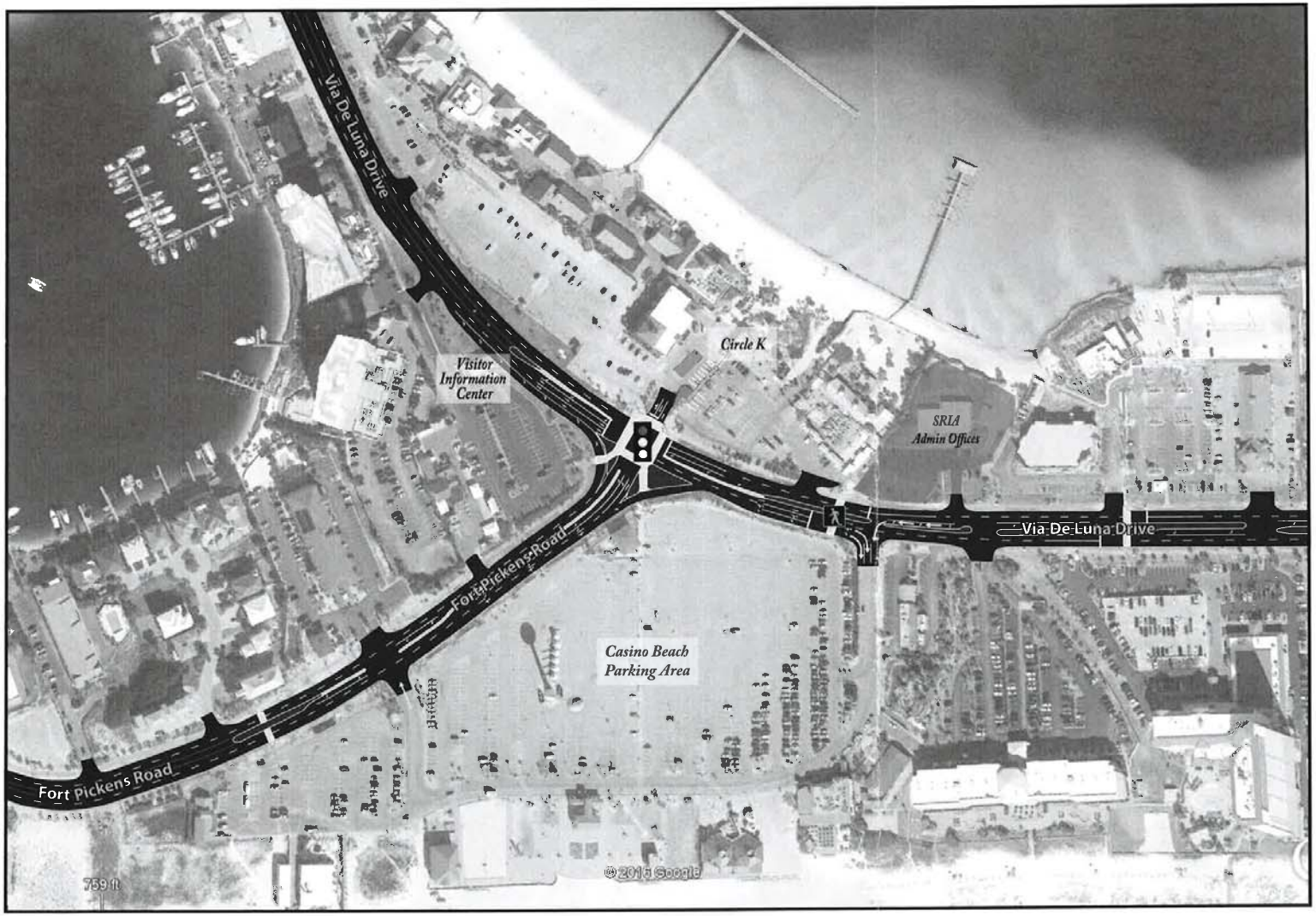
PLEASE PRINT
FIRST NAME (Required): Edward

LAST NAME (Required): GALBAVY

ADDRESS: 18 Via Deluna Drive

PHONE #: 380-8181 EMAIL:

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COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion

ONE WAY AT CASINO

GOAL #2: Identifying options for pedestrian and vehicular traffic management

PEDESTRIAN CROSS WALK HAS TO GO AWAY

REPLACE WITH WALK-OVER - LIKE AT SCHOOLS IN GULF BREEZE

GOAL #3: Optimizing parking in the core area

TIME LAPSE VIDEO OF CORE SHOULD TELL WHEN GOOD TIME FOR TRAFFIC COP IS NEEDED TO HELP 'EXIT' TRAFFIC.

GOAL #4: Exploring the need for additional trolley route locations and increased frequency

EAST/SOUTH SIDE = SHORT LOOP

NORTH SIDE = LONG RIDE / WHOLE LENGTH

GOAL #5: Researching a park and ride trolley

FERRY BETTER.

GOAL #6: Determining potential funding sources

CSH

PLEASE PRINT

FIRST NAME (Required): PAM MURPHEY

LAST NAME (Required): MURPHEY

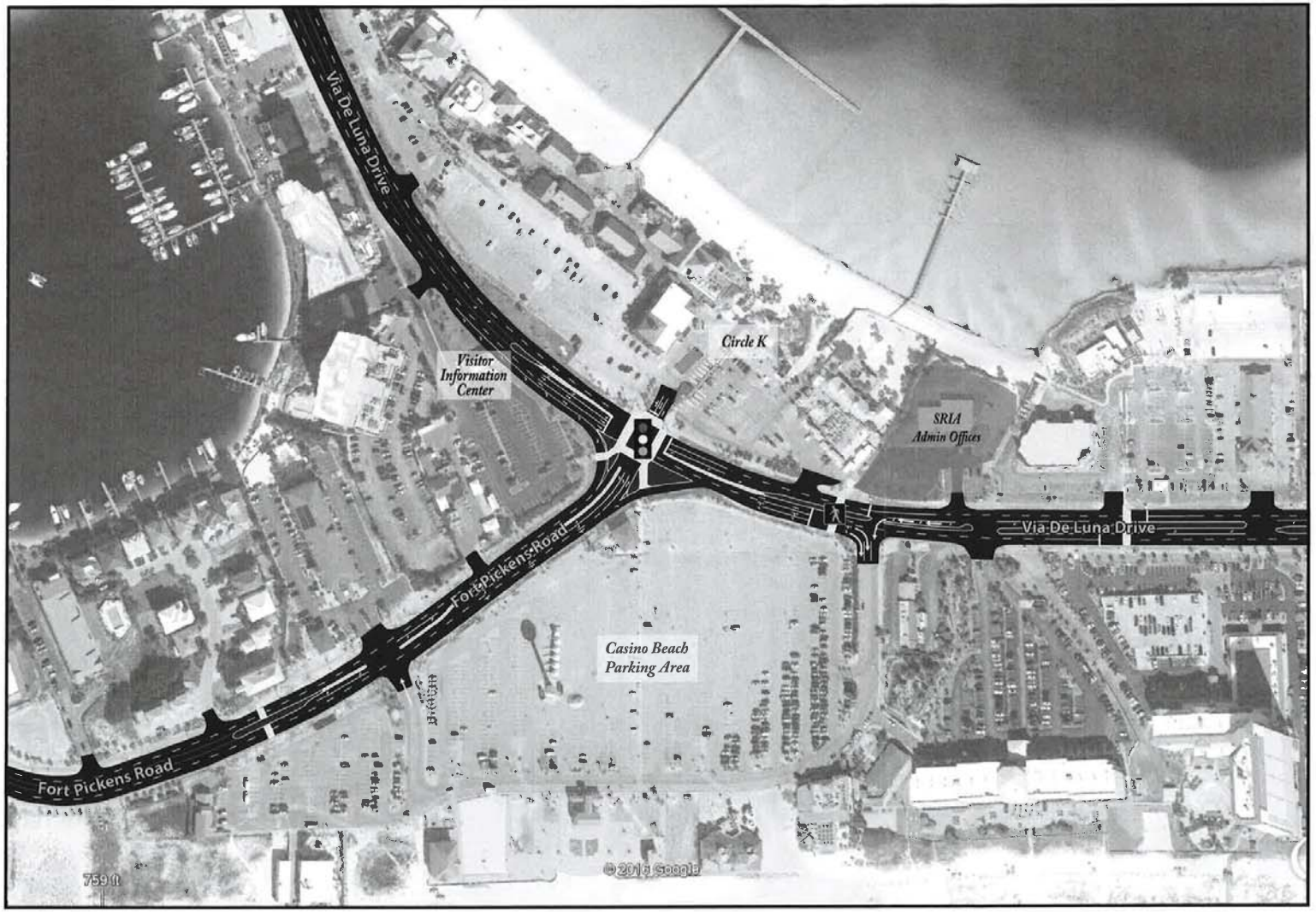
ADDRESS: 408 VANCOUVER ST.

PHONE #: 850 485 5284 EMAIL: pj.murphey@yahoo.com

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4/5

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COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion
NEED BETTER COORDINATION OF TRAFFIC CONTRO BETWEEN ISLAND, GULF BREEZE, AND 17TH AVE AREA ON MAJOR TRFFIC EVENS — JULY 4, BLUE ANGELS, MARDI GRAS - LIGHTS, LANES, SYNCHRONIZATION.

GOAL #2: Identifying options for pedestrian and vehicular traffic management BUILT DOWN OPPOSING LANES AND OPEN UP TO SAME DIRECTION FLOW TEMPORARILY TO INCREAS TRAFFIC ROUTES CAPACITY

GOAL #3: Optimizing parking in the core area
NOT MUCH POSSIBLE

GOAL #4: Exploring the need for additional trolley route locations and increased frequency NOT MORE ROUTES - MORE TROLLEYS — OPEN UP PARKING SERVED BY TROLLEYS AT TOWARD FORT PICKENS AND TOWARD NAVARRE

GOAL #5: Researching a park and ride trolley GOOD

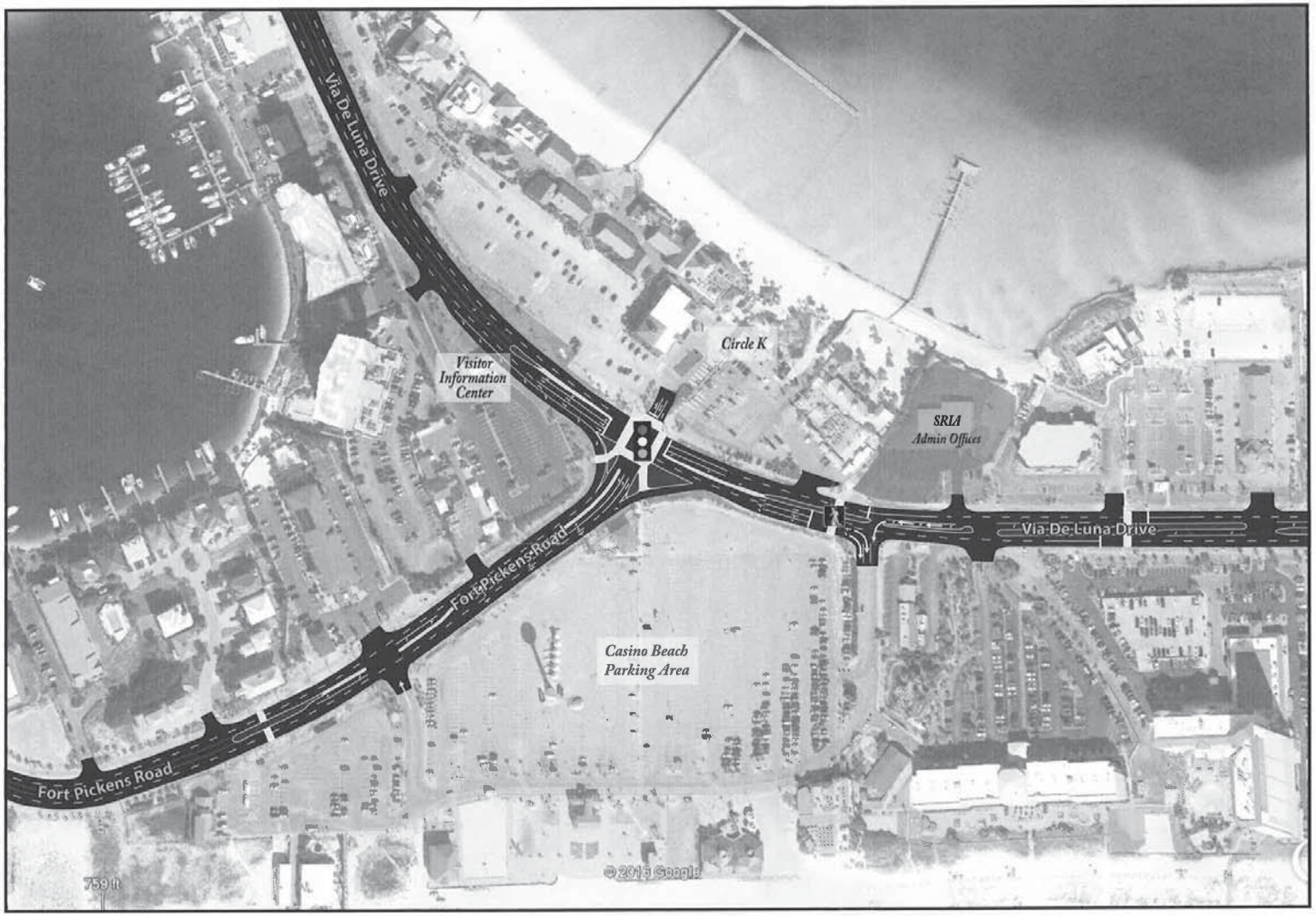
GOAL #6: Determining potential funding sources DON'T TAX BEACH LEASEHOLDERS

CSH

❒ Please check box if you continue your comments on that back of this sheet.

PLEASE PRINT
FIRST NAME (Required): TOM ~~ALLEN~~
LAST NAME (Required): ALLEN
ADDRESS: 382 FORT PICKENS ROAD
PHONE #: 850-857-9303 EMAIL: tdazcom@bellsouth.net

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COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion All the crosswalks on Via DeLuna MUST BE TIMED TO TRAFFIC SIGNAL. CROSSWALKS CANNOT BE INSTANT GRATIFICATION.

GOAL #2: Identifying options for pedestrian and vehicular traffic management If we can solve parking will immediately impact traffic as SO many people driving around looking for a spot. ~~Put a deck at~~ Parking deck in GB, possibly around hospital / Anderson as would blend in with existing decks.

GOAL #3: Optimizing parking in the core area REALLY NEED TO CONSIDER SOME DECK PARKING. NEED TO CONSIDER PARKING DECKS OFF-BEACH WITH FREQUENT TRANSPORT TO BEACH. MOVE SEWAGE PLANT AND REPLACE WITH PARKING DECK!

GOAL #4: Exploring the need for additional trolley route locations and increased frequency

GOAL #5: Researching a park and ride trolley Need to have trolley from mainland parking, not just on beach.

GOAL #6: Determining potential funding sources RE: PARKING, businesses will benefit if people can get to them. Taxes paid on the beach should stay on the beach. CSH

❒ Please check box if you continue your comments on that back of this sheet.

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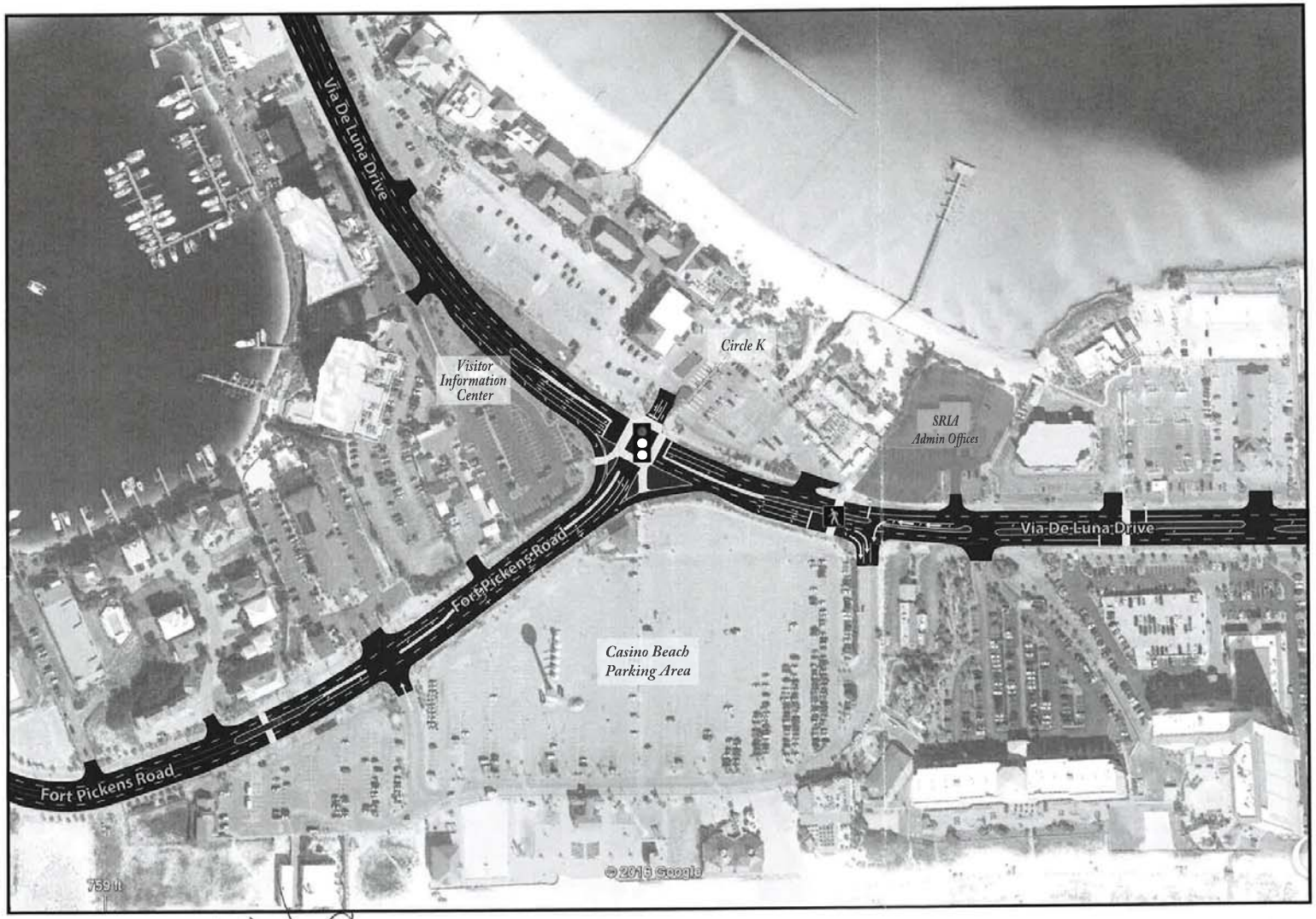
FIRST NAME (Required): Julie

LAST NAME (Required): Azuma

ADDRESS: 110 Bay Bridge DR / soon to be 417 N. Sunset

PHONE #: 850-830-2711 EMAIL: AZUMAJU@GMAIL.COM

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COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion
ELIMINATE DISFUNCTIONAL CROSSING LIGHTS. INSTALL STOP LIGHTS (YOU KNOW: RED = VEHICLES STOP; & PEOPLE CROSS; GREEN = VEHICLES GO, PEOPLE STOP. IT TAKES ME 20 MINUTES TO TRAVEL 3 MILES ON THE WEEKENDS (FROM OUR LADY TO UNIVERSITY & FT PICKENS RD.

GOAL #2: Identifying options for pedestrian and vehicular traffic management
INSTALL TRAFFIC LIGHTS GET RID OF THE TOURIST CROSSING LIGHTS.

GOAL #3: Optimizing parking in the core area
FIX the traffic problem.

GOAL #4: Exploring the need for additional trolley route locations and increased frequency

GOAL #5: Researching a park and ride trolley

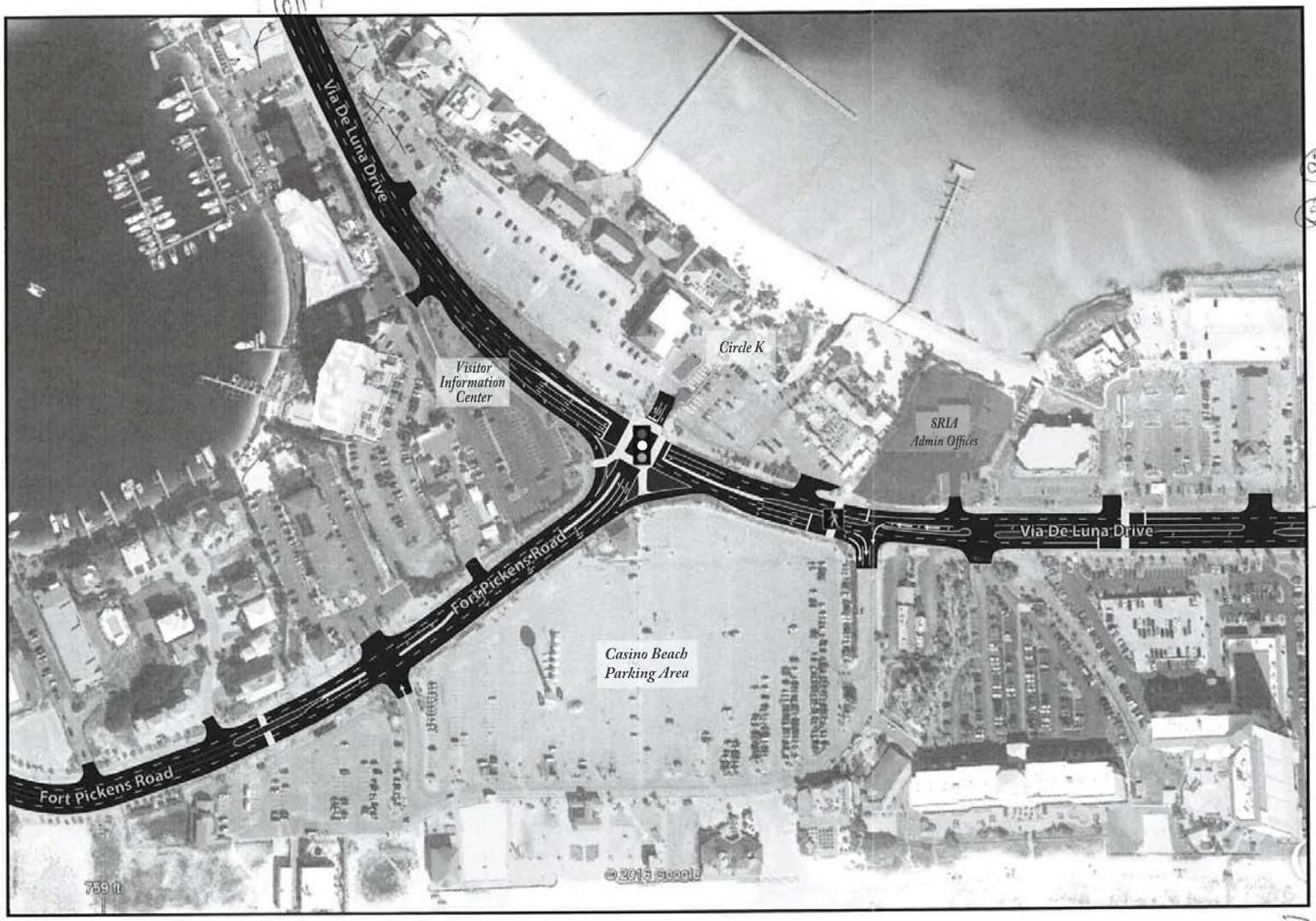
GOAL #6: Determining potential funding sources SRIA FEES & TAXING BEACH PROPERTY SHOULD GIVE YOU ENOUGH!

CSH

❒ Please check box if you continue your comments on that back of this sheet.

PLEASE PRINT
FIRST NAME (Required): KIM
LAST NAME (Required): HOGAN
ADDRESS: PO BOX 501 GULF BREEZE FL 32562
PHONE #: NO EMAIL: KPHOGAN@AOL.COM

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COMMENTS/SUGGESTIONS: (1)

GOAL #1: Relieving traffic congestion Get more parking ASAP, Get people off the Road - Build a Parking Deck at the current SRIA Bldg.

(2) Use walk overs for pedestrians

(3) Rework the area @ Subway & Circle K & Lighthouse !!

GOAL #2: Identifying options for pedestrian and vehicular traffic management

Please close Sidewalk in Front of Sidelines so cars can NOT drive on it, To save driving around Casino Beach Parking Area.

GOAL #3: Optimizing parking in the core area

Parking Deck @ Casino Beach

Floating Deck too far away from Core

If you make workers park off the island this opens Tons of parking - This gets cars off the Road looking for a space!

GOAL #4: Exploring the need for additional trolley route locations and increased frequency

Fund Parking Deck from toll Bridge

More Parking Spaces ASAP = less cars on Street Looking, Looking for a Spot to Park!

GOAL #5: Researching a park and ride trolley Designated parking for Service industry personel off the Island (Publix?) Trolley In! Free trolley Rides

GOAL #6: Determining potential funding sources Toll Bridge, ~~State Funds~~ Room Tax on PB Used For PB ! CSH

❒ Please check box if you continue your comments on that back of this sheet.

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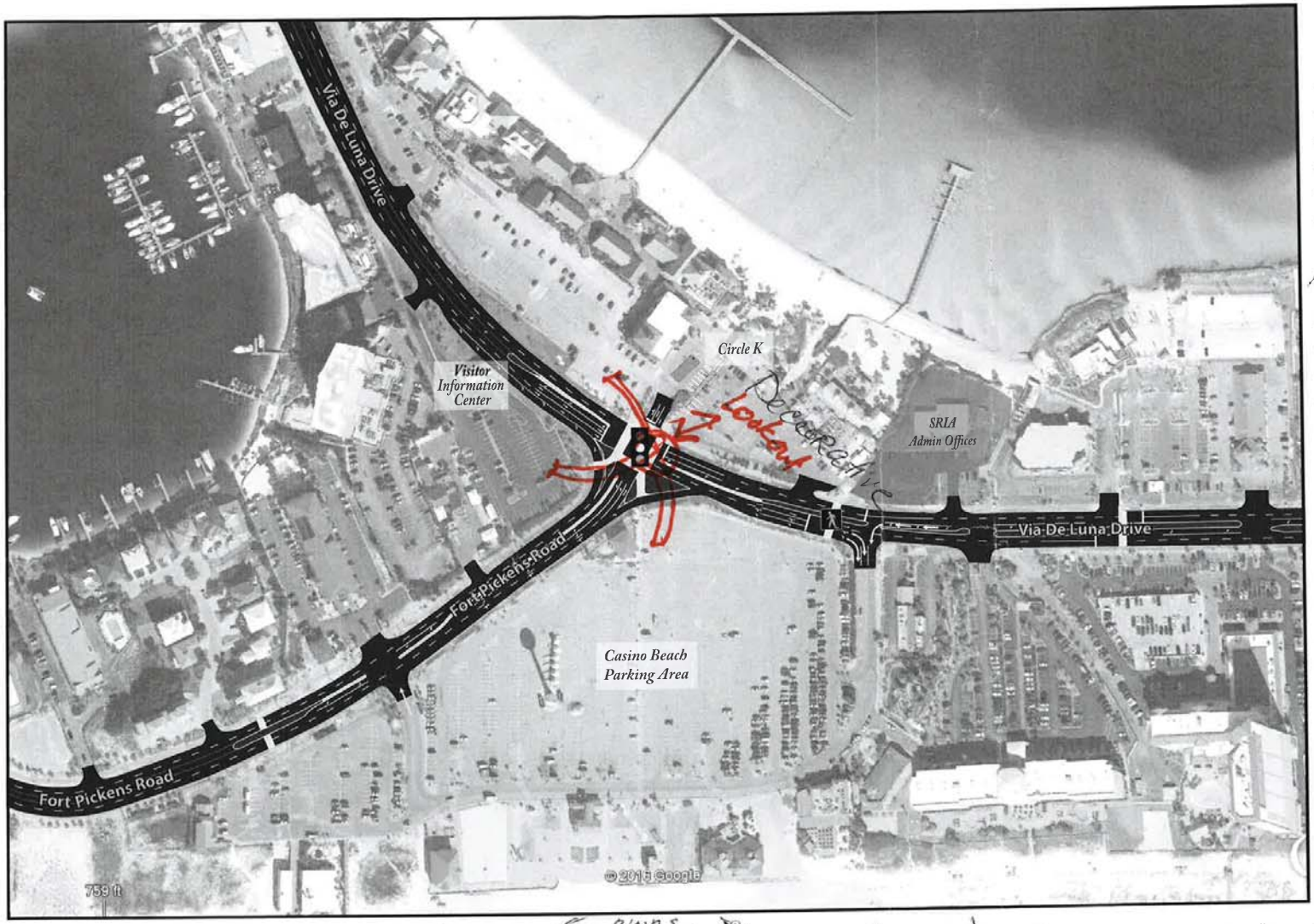
FIRST NAME (Required): Patricia

LAST NAME (Required): Holt

ADDRESS: 17 Sugar Bowl LN

PHONE #: 916 4334 EMAIL: pholtrdh@mediacombb.net

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COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion
Position dayuties on special event days at traffic light to keep traffic moving

GOAL #2: Identifying options for pedestrian and vehicular traffic management
At Main light Pedestrian walkover with 3 "Arms" to access Casino Beach, Boardwalk and ~~Other~~ Little Sabine, Dunes/Hotel/Businesses. At top of walkover, have Lookout. Need elevator access. (See Red Drawing) Could be Constructed so structure is pleasing to the eye.

GOAL #3: Optimizing parking in the core area
Consider parking garage west of Sidelines or additin parking at current SRIA location.

GOAL #4: Exploring the need for additional trolley route locations and increased frequency
Add trolley stop on Pensacola Beach Blvd at location of current ECAT stop

GOAL #5: Researching a park and ride trolley
Maybe consider Park East & Park west for Park & Ride Trolley.

GOAL #6: Determining potential funding sources
?

CSH

❒ Please check box if you continue your comments on that back of this sheet.

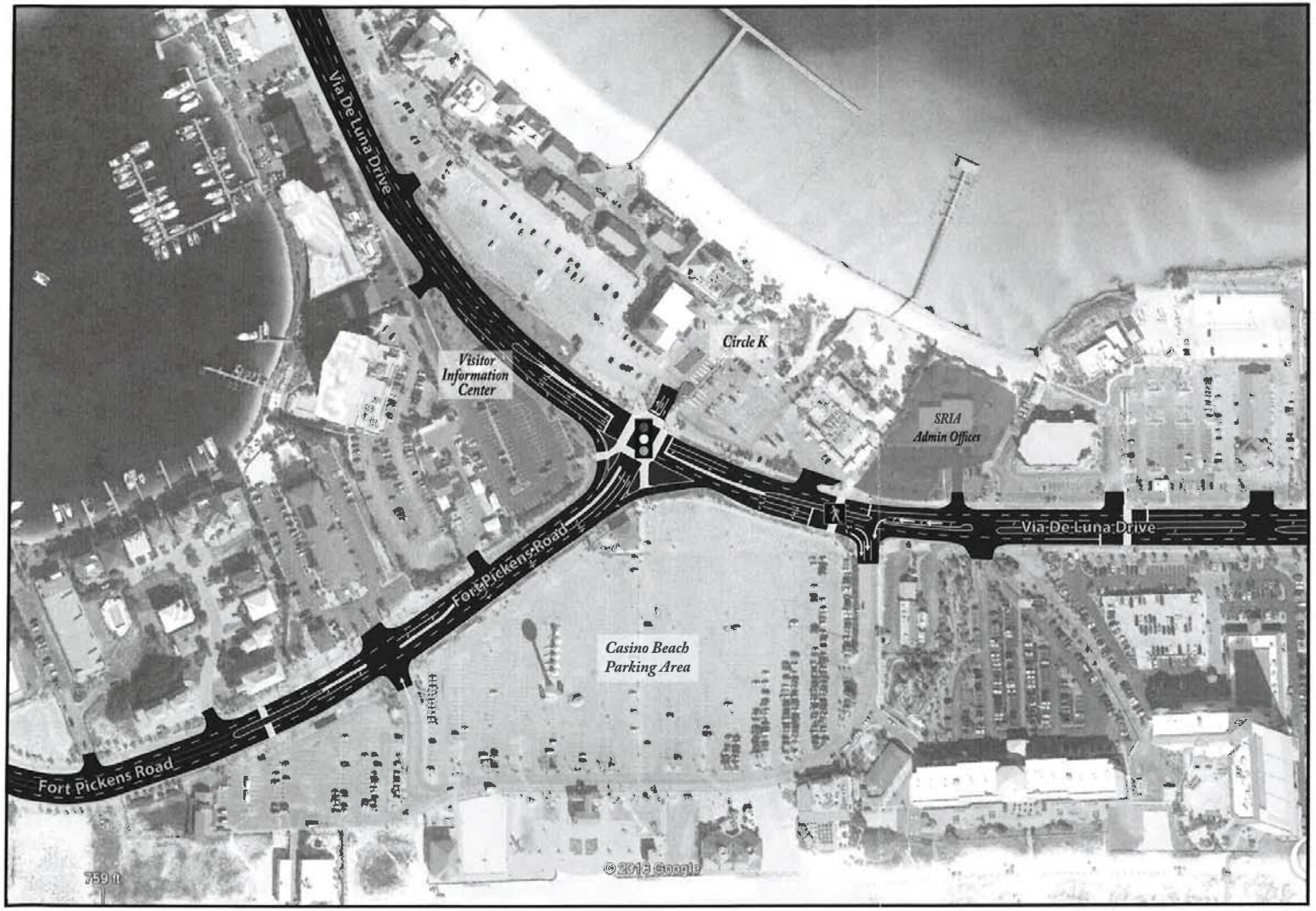
PLEASE PRINT
FIRST NAME (Required): Sonny & Beverly ~~Campbell~~ (owns Sandshaker @ 731 Pensacola Beach Blvd.)

LAST NAME (Required): Campbell

ADDRESS: 232 Sabine Dr, Pensacola Beach, FL 32561

PHONE #: (850) 324-0815 EMAIL: Bev@sandshaker.com

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COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion
Higher tolls during high traffic times + days

See: Randy gave him my info

GOAL #2: Identifying options for pedestrian and vehicular traffic management

GOAL #3: Optimizing parking in the core area

GOAL #4: Exploring the need for additional trolley route locations and increased frequency

GOAL #5: Researching a park and ride trolley

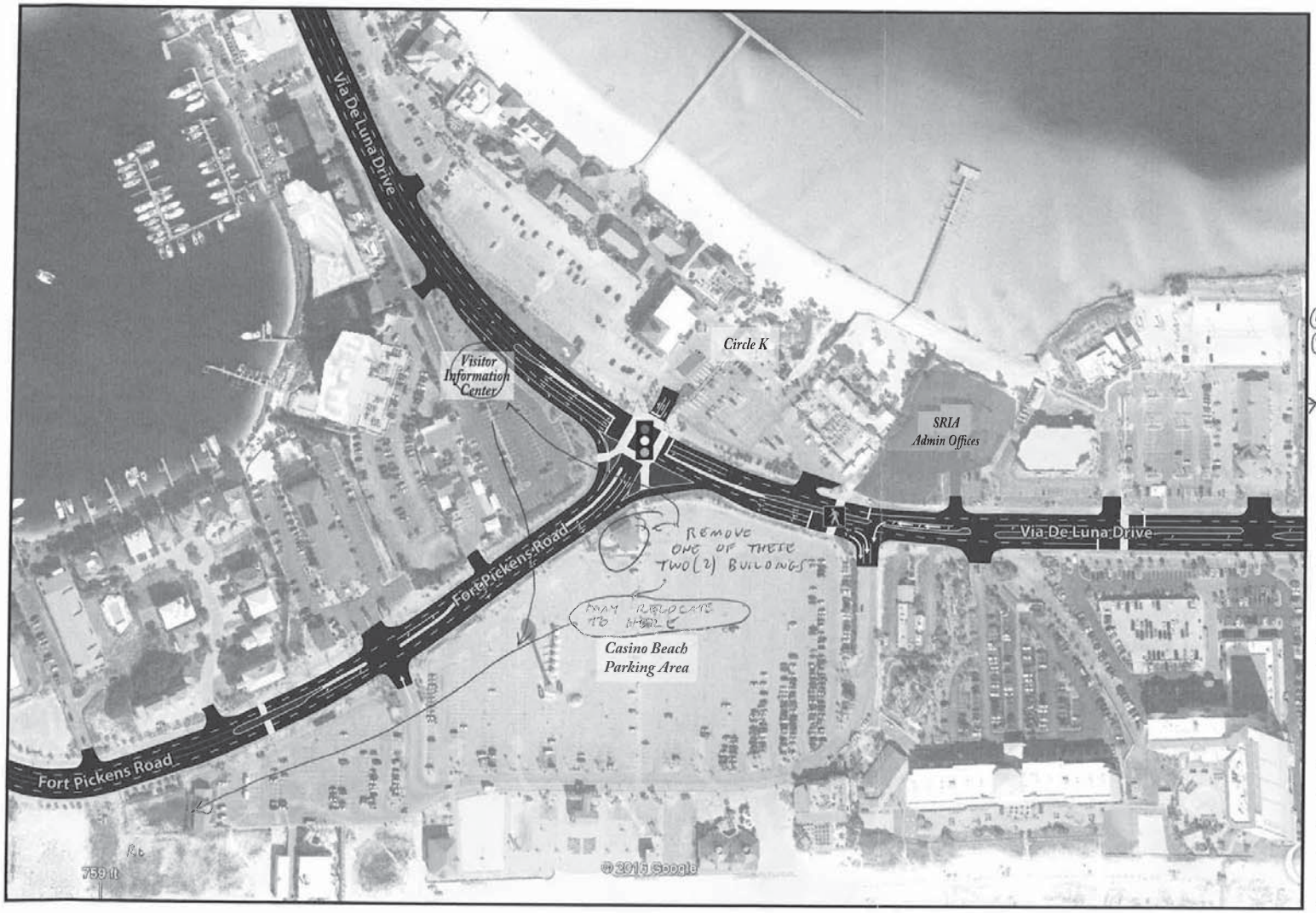
GOAL #6: Determining potential funding sources

CSH

❒ Please check box if you continue your comments on that back of this sheet.

PLEASE PRINT
FIRST NAME (Required): Lila
LAST NAME (Required): Davidson
ADDRESS: 18 Via De Luna Dr #1906
PHONE #: 850-426-2303 EMAIL: liladavidson@gmail.com

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COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion

CHARGE $1.00 PARKING FEE ON BEACH PUBLIC PARKING AREAS

INCENTIVIZE CARPOOLING BY CHARGING ~~A PARKING FEE~~ HIGHER PARKING FEES TO SINGLE-OCCUPANT CARS VS MULTI-OCCUPANT

NOT TO BE CHARGED AT TOLL BOOTH !!

GOAL #2: Identifying options for pedestrian and vehicular traffic management

(1) CROSSOVER CROSSWALKS (LONG TERM SOLUTION)

(2) REMOVE "INSTANT ACCESS ON DEMAND" PEDESTRIAN FLASHING CROSSWALKS & REPLACE WITH "DELAYED ACCESS" THAT WAITS 2-3 MINUTES AFTER BUTTON PUNCH & NO SHORTER INTERVALS THAN 8 MINUTES (I.E JUST LIKE A TRAFFIC LIGHT WORKS) (SHORT TERM)

GOAL #3: Optimizing parking in the core area

(1) REMOVE OLD VISITOR CENTER BUILDING OUT OF SANDSHAKEN PARKING LOT

GOAL #4: Exploring the need for additional trolley route locations and increased frequency

MUST FIRST LOOK FOR WAYS TO INCENTIVISE TROLLEY USE

- ALLOW OPEN CONTAINER ON TROLLEYS
- BICYCLE RACKS ON TROLLEYS
- TROLLEY ~~PASSES~~ WAITS LESS THAN 15 MINUTES
- AIR CONDITIONED TROLLEYS

GOAL #5: Researching a park and ride trolley ~~SYSTEM~~ GOOD OPTION. MAY CONSIDER A PARKING LOT IN GULF BREEZE JUST NORTH OF BOB SIKES BRIDGE BY CHARGING A $1.00 PARKING FEE ON BEACH PUBLIC PARKING & MAKE GULF BREEZE FREE PARK & RIDE MAY INCENTIVIZE USERS.

GOAL #6: Determining potential funding sources

(1) INCREASE VISITOR BED TAX BY 1%

(2) ~~INCREASE~~ SUBMIT A BOND OPTION TO BE VOTED ON BY PENSACOLA RESIDENTS

NOT RAISING BEACH TOLL – DO NOT COMINGLE BRIDGE REPLACEMENT FUNDS WITH TRAFFIC PARKING IMPROVEMENTS

(3)

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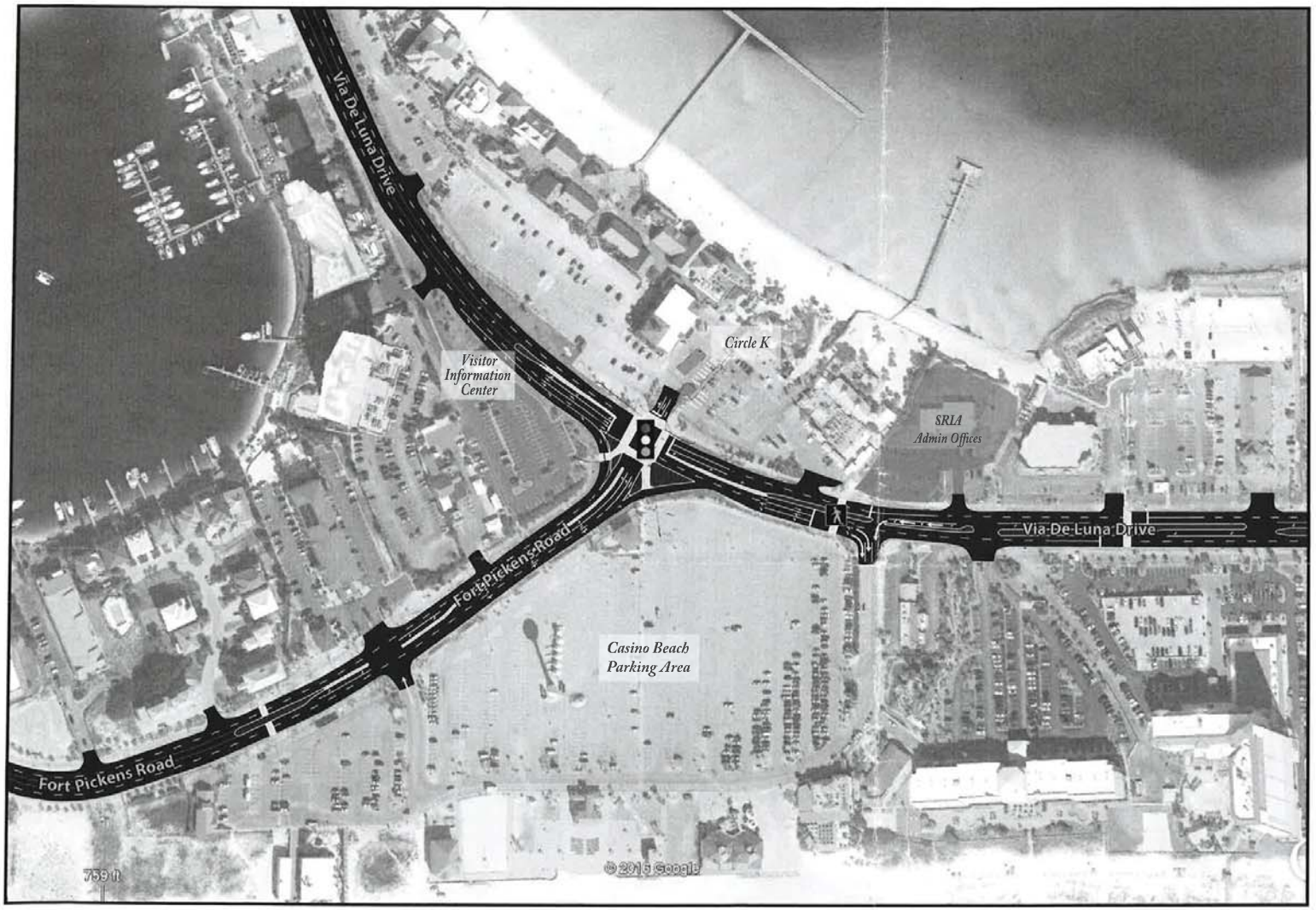
FIRST NAME (Required): JOHN WADE

LAST NAME (Required): WADE

ADDRESS: PENSACOLA FL

PHONE #: 850-469-1513 EMAIL: JOE JUDY @ RUNBOX.COM

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COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion
Unfortunately, with only 1 WAY ON And off the Beach, and only 1 Road to travel From East to West there is NO solution that MAKES Major Improvements. Minor Improvement only.

GOAL #2: Identifying options for pedestrian and vehicular traffic management
Pedestrian Walk over.
Human traffic Director at the light on Busy days.

GOAL #3: Optimizing parking in the core area
Only solution is to Go Vertical And that is Not esthetically pleasing.

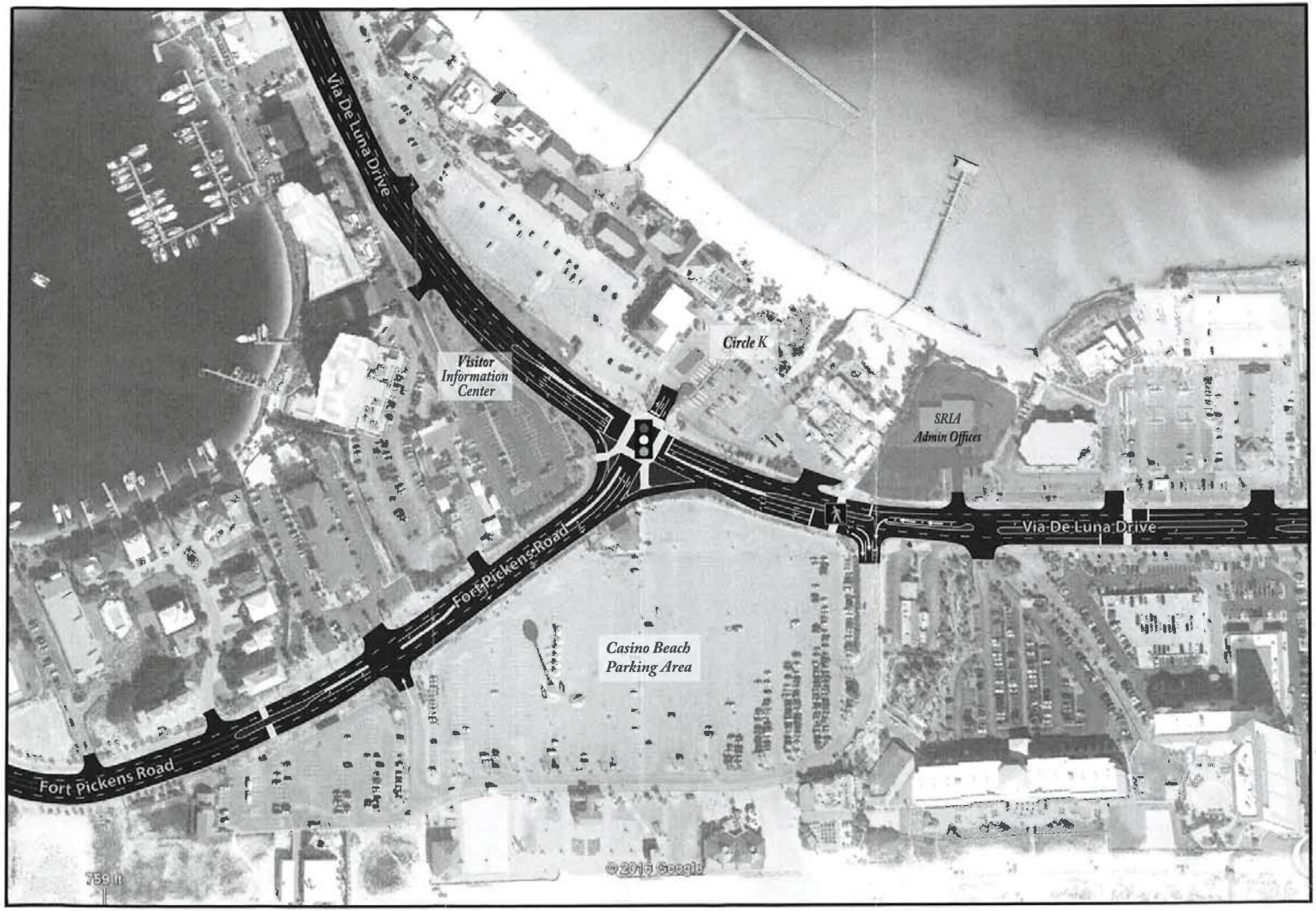
GOAL #4: Exploring the need for additional trolley route locations and increased frequency
Good Idea

GOAL #5: Researching a park and ride trolley Coming to the Beach to go to the Beach, Not the Restaurants Requires Coolers, chairs, umbrella's, Etc. And NO ONE is going to TRY to unload the car and load it on a Trolly or bus to "PARK And Ride" Just going to RAIN maybe but NO!
GOAL #6: Determining potential funding sources To the Beach.
Good Luck on that.
CSH

PLEASE PRINT
FIRST NAME (Required): LAWRENCE (LARRY)
LAST NAME (Required): PORTO
ADDRESS: 1140 Ft. Pickens Rd
PHONE #: 850-232-5282 EMAIL: lporto51@gmail.com

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☐ Please check box if you continue your comments on that back of this sheet.



COMMENTS/SUGGESTIONS:

GOAL #1: **Relieving** traffic congestion
BEST WAY is to REDUCE the NUMBER OF VEHICLES COMING ON to the BEACH. NEED PARK & RIDE lots IN GULF BREEZE & PENSACOLA. SEE #5.

GOAL #2: Identifying options for pedestrian and vehicular traffic management

GOAL #3: Optimizing parking in the core area

GOAL #4: Exploring the need for additional trolley route locations and increased frequency

GOAL #5: **Researching** a park and ride trolley Not a TROLLEY A BUS That Can handle BIKES/CHAIRS/COOLERS/UMBRELLAS etc. MAKE it Customer friendly with EASY ACCESS & free lots.

GOAL #6: Determining potential funding sources

CSH

☐ Please check box if you continue your comments on that back of this sheet.

PLEASE PRINT
FIRST NAME (Required): PATRICK

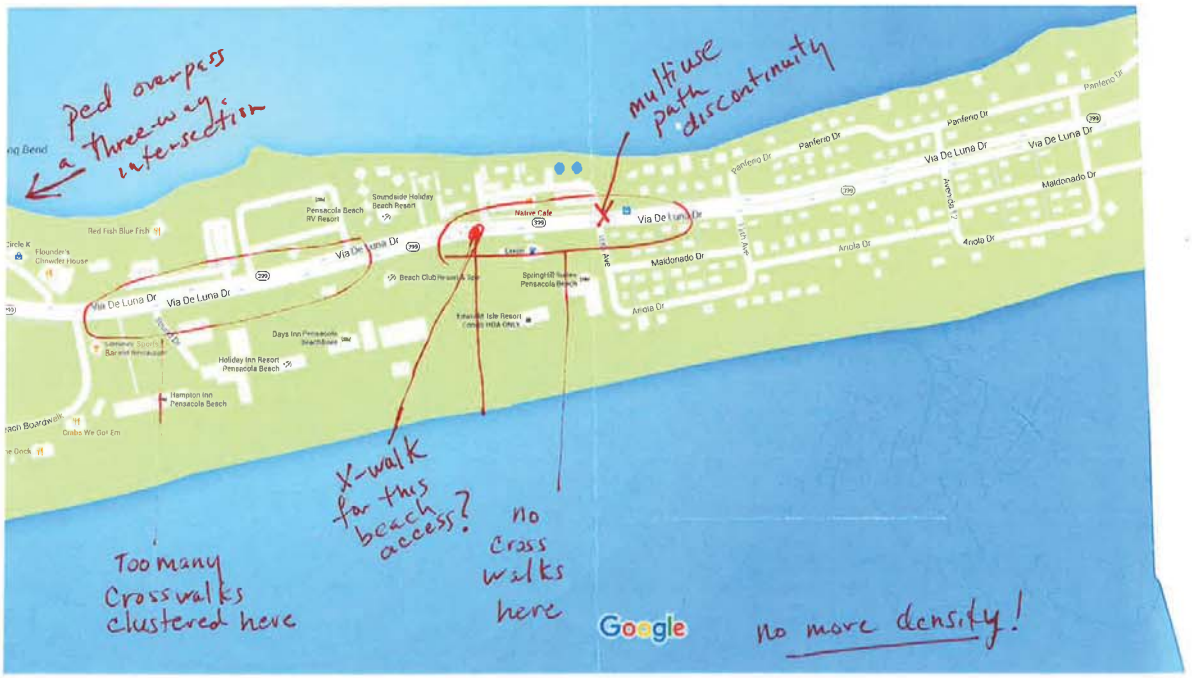
NAME (Required): DEUTSCH

1450 Via DELUNA unit A.

EMAIL: PAT@PACEINTL.COM

or mail to: EPR • 309 W. Gregory St. • Pensacola, FL 32502 or email to pcolabeachtrafficplan@epr-florida.com

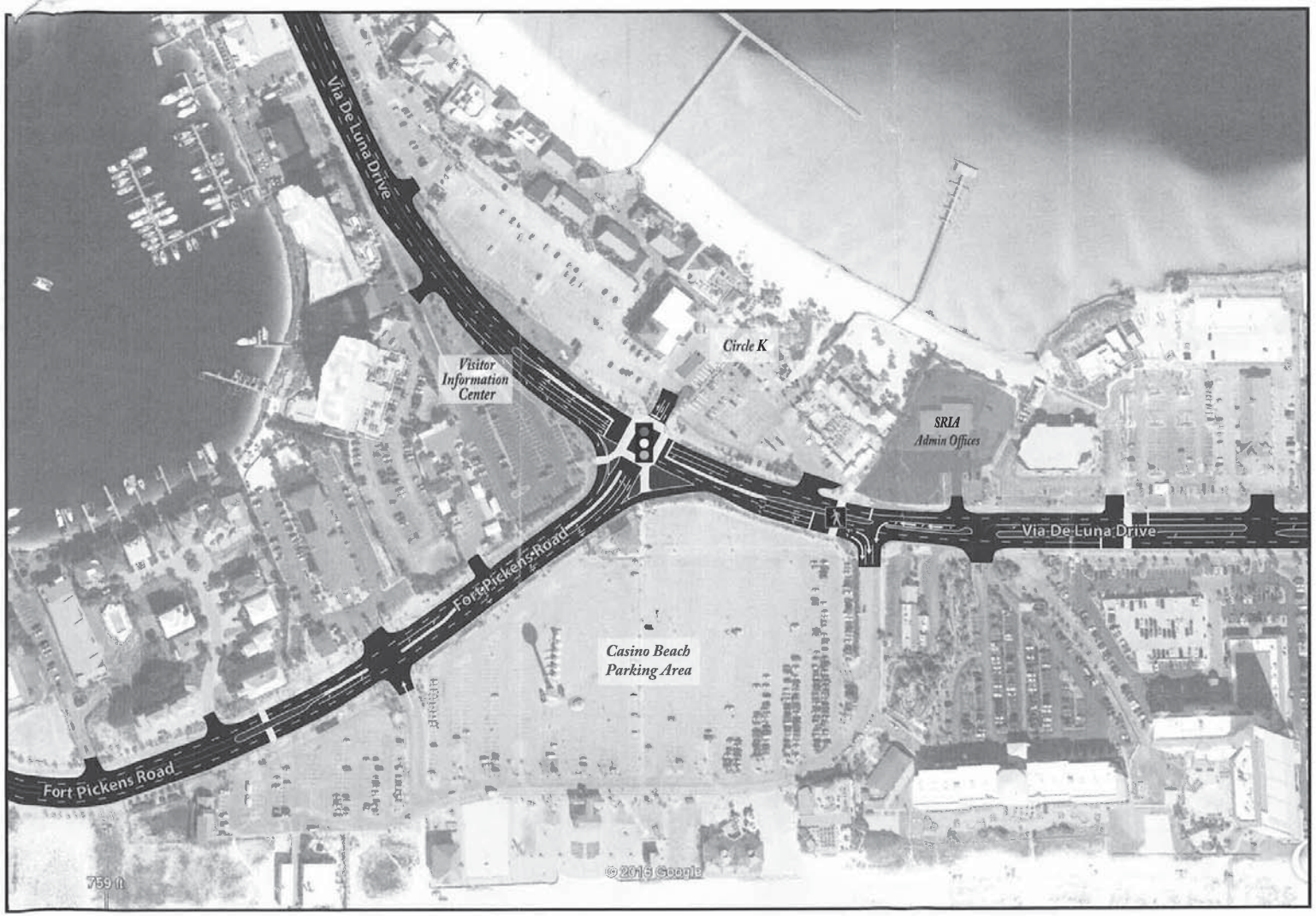
Google Maps



Map data ©2016 Google, INEGI 200 ft

Google Maps

Steven James



COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion

GOAL #2: Identifying options for pedestrian and vehicular traffic management pedestrian overpass; More cross walks in conjested areas

GOAL #3: Optimizing parking in the core area

GOAL #4: Exploring the need for additional trolley route locations and increased frequency

GOAL #5: Researching a park and ride trolley

GOAL #6: Determining potential funding sources

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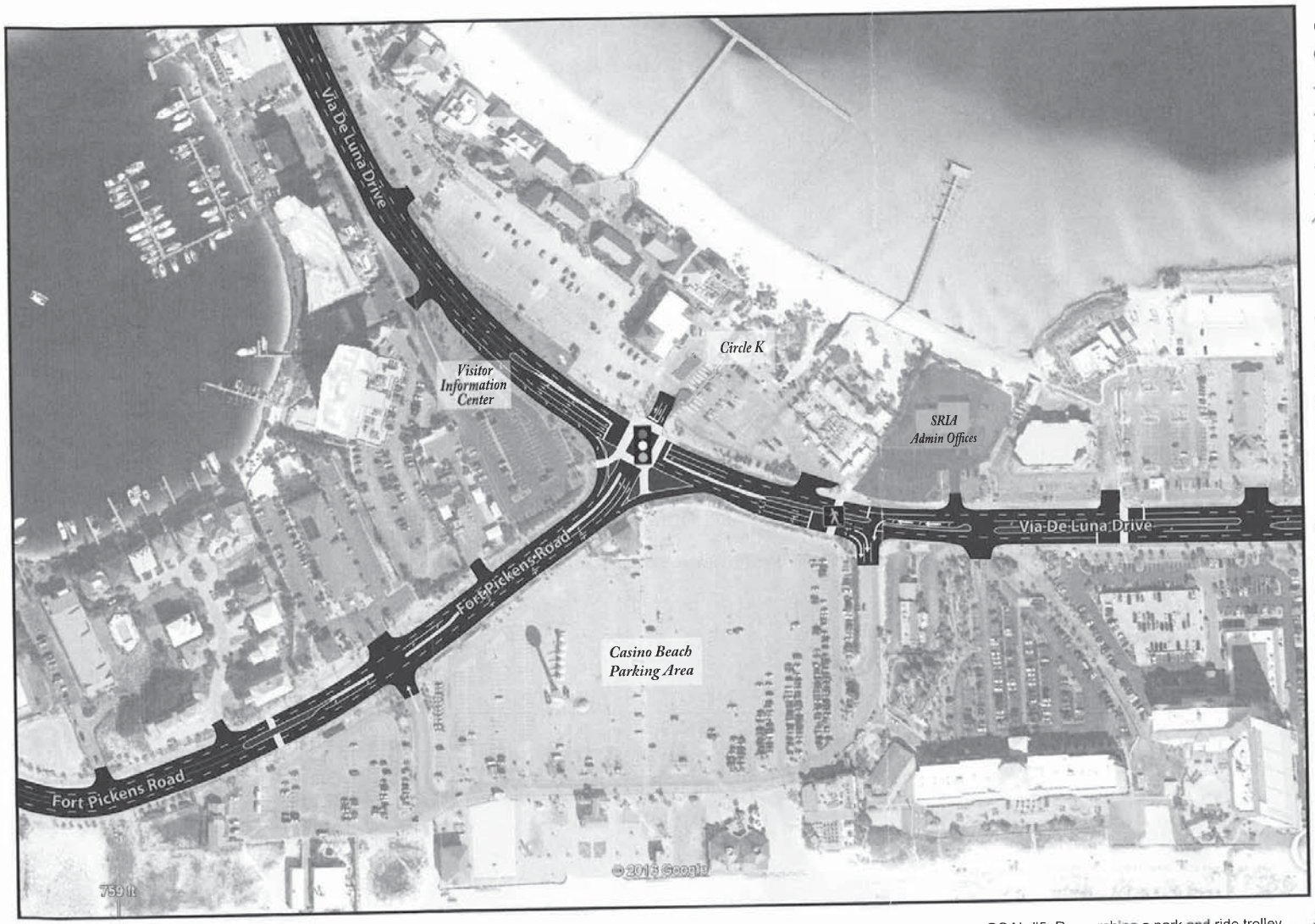
FIRST NAME (Required): Steven

LAST NAME (Required): James

251 243 6435 EMAIL:

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❒ Please check box if you continue your comments on that back of this sh



COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion
the clyde point is the light
the master plan from 7 or 8 years ago address this
Build a overpass for auto's not a ped overpass.

GOAL #2: Identifying options for pedestrian and vehicular traffic management Valet works on 380 in B. ham & was useful addressing by computer, limited ahead & turn arounds All the above needs to be used. Only have one light but every car goes thru it

GOAL #3: Optimizing parking in the core area
Limit employees to have decal or use remote parking on big event days (or most days) as the overpass will take out 1/3 the trolley pays for all price to have limited effect. Built remote pkg east @ Blk 400 pkg access.

GOAL #4: Exploring the need for additional trolley route locations and increased freqency
Again limit the clyde point is the light.

The Master plan was shot down as the bb cats felt it was too expensive. Now I was told the comment "business would oppose anything that moves traffic"

GOAL #5: Researching a park and ride trolley
Again build remote pkg, not a pkg deck, near SRIA office & use for pkg.

GOAL #6: Determining potential funding sources I would think the traffic engineers can determine where federal funding grants are, State funding also. I hear the grant is to close to the last day but another way to look at it

☐ Please check box if you continue your comments on the back of this sheet.

PLEASE PRINT
FIRST NAME (Required): Jimmy
LAST NAME (Required): Wright
ADDRESS: 602 Panferio Dr
PHONE: 205-908-0287 EMAIL: JWRIGHT602@gmail.com

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MEETING HANDOUTS

Stakeholder: _____ Date: _____ Meeting _____ Location: _____ Rep:

Elements of the Pensacola Beach Master Plan that did not reach consensus.

We understand that the Master Plan identified several concepts that did not reach consensus. The table below details Master Plan elements that were rejected by the stakeholders, the stakeholders' concerns, and our proposed adjustments to bring the elements in line with the community's goals.

Master Plan Elements	Public's Initial Response	Adjustments Proposed by stakeholder
Pedestrian flyover bridge	**Cost** - concerns that the cost would exceed the benefit of the pedestrian flyover bridge and questions about funding **Safety** - concerns that pedestrians will forgo using the pedestrian bridge in favor of a more direct route along the at grade roadway **Aesthetics** - concerns that the structure will block the view of the Gulf and Sound **Parking loss** - the construction of the pedestrian flyover bridge would require the relocation of the visitor center, resulting in the loss of parking spaces **Publicly funded access to private businesses**	
Elevated vehicular roadway	**Cost** - concerns that the cost would exceed the benefit of the elevated roadway and questions about funding **Aesthetics** - concerns that the MSE walls will block the view of the Gulf and Sound **Publicly funded access to private businesses** **Parking loss** - the construction of the elevated vehicular roadway would require the visitor center, resulting in the loss of parking spaces	
Toll Increase	**Negative Business Impacts** - higher tolls may decrease dining and retail traffic from adjacent communities	
Roundabout	**Negative Business Impacts** - the loss of several hundred parking spaces will negatively impact adjacent condominiums and businesses **Parking loss** - the construction of the roundabout would require the relocation of the visitor center, resulting in the loss of parking spaces **Cost** - the roundabout would require the relocation of Pensacola Beach Boulevard and construction costs are prohibitive	



Large-format displays and handouts of this map can be found at Station 2.

SHORT-TERM IMPROVEMENTS

In order to provide immediate relief in selected areas, the following proposed short-term improvement projects are anticipated to be designed/implemented over the next couple of years:

- **Entrance/exit modifications to Casino Beach parking area**
- **Dual right turn lanes into Casino Beach parking area**
- **Coordinated pedestrian signal at Flounder's crosswalk**
- **Extension of existing southbound right turn lane onto Fort Pickens Road**
- **Circle K parking area entrance/exit modifications**
- **Via De Luna/Fort Pickens Road signal timing study/ recommendations**
- **Transit/trolley route analysis and recommendations**
- **Evaluation of park and ride transit/trolley service**
- **Additional parking area analysis for both surface and parking garage, with a focus on the existing SRIA site**
- **Additional pedestrian crosswalk location analysis**

You will play a CRUCIAL role in developing the Pensacola Beach Congestion Management Plan.

NEXT STEPS

The plan's direction depends wholly upon public input from consensus-building activities, including this meeting.

One-on-one meetings

Small group meetings*

Two additional public meetings

*If you would like to schedule a small group meeting to further discuss the Pensacola Beach Congestion Management Plan, please contact the Community Outreach Coordination Consultant. See below for contact information.

ADDITIONAL PUBLIC MEETINGS

Second Public Meeting – Fall 2016

Final Meeting – Early 2017

During the second meeting, scheduled for fall 2016, the project team will give the public an opportunity to prioritize their projects in the order in which they would like to see them constructed.

At the final public meeting in early 2017, the Pensacola Beach Congestion Management Plan and Capital Improvement Program will be presented.

This project is sponsored by: ESCAMBIA COUNTY FLORIDA

For more information, contact the
Communication Outreach Coordination Consultant Office
Bonita Player, PE or Randy Fuller
Engineering & Planning Resources, PC
(850) 602-9232
PcolaBeachTrafficPlan@epr-florida.com

Public participation is solicited without regard to race, color, national origin, age, sex, religion, disability or family status. Persons who require special accommodations under the Americans with Disabilities Act or persons who require translation services (free of charge) should contact Bonita Player at (850) 602-9232 at least seven days prior to the meeting. Hearing -impaired citizens can call the toll -free TDD number and relay service at 1-800-955-8771.

Pensacola Beach

Congestion Management Plan

Over the years, Escambia County and the Santa Rosa Island Authority have worked to address the Pensacola Beach traffic congestion. However, with increased growth, the need to manage congestion has continued. Therefore, the Escambia County Board of County Commissioners has developed the Pensacola Beach Congestion Management Plan project. The primary goal of this project is to encourage full public involvement in the development of a long-term congestion management plan for projects designed to relieve Pensacola Beach congestion.

Public input and consensus will determine how the county moves forward with improvements to Pensacola Beach.

The direction of this project will be wholly dependent upon the input of stakeholders, which will be obtained during consensus-building activities. To facilitate public involvement, county consultants will conduct face-to-face and doorstep meetings where stakeholders will have an opportunity to direct the project's course by presenting their ideas for future improvements to Pensacola Beach.

In order to promote full collaboration, the county will host three public workshops where individuals, community leaders and government representatives can come together and engage in thoughtful discussions that will lead to mutually agreed-upon decisions. During this kick-off meeting, Escambia County representatives will review the schedule of short-term traffic improvements that will provide immediate relief in selected areas and solicit from attendees' ideas for long-term improvements that reflect the current needs and desires voiced by the community.

Thank you for attending the Pensacola Beach Congestion Management Plan

Kick-off Meeting

April 28 • 5:30 - 7 p.m.



Photo courtesy Pensacola Bay Area CVB

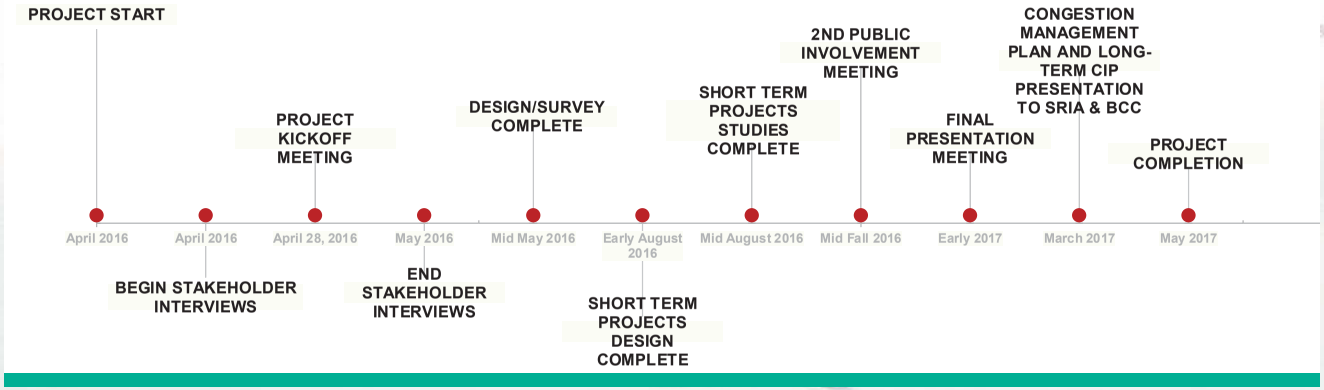


THE CORE AREA

ISSUES ALREADY IDENTIFIED

- Traffic and pedestrian congestion
- Pedestrian safety
- Parking in the core beach area
- Corridor aesthetics
- Beach to bay access

CONGESTION MANAGEMENT PROJECT TIMELINE



LONG-TERM GOALS

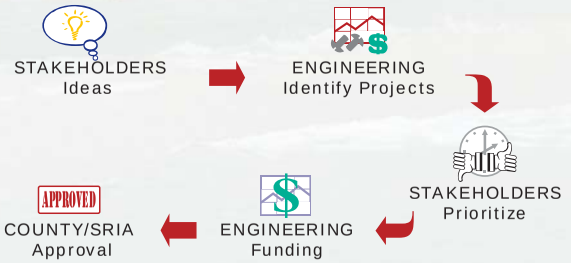
Over the past few years, Escambia County with the help of the Pensacola Beach stakeholders has identified a few goals that were well-received by the community. Now the county would like your help to turn these goals into projects that will be prioritized as part of the Pensacola Beach Congestion Management Plan. The long-term goals up for review include but are not limited to the following.

- **Relieving traffic congestion**
- **Identifying options for pedestrian and vehicular traffic management**
- **Optimizing parking in the core area**
- **Exploring the need for additional trolley route locations and increased frequency**
- **Researching a park and ride trolley**
- **Determining potential funding sources**

HOW WILL LONG-TERM PROJECTS BE IDENTIFIED?

We're going to start right here with you - tonight.

First, we, the project team, are going to gather your ideas, thoughts, comments and sketches at tonight's meeting and future one-on-one and small group meetings. From your comments and ideas, a list of possible projects will be created. Next, we will present that list at the second public meeting so that you can decide on their prioritization. Then we will take your priority list and determine the cost of each project. The final step will involve developing the Pensacola Beach Congestion Management Plan and Capital Improvement Program, which will be taken to the county and SRIA for review and final approval.



Photos courtesy Pensacola Bay Area CVB



COMMENTS/SUGGESTIONS:

GOAL #1: Relieving traffic congestion_____

GOAL #2: Identifying options for pedestrian and vehicular traffic management _____

GOAL #3: Optimizing parking in the core area _____

GOAL #4: Exploring the need for additional trolley route locations and increased frequency_____

GOAL #5: Researching a park and ride trolley _____

GOAL #6: Determining potential funding sources _____

PLEASE PRINT

FIRST NAME (Required): _____

LAST NAME (Required): _____

ADDRESS: _____

PHONE #: _____ EMAIL: _____

To have your comments recorded, hand in this sheet or mail to: EPR • 309 W. Gregory St. • Pensacola, FL 32502 or email to pcolabeachtrafficplan@epr-florida.com

❒ Please check box if you continue your comments on that back of this sheet.

Pensacola Beach
Congestion Management Plan

SHORT-TERM IMPROVEMENTS

FEASIBILITY STUDIES LIST

- Transit/trolley route analysis
- Park and ride feasibility analysis
- Review of employee only parking options
- Pedestrian crosswalks conceptual design and location



N

PROJECT NORTH
Scale = NTS

Short-term Improvements

The illustrated, proposed, short-term improvement projects will be designed/implemented over the next couple of years to provide immediate relief in selected areas.

Pensacola Beach Congestion Management Plan

LEGEND
- Design
- Study

ESCAMBIA COUNTY FLORIDA

VOLKERT
651 E. Burgess Rd. # 53
Pensacola, FL 32504
PH: 850-477-7485 • www.volkert.com

EPR
309 W. Gregory St.
Pensacola, FL 32507
PH: 850-471-9579 • www.epr-florida.com

MEETING SIGN IN SHEETS, VIDEO SCRIPT/PRESENTATOIN AND DISPLAYS

Pensacola Beach Congestion Management Plan
Sign-In Sheet

Kick-Off Meeting — **April 27, 2016**

Name (Please Print)	Address	Zip Code	Email	Phone No. (optional)	Organization (optional)
Stan Searcy	302 Panferio	32561	stanSearcy@mchsi.com		
Mike Allen	342 Ft Pickens	32561	mikeallen1@bellsouth.net		
Gregory Augentine	1650 Via Deluna	32561			
Dione Dunn	1002 Via Deluna	32561	dionedunn@yahoo.com		
Robert Randle	Gulf Breeze Police Dept. 311 Fairpoint Dr.	32561			
James Christensen	1209 ARIOLA DR	32561			
Beverly & Sonny Campbell	232 Sabine Dr.	32561	Beve sandshaker.com		
Sinnie Wright	602 Panferio Dr.	32561	Jwright602@gmail.com		
Andrea Beth Sloan	1413 Ariola	32561			
Corinne & Drake Miller	307 Ariola	32561	corinne.whitlock@gmail.com		
Jacquelyn Drewett	302 Avenida 5	32561			
Shelby Miller	1000 Via De Luna	32561			
Patrick Deutsch	1550 Via DeLuna Dr	32561			

16

15

Pensacola Beach Congestion Management Plan
Sign-In Sheet

Kick-Off Meeting — **April 27, 2016**

Name (Please Print)	Address	Zip Code	Email	Phone No. (optional)	Organization (optional)
JOSEPH A. SCHILLER	153 Via de Luna	32561	Jschiller@SA01.org		
KATHY WINTER	706 PANFILIO DR	32561	BNKAINTER @ BELLSOUTH.NET	449-7687	
Shelley Johnson	PO Box 844	32562	islandtimes@bellsouth.net	8507486878	
KIM HOGAN	PO Box 501	32562	KPHOGAN@AOL.COM		
Anne Terry	920 Via DeLuna	32561			
Randle + Suzanne Carpenter	481 Ft. Pickens Rd.	32561	Suzanne.carpenter@att.net		
Ray Rodriguez	18 Via DeLuna #602		Scubaray52@aol.com		
Mary Stinson	721 Pns Bch Blvd #1402	32502	shayes@visitpensacola.com		
Steve Hayes	1401 E. Gregory St.				
Larry Lowery	811 Via DeLuna Dr.	32561			
Micaela Mohammed	400 Quietwater #4	32561	lmaw1@earthlink.net		
GENE ROSENBAUM	Box 2100	32513	GROSENBAUM@SOUTHERNSCRAP.COM		
Jacque Falzone	~~802~~ 2424 Lauk Rd	32577	jenifairy12@aol.com		
Robin Green	701 Panfilio Dr. P. Beach		robgreg92@gmail.com		
AL Green			Greg5381@gmail.com		

Pensacola Beach Congestion Management Plan
Sign-In Sheet

Kick-Off Meeting — **April 27, 2016**

Name (Please Print)	Address	Zip Code	Email	Phone No. (optional)	Organization (optional)
David Vosheim GB		32561	dvosheim@GMAIL.COM		
Patricia Holt	17 Sugar Bowl	32561		934-1970 916-4334	
Mr & Mrs Ed GALBRAITH	18 Via DeLuna	32561			
Luke Hunt	OLOA Church	32561		9322859	Church.
FRANK FORTE	ECSO / Pensacola Bch	32561			
Johnnie Sue Stamps	1114 Ariola Dr.	32561			
Cynthia Jenkins	1104 Ariola Dr	32561			
Monica Kellner	808 Via DeLuna	32561			
Teri & Danny Stephens	802 Rio Vista Dr.	32561			
ARNIE & LINDA LEITHNER	1008 VIA DE LUNA	32561			
Jerry Nolen	5645 Hilltop DR	32507		850-346-3867	
Melba Argentine	1650 Via DeLuna	32561			

Pensacola Beach Congestion Management Plan
Sign-In Sheet

Kick-Off Meeting — **April 27, 2016**

Name (Please Print)	Address	Zip Code	Email	Phone No. (optional)	Organization (optional)
Andrea Miller	1608 Bulevar Manor	32561	andrea rosamiller @ yahoo.com	n/a	n/a
Cheryl Lukehart	802 Maldonado Dr	32561	CLUKE393@AOL.com		
Kim Cutterden	1209 Ariola Dr	32561	JamieKimCritter@Yahoo.com		
Nathan Ford	403 Fairpoint Dr.	32563	nford@gulfbreezefl.gov		City of Gulf Breeze
Yuke Li	7709 Kipling Street.	32514	yuke.li@wfrpc.org	N/a	WFRPC.
James Womack	12 Sabine Dr.	32561	jhwoma@Ascend materials.com	NA	NA
Kerri Jensen	1000 Crosswinds Lndg	32547	kjensen@gmail.com	NA	NA
David + Pamela Piotrowski	214 Via DeLuna Dr.	32561	pamela.p@cox.net	NA	NA
Larry + Carlene Smith	3 Portofino Dr #905	32561	CSmithcat333@gmail.com		—
Al Lucia	74 Calle Marbella	32561	al@adlassociates.com		—
Debbie Miles	123 Sabine Dr.	32561	debmiles1@aol.com		—
Tina Leonard	801 Ariola Dr.	32561	leonard040364@gmail	NA	—

Pensacola Beach Congestion Management Plan
Sign-In Sheet

Kick-Off Meeting — **April 27, 2016**

Name (Please Print)	Address	Zip Code	Email	Phone No. (optional)	Organization (optional)
Pam Brannon - Gulf Breeze News			beacheditor325@AOL.com		
Jacob Kearley - ECUA	751 Pensacola Blvd		jacob.kearley@ecua.fl.gov	850 393-3057	
Buck Lee	P.B. - FL	32561			
Bob Tugwell	Knoxville TN				
Sara Lewis	P.B.	32561			
Joe Pace	908 Rio Vista	32561	JOEPACEAGENCY@BELLSOUTH.NET		
Thomas Campanella	106 Siguenza dr.	32561			

Pensacola Beach Congestion Management Plan
Sign-In Sheet

Kick-Off Meeting — **April 27, 2016**

Name (Please Print)	Address	Zip Code	Email	Phone No. (optional)	Organization (optional)
Lila Davidson	18 Via DeLuna Dr #1906	32561	liladavidson@gmail.com	850-426-2303	
Tommy Chris	1411 Airoja				
PAM MURPHEY	408 Vancouver	32507	PJ.murphey@yahoo.com		
Melissa Daniels	PNJ Pakfax		mnelsongab@PNJ.com		
Bill Preston	Co Shirelins		MARINE DESIGN@BELLSOUTH.NET		
Bill Robertson	C-B 211 Via DeLuna		Covington medical@AOL.com		
MR & MRS TOM ALLEN	1023 GERHARDT DR.		tda2com@bellsouth.com		
Jill Lavender	4081 E. Olive Rd. Ste. A	32514	jill.lavender@wfrpc.org		WFRPC
Tim Jones	1593 Bulevar Manor	32561	tjj1616@yahoo.com	850-377-0145	
Julie Azuma	110 Bay Bridge DR	32561	Azumaga@gmail.com		
STEVE Cialino	18 VIA de Luna #2004		STEVECialino@YAHOO		
Rick Brown	1 Sugar Bowl Loop	32561	navarrecop@att.net		
E.P. Southworth	380 Fort Pickens Road		EEMCSOUTH7@HOTMAIL.COM	850-572-0853	

Pensacola Beach Congestion Management Plan
Sign-In Sheet

Kick-Off Meeting — **April 27, 2016**

Name (Please Print)	Address	Zip Code	Email	Phone No. (optional)	Organization (optional)
Darrell McIntyre	1600 Via De Luna Drive	32561	scotsman@mac-ant-soils.net.		
Jack Cerone	1776 Ensenada DOS	32561	JCerone5t@aol.com		
Bill Wedel	919 Aviola Dr.	32561			
Peter Neuhaus	910 Largo Dr.	32561	neuhauspd@gmail.com		
Morins	1188 CEYCON DR	32563	MDMORANZ@MCHSI.COM		AQUA1 REALTY
Joe Leonard	801 Aviola Dr.	32561	joe@joeleonard.biz		
Kathy + Larry Porto	1140 Fort Pickens Rd	32561	lporto51@gmail.com		
Dan Schultz	706 Maldonado DR		mgdbeach@bellsouth.net		
Danny Bellers	1102 Maldonado Dr				
April Glover	4278 Brookside Dr.	32503	april.glover@hotmail.com		
Sally Chamberlin	1767 Ensenada DOS	32561	sccpenbch@aol.com		

(12)

Pensacola Beach

Congestion Management Plan



Kick-off Meeting

April 28, 2016

Pensacola Beach
Congestion Management Plan

Tonight's Schedule



Station 1

Video Presentation

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Pensacola Beach
Congestion Management Plan

Tonight's Schedule



Station 1

Video Presentation

Station 2

Short-term Improvements

Identified Issues & Long-term Goals

ESCAMBIA COUNTY • FLORIDA •

Pensacola Beach
Congestion Management Plan

Tonight's Schedule



Station 1

Video Presentation

Station 2

Short-term Improvements

Identified Issues & Long-term Goals

Station 3

Share Your Ideas

ESCAMBIA COUNTY FLORIDA

Pensacola Beach

Congestion Management Plan



Please remember…



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These suggestions will play a CRUCIAL role in developing the Pensacola Beach Congestion Management Plan.

Pensacola Beach

Congestion Management Plan





Pensacola Beach

Congestion Management Plan





ESCAMBIA COUNTY FLORIDA

Pensacola Beach

Congestion Management Plan





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Pensacola Beach
Congestion Management Plan

Meetings

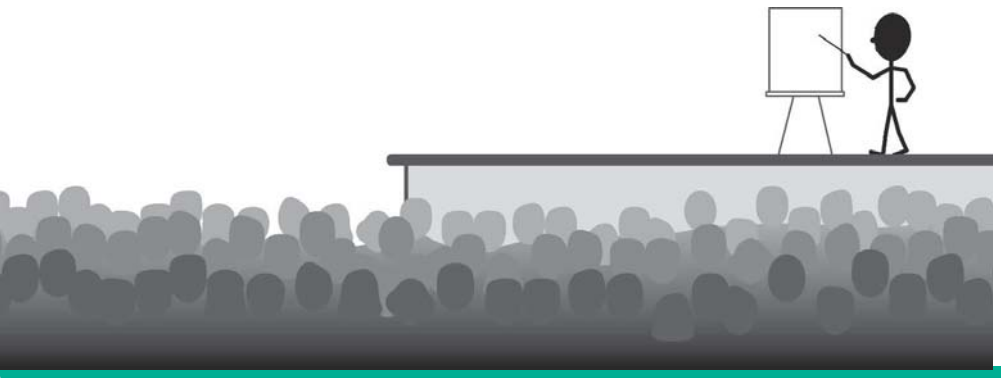
Upcoming Meetings

One on One Meetings – Ongoing

Small Group Meetings – Ongoing

Public Meeting – Fall 2016

Final Meeting – Early 2017



ESCAMBIA COUNTY FLORIDA

Pensacola Beach

Congestion Management Plan

Core Area





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Issues Already Identified

Issues Already Identified

- Traffic and pedestrian congestion
- Pedestrian safety
- Parking in the core beach area
- Corridor aesthetics
- Beach to bay access



Short-Term Improvements

- Entrance/exit modifications to Casino Beach parking area
- Dual right turn lanes into Casino Beach parking area
- Coordinated pedestrian signal at Flounder's crosswalk
- Extension of existing southbound right turn lane onto Fort Pickens Road
- Circle K parking area entrance/exit modifications
- Via De Luna/Fort Pickens Road signal timing study/recommendations
- Transit/trolley route analysis and recommendations
- Evaluation of park and ride transit/trolley service
- Additional parking areas analysis for both surface and parking garage, with a focus on the existing SRIA site
- Additional pedestrian crosswalk locations analysis

FEASIBILITY STUDIES LIST

- Transit/trolley route analysis
- Park and ride feasibility analysis
- Review of employee only parking options
- Pedestrian crosswalks conceptual design and location



FEASIBILITY STUDIES LIST

- Transit/trolley route analysis
- Park and ride feasibility analysis
- Review of employee only parking options
- Pedestrian crosswalks conceptual design and location



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Long-Term Goals

- Relieving traffic congestion
- Identifying options for pedestrian and vehicular traffic management
- Optimizing parking in the core area
- Exploring the need for additional trolley route locations and increased frequency
- Researching a park and ride trolley
- Determining potential funding sources



How will the long-term improvements be determined?
We're going to start right here with you - tonight.

Pensacola Beach
Congestion Management Plan

The Process



STAKEHOLDERS
Ideas

ENGINEERING
Identify Projects

STAKEHOLDERS
Prioritize

ENGINEERING
Funding

APPROVED

COUNTY/SRIA
Approval

ESCAMBIA COUNTY FLORIDA

Pensacola Beach
Congestion Management Plan

Meetings



Over the next few weeks, we will be:

Conducting one-on-one meetings concerning congestion management





Holding small group meetings

and also asking for your input

on long-term improvements for Pensacola Beach.

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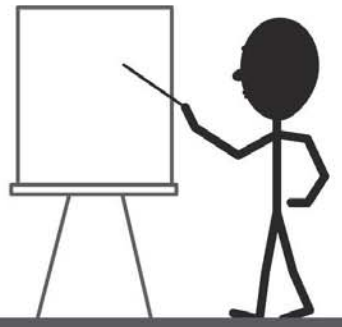
Pensacola Beach
Congestion Management Plan

Meetings

Upcoming Meetings

Public Meeting – Fall 2016

During the second meeting, scheduled for fall 2016, the consultant will give the public an opportunity to prioritize their projects into the order in which they would like to see them constructed.



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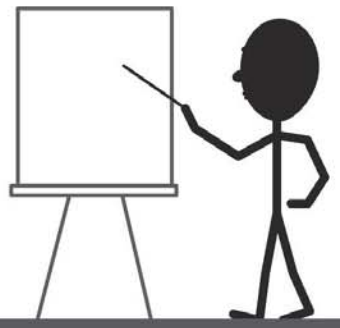
Pensacola Beach
Congestion Management Plan

Meetings

Upcoming Meetings

Final Public Meeting – Early 2017

At the final public meeting in early 2017, the **Pensacola Beach Congestion Management Plan and Capital Improvement Program** will be presented**.**



ESCAMBIA COUNTY FLORIDA



Now it's your turn!

We invite you to

- Visit one of the discussion tables
- Speak with a county representative or consultant
- Share your ideas
- Shape Pensacola Beach for the future



Thank you



For more information, contact:

Bonita Player, PE or Randy Fuller

Engineering & Planning Resources (EPR)

Public Information Coordination Office

(850) 602-9232 - pcolabeachtrafficplan@epr-florida.com

or visit us at: www.MyEscambia.com

Chris instruction in Red

Voiceover instruction in Green

SLIDE 1: INTRO MUSIC FADES TO VOICEOVER > Good evening and welcome to the Pensacola Beach Congestion Management Plan Kick-off Meeting. The purpose of tonight's meeting is to provide an overview of the project and present the next steps that will be taken in developing a congestion management plan and a long-term capital improvements program.

SLIDE 2: Tonight's meeting is in open house format with three stations. The first station is this video that will provide you with a project overview and the program for tonight's meeting.

SLIDE 3: Station two will describe the short-term congestion relief actions that the county has approved for Pensacola Beach. Station two will also give you a preliminary list of the Beach's transportation issues and a set of long-term goals that addresses those issues.

SLIDE 4: At station three you will have an opportunity to ask questions and give your input on how to reach those long term goals. Engineers and staff will be on hand to answer questions and facilitate open discussions. We encourage you to use your meeting handout to take notes and list ideas as you visit each station.

SLIDE 5: Please remember…

SLIDE 6: Your suggestions are crucial to the Pensacola Beach Congestion Management Plan's development and success.

SLIDE 7: Over the years, Escambia County and the Santa Rosa Island Authority have worked to address traffic and pedestrian congestion at Pensacola Beach. However, with increase growth, the need to manage congestion continues which has led the Escambia County Board of County Commissioners to initiate the Pensacola Beach Congestion Management Plan. (CONGESTION SLIDE 1)

SLIDE 8: The project's primary goal is to involve the public in the development of a long-term congestion management plan and capital improvement program for Pensacola Beach.(CONGESTION SLIDE 2)

SLIDE 9: And it's direction depends wholly upon public input from several consensus-building activities, including this meeting…

SLIDE 10: …one-on-one meetings, small-group meetings and two future public meetings. (UPCOMING MEETING SLIDE)

SLIDE 11: The congestion management plan will focus on the area which starts at the Bob Sykes Bridge and continues into the Pensacola Beach Core area then turns west on Fort Pickens Road and circles back east toward Portofino. (SLIDE OF CORE AREA) **(Chris please draw a line around the area as the directed indicated in the script)**

SLIDE 12: The plan will address specific issues previously identified by Escambia County and SRIA staff which include: **Please animate the bullets as you like as sliders or etc**

- Traffic and Pedestrian Congestion
- Pedestrian Safety
- Parking on the Core Beach Area
- Corridor Aesthetics
- And Beach to Bay Access

SLIDE 13: Based on the identified issues the county has approved the following short-term improvements which will provide some immediate relief to traffic and pedestrian congestion. **(Pause so that they can read the list)**

…Let's walk through each proposed improvement.

SLIDE 14:

Improving access to and from the Casino Beach parking area and the Circle K parking lot;

Coordinating the timing of the signal at Fort Pickens Road with the pedestrian signal at Flounder's crosswalk

Extension of the existing southbound right turn lane onto Ft Pickens Rd.

Signal Timing Analysis and recommendations

Additional park areas analysis - with a focus on the existing SRIA site.

(Chris I am send you a separate file named Short Term Improvements that will tell you where to zoom in as the Max (voiceover) reads through slide 13.)
(Max you may need to pause a bit as we zoom in on each improvement for slide 14 only.)

SLIDE 15:**(Chris and Max we are now zooming out since these are area wide improvements)**

Evaluation of the existing Park and Ride trolley service

Transit/ trolley route analysis and recommendations

While these short-term improvements will immediately relieve some congestion, long-term improvements will come right from the ideas and suggestions offered by stakeholders and citizens like you. This means you will have a direct impact on how Pensacola Beach functions in the future.

SLIDE 16: Here are long-term goals that have been extracted from the list of issues stated earlier.

- Relieving traffic congestion
- Identifying options for pedestrian and vehicular traffic management
- Optimizing parking in the core area
- Exploring the need for additional trolley route locations and increased frequency
- Researching a park and ride trolley
- Determining potential funding resources (LONG-TERM SLIDE)

SLIDE 17: We are looking for your help to determine how we achieve these goals and further reduce congestion at Pensacola Beach for the long term. And We're going to start right here -with you - tonight.

SLIDE 18:309 First we're going to gather your ideas, thoughts, comments and sketches at tonight's meeting and at future one-on-one and small group meetings. The consultant will glean from your comments and ideas and create a list of possible projects. Next, we will present your list at the second public meeting so that you can decide on their prioritization. Then the consultant will take your priority list and determine the cost of each project. The final step will involve developing the Pensacola Beach Congestion Management Plan and Capital Improvement Program that will be taken to the county and SRIA for review and final approval. (FLOWCHART)

SLIDE 19: So just to summarize ...at tonight's meeting and at future one on one and small group meetings, stakeholders will have an opportunity to discuss their concerns about Beach access, Parking issues, Pedestrian Safety, multi-modal transportation options and Park and Ride areas. That information will be used to determine methods of lessening traffic congestion with the goal of keeping, and possibly increasing, available parking.

SLIDE 20: Following the conclusion of the information gathering meetings, two additional public meetings will be held. During the second meeting, scheduled for fall 2016, the consultant will give stakeholders an opportunity to prioritize their projects into the order in which they would like to see them constructed. (UPCOMING MEETINGS SLIDE 1)

SLIDE 21: At the final public meeting in early 2017, we will present the Pensacola Beach Congestion Management Plan and Capital Improvement Program. (UPCOMING MEETINGS SLIDE 2)

SLIDE 22: CONCLUSION: Now, we encourage all to go to Stations II-III and speak with a representative to answer any questions and to discuss your ideas.

SLIDE 23: Thank You

SLIDE 24: (MORE INFO SLIDE)

Pensacola Beach

Congestion Management Plan

ISSUES ALREADY IDENTIFIED

- Traffic and pedestrian congestion
- Pedestrian safety
- Parking in the core beach area
- Corridor aesthetics
- Beach to bay access

This project is sponsored by: Escambia County Florida

Pensacola Beach

Congestion Management Plan

LONG-TERM GOALS

- Relieving traffic congestion
- Identifying options for pedestrian and vehicular traffic management
- Optimizing parking in the core area
- Exploring the need for additional trolley route locations and increased frequency
- Researching a park and ride trolley
- Determining potential funding sources

This project is sponsored by: Escambia County Florida

Pensacola Beach
Congestion Management Plan

SHORT-TERM IMPROVEMENTS

FEASIBILITY STUDIES LIST

- Transit/trolley route analysis
- Park and ride feasibility analysis
- Review of employee only parking options
- Pedestrian crosswalks conceptual design and location



N

PROJECT NORTH
Scale = NTS

Short-term Improvements

The illustrated, proposed, short-term improvement projects will be designed/implemented over the next couple of years to provide immediate relief in selected areas.

Pensacola Beach Congestion Management Plan

LEGEND
- Design
- Study

ESCAMBIA COUNTY FLORIDA

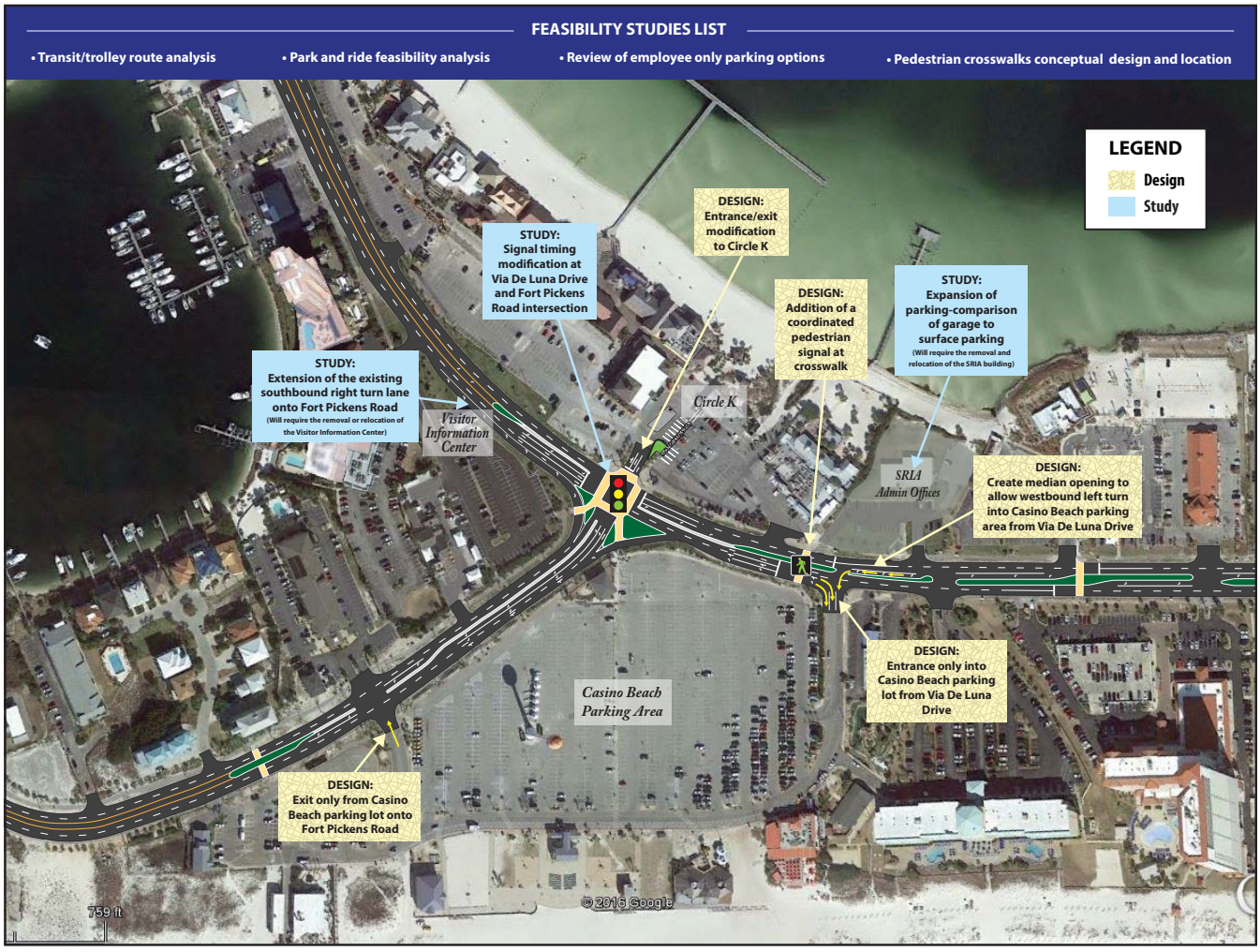
VOLKERT
651 E. Burgess Rd. # 53
Pensacola, FL 32504
PH: 850-477-7485 • www.volkert.com

EPR
309 W. Gregory St.
Pensacola, FL 32507
PH: 850-471-9579 • www.epr-florida.com

WELCOME!

PENSACOLA BEACH
Congestion Management Plan

Kick-off Open House *5:30 - 7 p.m.*



EXIT


Pensacola Beach
SHORT-TERM IMPROVEMENTS
Pensacola Beach
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Parking in the core
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Pensacola Beach
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Pensacola Beach
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Congestion Management Plan

WELCOME!

Tonight's Schedule
Pensacola Beach
Station 1
Video Presentation
Station 2
Short-term Improvements
Identified Issues & Long-term Goals
ESCAMBIA COUNTY • FLORIDA


Station Two


Pensacola Beach
Congestion Management Plan
SHORT-TERM IMPROVEMENTS
PENSACOLA BEACH
Congestion Management Plan
Station Two
EPR

Pensacola Beach
EPSON

NEXT STEPS

Station
Two

Station Two

Station
Two
Pensacola Beach


Pensacola Beach
Scott

Short-term Improvements
Pensacola Beach


Pensacola Beach
SHORT-TERM IMPROVEMENTS
FEASIBILITY STUDIES LIST
PROJECT NORTH
Short-term Improvements
Pensacola Beach Congestion Management Plan
LEGEND
Design
Study
VOLKERT
EPR
Pensacola Beach
Management Plan


Pensacola Beach
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OVEMENTS


Pensacola Beach
SHORT-TERM IMPROVEMENTS
Pensacola Beach
Congestion Management Plan
ISSUES
ALREADY IDENTIFIED
Pensacola
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Identifying options for
and vehicular traffic m
Optimizing parking in
Exploring the need for
additional trolley route
and increased frequenc
Researching a park and
Determining potential
funding sources


ISSUES
ALREADY IDENTIFIED
Traffic and pedestrian congestion
Pedestrian safety
Parking in the core beach area
Corridor aesthetics
Beach to bay access


Pensacola Beach
Congestion Management Plan
LONG-TERM GOALS
• Relieving traffic congestion
• Identifying options for pedestrian and vehicular traffic management
• Optimizing parking in the core area
• Exploring the need for additional trolley route locations and increased frequency
• Researching a park and ride trolley
• Determining potential funding sources

EXIT

EXIT
Pensacola Beach

EXIT

EPR

VOLKERT
Fort Pickens Road
Pensacola Beach
SHORT
OVEMENTS


I CONQUERED THE CANOPY TOUR
Pensacola Beach
SHORT-TERM IMPROVE
PROJECT
NORTH
Short-term
Improvements


EXIT


VOLKERT

Pensacola Beach
Congestion Management Plan
ISSUES
ALREADY IDENTIFIED
• Traffic and pedestrian congestion
• Pedestrian safety
• Parking on the west Beach area
• Corridor aesthetics
• Roads to bay access
Pensacola Beach
Congestion Management Plan
LONG
• Relieve
• Identify
and vehicular
• Over
IMPROVEMENTS

FI FORTE


RM IMPROVEMENTS
F. FORTE

April 2016 One on One Meetings

Julian McQueen

Marilyn Hess

Terry Prescount

Jim Reeves

Robert Rinke

Peter Neuhaus - IHMC

Shelly Johnson

John Peacock

Robert Overton

Dave Pavlock

Janice Gilley

Dr. Thomas Capanella

Pensacola Beach Advocates group – Governmental Affairs committee

Nathan Ford (Gulf Breeze)

John Prescount

Mr. Stark

Transit Mtg.

Sandshaker Owners and Lawyer

Attempted meetings with

Jerry Watson and T Bubba

October 2016 One on One Meetings

Paolo Ghio

Tammy Bohannon

Robert Rinke

Marilyn Hess

Julian McQueen

Dr. Thomas Capanella

Dave Pavlock

Beverly Campbell

Sunny Campbell

Appendix C

Second Public Involvement Meeting Summary/Comments

Pensacola Beach Congestion Management Study Second Meeting Statistics:
(Data details actual meeting attendees)

Number of attendees: **97**

Number of email addresses collected: **56**

Number of Written or Emailed Commenters: **40**
(two comment forms were received via email following the second public meeting)

Written comments responses:

Stakeholders that preferred alternative A: **1**

Stakeholders that preferred alternative B: **10**

Stakeholders that preferred alternative C: **26**
Three responders preferred Alt. B and C.

Stakeholders that **did not** prefer any of the Alternatives:**3**
These responders expressly stated that they did not like any of the alternatives.

Stakeholders that **did not** select any of the Alternatives:**3**
These responders did not pick an alternative but they did not expressly state that they did not like any of the alternatives.

Pensacola Beach Congestion Management Study November and October Face to Face Meeting Statistics:
(Data details actual one one one meeting attendees only)

Number of face to face meetings: **9**

Verbal comments responses:

Stakeholders that preferred alternative A: **0**

Stakeholders that preferred alternative B: **2**

Stakeholders that preferred alternative C: **5**

Stakeholders that **did not** prefer any of the Alternatives:**1**
These responders expressly stated that they did not like any of the alternatives.

Stakeholders that **did not** select any of the Alternatives:**1**
These responders did not pick an alternative

Pensacola Beach Congestion Management Study

11/01/2016
Second Public Meeting Report

Meeting Statistics	Number of attendees: **97** Number of email addresses collected: **56** Number of Written Commenters: **38** Number of Emailed Commenters/Requests: **4**
Meeting Summary	A second public information meeting was held on October 25, 2016, from 5:30 p.m. to 7:00 p.m. at the Pensacola Beach Church in Pensacola Beach, Florida. The purpose of this meeting was to present the congestion management options, which were prepared based on the comments received from the public at the April project kickoff meeting. The meeting was held an open house format with maps, display boards, a digital overview presentation and forms that allowed participants to share their comments. Commissioner Grover Robinson formally welcome the stakeholders to the meeting and encouraged active participation. Over 3,600 invitation postcards were mailed to residents/tenants, property owners, and business owners/managers in the project study area. A copy of the postcard mailed to the stakeholders is provided in the appendix. Separate letters were mailed/delivered to approximately 80 agency managers and local, state, federal, and public officials. The letter sample and public official mailing list is provided in the appendix. According to the attached sign-in sheet (see appendix), 100 property owners, residents, business owners, and public officials attended the public meeting. The meeting was conducted in a workshop format. Boards and rollouts of the overall congestion management alternatives, alternative parking configuration options and transit findings were displayed for the stakeholders' review. Staff members from Volkert and VHB were present to answer stakeholders' questions. EPR Team members were also available for meeting support and facilitation. The meeting handout materials included alternatives displays, handout sheets and comment forms (see appendix for meeting materials).

Attendees:	97 attendees (see Appendix for sign-in sheets) 19 staff from Escambia County, Volkert, VHB, and EPR. **Escambia County Attendees:** Commissioner Grover C. Robinson IV Jack Brown – Escambia County Administrator David Forte – Escambia County Project Manager **Consultant Staff Attendees:** Mike Warkne, P.E. – Volkert Shawn Justice, P.E. – Volkert Scott Golden, P.E. – Volkert Clark Bailey, P.E. P.T.O.E – Volkert Clark Kennedy, P.E. – Volkert Karl Rothermel, P.E. P.T.O.E - Volkert Amy O'Laughlin - Volkert Marcy Beasley - Volkert Jay Dickson – Volkert Fabricio Ponce – VHB - VHB Bonita Player, P.E. – EPR Kathi Fuller – EPR Deborah Rowland – EPR **Attendees from Local Agencies:** Tonya Ellis – ECAT Ted Woolcock – ECAT
Comment Forms Responses: *(see appendix for scans of the comment forms)*	The comment forms provided space for commenting as well as directed the stakeholder to select their preferred congestion management alternative. **Written Comments Tally**: Number that preferred alternative A: **1** Number that preferred alternative B: **10** Number that preferred alternative C: **27**

Number that preferred none of the Alternatives: **6**

Two responders preferred Alt. B and C.

Written Comments: *(punctuation and spelling of written comments were not corrected/adjusted)*

Callender George ((803) 270-9307) -Alternative A will not help or solve the existing problems. (1) All existing cross walks how should have a time delay after the button is pushed. (like most cross walks in major cities in the usa.) (2) I prefer Alternate 'L", as it is the best of the 3 options presented. We should go for solving the issues/problems rather than puting in bandaids. (3) A designated lane for tolley use should be considered at peak times such as Blue Angels air show. (4) Full time homeowners needs should be considered and not only tourists needs. (we pay taxes an lease fees). During the last Blue Angel air show, at 7:00 PM it took me 2 1/2 hours to go from Sugar Bowl Ln. to the traffic light (approx. 3 miles). (5) Elevate the section of the road between the roundabouts, eliminate the toll on the Bob Skyes till bridge and have all the funds go toward funding alternative "C" since tourists create most of the issue, they should pay for some of the cost.

Cheryl Lukehart () -I don't have a strong preference for B or C. Seems like A would not really solve the pedestiian bottleneck issue. With the underpass option - be sure to think about the impact of a hurricane on driving sand into that space. My home is the third house back from the Gulf and after Ivan I had 4 feet of sand in my carport. Parking: on the garage at SRIA option. Would be good to consider keeping the top floor for commercial use - Seems a shame that the best sunset view on the beach would be from a car park. - the small lot beside the Casino beach bar-seems like that would negatively impact the beach continuity in that area & be sort of unsightly. Parking by the fire station - is there not something more that could be done with that space - Ideas - more the SRIA office there, put in some recreation facilities - a public pool, - the elementary school could use it for swimming classes - a splash park, It just seems a waste to use that all for parking when it is hard to see that it would be used very often - only during Mardi Gras, Blue Angel

Robert Kellner () -The roundabouts are A positive solution. The parking option were presented are not desired. - The Casino Beach option is environmently unacceptable and takes away from the existing beach setting. - The proposed garage might be acceptable if properly integrated w/ the roundabout. The Sandshaker lot expansion doesn't add enough to warrant - The Fire Station location is just fuel to encourage more weddings.

Scott Holland ((850) 393-2168) -Vast improvement over the bridge schemes of 2 yrs ago. I do worry about the final roadway grades will allow an acceptable transition @ the pedestrian underpass. To help control cars, it would help greatly to increase toll to $5.00 …. Too many 1-person drivers in cars. Lower parking garage; maybe relocate parking garage to larger parking areas & have 2-3 levels; similar to Hilton.

Pat Lutz (251-923-9744) -(1) Ped. Over pass-(Does not accommodate the heavy bike traffic. Need cage on walk overs. (Drunks, Trash etc) Need ramp on boardwalk side. (2) Need to accom. Big Semi Trucks & over size loads (3)

Diane Smith (850/995-7347) -Look at Synchronizing pedestrian crossings farther down Via de Luna - at least in the spring & summer. Parking: Prefer Garage Transit: Run trolleys: - more hours - more days

Chuck Zwerg (850 934-3189) -Do it right - This alternative is by far the best for traffic moderment & pedestian safety! All of the possible additional parking options seems workable but the garage would doubtlessly need 24/7 security and monitoring.

Phillip Stewart (601 842-4111) -No comments

Jim Cox () -Seperation of pedesterans & traffic needs to be prime objectives. With the pedestrian overpass many people will run access the street rather than walk up the ramp. I am very concerned about the 2 lane roundabout at the location of the transfer light. There is a big

rush of accidents with all the ignorant tourist. The parking lot by the fire station & Brnt Church is a lousy noles. Despite the Trolley this will not work. The parking garage at the SRIA site makes a lot of sense

Teresa (Terry) Preston (850-565-4225) -this separates people & vehicles the other option do not safety is foremost importance. I also highly support the parking lot between the fire station & the church. I do not support adding parking on the Gulf Side anywhere - - particularly by the safety bldg & the sheriff's Station. You do need to consider a floodgate to option 3 for hurricanes

Rick Brown (850-512-7667) -Will greatly impact the flow (NO) Roundabouts will work. Raise the toll to fund them. Rough guess break even point is about $3.00 maybe $2.50 Based on funding from the increase of tolls - determine if the underpass can be funded by the increase in tolls. It not go with the raised boardwalk. Ticket jay walkers and increase the police to return the island to the owners, not renters. not tourist. As always they are welcome, lets not because party beach exclusively, we are headed that way. Orange Beach has excellent control of the Beach. We can do the same 1. Roundabout Yes 2. Raise toll Yes Automate the tolls - If they are automated then the toll price cane be used to affect behavior - Early morning toll $2.00 - Afternoon toll $4.00 - Weekend toll higher

Jack Womack (850-454-4186) -No parking garage!! We have too many people on the beach now during Blue Angles Mardi Gras, Etc.

Randy Sharp (850-916-0120) -Alternative A does not accomplish anything because vehicles will still be held up by crossing pedestrians. Alt. B is much better than A, but I see people avoiding trek up & down & option to J. walk. Toll plaza. Moving to a totally automated sun pass system will probably tick off some tourist that get their tolls mailed to them after vacation - of course including A "convenience fee"

Wayne & Patricia Holt (850 916-4334) -SRIA Parking deck turned N/S orientation-lessens visual impact. Possible Parking behind sheriff's substation too big - Take up too much of the beach - make it smaller -

We think the pedestrians will do their best not to use A Ped overpass \. Raise Island toll to help pay for this - It will take legislative action. Additional pedestrian underpass @ Hilton Area. Yes, but most effective. Expand traffic circle diameter at least 50 feet - The larger the circle the more efficient. Possibly extend elev roadway

Sandra Holman (850-748-0902) -(1) The traffic is not as big a problem as the compasity of the sewage plant . Building is ongoing and nothing is done about the mess sewage generated. Is nobody concerned except me? Stop the building until sewage problem is addressed. (2) What are the plans to control the flooding from the ground at high tide on Ensanada Uno?

Michael Wolf (850-698-2256) -Separate Ped. & Vehicular Traffic C = Most attractive & Functional Alternative

Lynn Clark (239-336-4215) -Anything that keep cars moving. - Parking garage a must - Parking between ave. 17&18 Good for Our Lady of assumption church - Roundabouts a great idea!

Tom Pruter (850-380-0997) -the combination of roundabout and pedestrian boardwalks appear to be a combination of safety and mid grade cost. Elevated walkways can be designed to incorporate beach motif grillworks and level "beauty" to otherwise potential eyesores. We need to solicit support from the beach residents as well as the general Escambia county population. All we do to improve the flow of traffic to/from the beach is a benefit and contribution to reputation of Pensacola Beach. Our summer visitors are our best sales teams for promoting Pensacola Beach as a wonderful family vacation location.

Andrea Miller () -I like the idea of the roundabouts and separating the pedestrians from the vehicles. I don’t have a strong preference either way but due to the increased lost of the underground walkways, option B might be better. I definitely disagree with option A because I dont think you are going to see that big of difference in the results and you are still going to spend a lot of money. Having pedestrians cross at the roundabouts goes against the purpose of this project. I agree with the parking garage of SRIA by the Sherriff's substation but not the lot on the other side of Casino Beach Bar or the one by the fire station. I dont

think there's a need for a lot at the fire station. People coming onto the island want to go to the main beach. This would be full on holidays but not on a regular basis. I do thin the SRIA lot should involve commercial businesses, whether on the bottom floor as restaurants or retail or on the top floor which would offer a beautiful view. one suggestion for the land instead of the parking lot would be to use the land as a swimming pool for the community.

Jan Chapman (850-261-3725) -(NO) at grade crosswalks No parking lot residential area (firehouse). There are no restrooms. Underpass best of ALC solutions

Dell Lori (850-525-4965) -No comments

Lawrence Smith (214-543-5157) -A will not affect pedestrian flow which is 50% of problem other than stoplights. Not favorable B. Will ramps for walkways be ADA compliant? C. What is water table on beach? Will it affect digging underpass? Also what about drainage for flooding during rain as Via de Luna floods oftern on south side. Also will homeless use it as a shelter. How will product be funded? Perhaps we should charge for parking!

Diane Davis (850-889-6766) -But with regret for beautiful local business and design. Perhaps extra signage at underpass. Great work. Thank you

Karen Holland (850-393-4333) -Education for the public will be a key element. Knowing that they must cross over the elevated crossways.

Patricia Jackson ((760) 855-5544) -Too many crazy drivers. One wreck and traffic backs up forever. Only answer is to limit cars on beach. We are a small area and cannot possibly accommodate so many. We should strive to be more exclusive - raise prices all over the beach Sanibel & Captiva and upscale - or charge for parking

Max Scroggin (850-748-0573) -Need another 3rd maybe smaller roundabout toward Ft. Pickens at the parking lot entrance Please! Great Job!

Theresa Scroggin (850-501-1439) -All alternatives will be an improvement however you need another 3rd maybe smaller roundabout toward Ft. Pickens @ parking lot entrance

Mary Stinson () -A) Worry about people crossing traffic at ground level B) don't like up & down of this option C) under passes need to be very wide so women crossing alone don't feel frightened. But is best (only) choice from my pint of view

Ty Cowen (850-293-4457) -No comments

Michael Vandenberg (850-206-6936) -(1) At grade crosswalks no good slow traffic too much. (2) at grade parking lot at SRIA site most cost effective & more sites. (3) most parking at casino beach best option - best for safety (4) thanks for your help! Thanks! Mike V

Tommie Toler () -The proposed parking lot next to the SRIA property on the beach fire station: should not be located in the residential area. Will not relive the parking problems at Casino Beach. Visitors are parking at the churches parking lots now.

Lloyd Mattair (850-433-7538) -No comments

Julie Estess (850-449-8568) -No comments

Yana Shanholtzer () -No comments

Janet Mayeaux (850-501-3266) -(1) Auto traffic & Pedestrian Traffic must be separated. (2) I like option C the best but think economically B is more feasible (3) I think post-storm clean-up/repair must be considered. (4) I am concerned about traffic coming from Ft. Pickens

	Rd. to exit the beach. Will they be able to get into the circle& out to go over the bridge. I dont want cars to back up on Ft. Pickens Rd. Carolyn Schnabl (850-607-0958) -None of these above A redlight at sidelines would allow people to turn left and go home to Pensacola KISS Sean Eklund () -Alternative B is not only cheaper than alternative C it seems like a much safer alternative. Al Lucia (972-839-3007) -Roundabout idea is a good solution. People will have to learm how to maneuver them or not come to the beach :-)
Request for Information	The following stakeholders made requests for information. The information was provide via email. • Drew Buchanon – The Pulse – requested meeting materials – materials were provided via email • Rebekah Ward – requested meetings materials for Julian McQueen, Marilyn Hess and Robert Rinke. The materials were provided via email.
Action Items:	On October 31, 2016, images of the meeting materials and displays were uploaded to the county website.(See appendix for copy) EPR will continue to follow-up with resident requests for information.
Appendix:	Appendix items include: Meeting invitations (Postcards and letters) Public official and staff mailing list Sign-in sheets Meeting handouts Comment forms Displays Meeting photos

Board of County Commissioners • Escambia County, Florida

Colby Brown, P.E.
Deputy Director
Transportation & Traffic Operations

October 17, 2016

The Honorable Grover C. Robinson IV, Commissioner
Escambia County Commissioners, District 4
221 Palafox Place
Suite 400
Pensacola, FL 32502

Subject: **Pensacola Beach Congestion Management Plan**
Public Meeting
Pensacola Beach
Escambia County, Florida

Dear Commissioner Robinson IV:

The Escambia County Board of County Commissioners has scheduled a public meeting for the Pensacola Beach Congestion Management Plan. This project aims to develop a long-term capital improvement plan, with the goal of relieving traffic congestion in Pensacola Beach. The project also includes the implementation and planning of short-term projects that have been identified to provide immediate congestion relief over the next several years as long-term projects are developed and funded through the Pensacola Beach Congestion Management Plan.

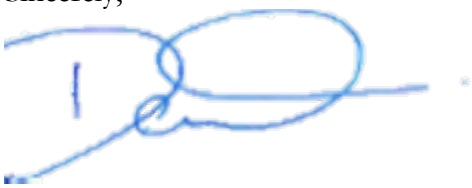
The workshop will be held on **Tuesday, Oct. 25, 2016, from 5:30 to 7 p.m.** at the **Pensacola Beach Community Church (Randle Hall), located at 920 Panferio Drive, Pensacola Beach, FL 32561**.

The purpose of this meeting is to present the congestion management options, which were prepared based on the comments received from the public at the April project Kickoff Meeting. The meeting will be held in open house format with maps, display boards, a digital overview presentation and forms on which participants may share their comments.

Public participation is solicited without regard to race, color, national origin, age, sex, religion, disability or family status. Persons who require special accommodations under the Americans with Disabilities Act or persons who require translation services (free of charge) should contact Bonita Player at (850) 602-9232 at least seven days prior to the meeting. Hearing-impaired citizens can call the toll-free TDD number and relay service at 1-800-955-8771.

Project-related information may also be obtained by contacting Bonita Player or Randy Fuller at (850) 602-9232 or via email at pcolabeachtrafficplan@epr-florida.com. You may also visit the project website at https://myescambia.com/pensacola-beach/congestion-management-plan.

Sincerely,



David Forte
Division Manager
Escambia County Public Works Department

Company	Salutation	Title	First Name	Last Name	Greeting Line	Company Name	Address 1	Address 2	City	State	Postal Code	Notes	Email	Company
Escambia County Commissioners, District 2	The Honorable Doug Underhill, Commissioner	The Honorable	Doug	Underhill	Commissioner	Escambia County Board of County Commissioners	221 Palafox Place	Suite 400	Pensacola	FL	32502	(850) 595-4920	district2@myescambia.com	Escambia County Commissioners, District 2
Escambia County Commissioners, District 4	The Honorable Grover C. Robinson IV, Commissio	The Honorable	Grover C.	Robinson IV	Commissioner	Escambia County Board of County Commissioners	221 Palafox Place	Suite 400	Pensacola	FL	32502	(850) 595-4940	district4@myescambia.com	Escambia County Commissioners, District 4
Escambia County Commissioners, District 3	The Honorable Lumon May, Commissioner	The Honorable	Lumon	May	Commissioner	Escambia County Board of County Commissioners	221 Palafox Place	Suite 400	Pensacola	FL	32502	(850) 595-4930	district3@myescambia.com	Escambia County Commissioners, District 3
Escambia County Commissioners, District 5	The Honorable Steven Barry, Commissioner	The Honorable	Steven	Barry	Commissioner	Escambia County Board of County Commissioners	221 Palafox Place	Suite 400	Pensacola	FL	32502	(850) 595-4950	district5@myescambia.com	Escambia County Commissioners, District 5
Escambia County Commissioners, District 1	The Honorable Wilson Robertson, Commissioner	The Honorable	Wilson	Robertson	Commissioner	Escambia County Board of County Commissioners	221 Palafox Place	Suite 400	Pensacola	FL	32502	(850) 595-4910	district1@myescambia.com	Escambia County Commissioners, District 1
City of Pensacola Council, District 3	The Honorable Andy Terhaar, Councilman	The Honorable	Andy	Terhaar	Councilman	City of Pensacola-District 3	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	(850) 377-3949	aterhaar@cityofpensacola.com	City of Pensacola Council, District 3
City of Pensacola Council, District 6	The Honorable Brian Spencer, Councilman	The Honorable	Brian	Spencer	Councilman	City of Pensacola-District 6	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	(850) 426-8314	bspencer@cityofpensacola.com	City of Pensacola Council, District 6
City of Pensacola Council, District At large B Seat	The Honorable Charles Bare, Councilman	The Honorable	Charles	Bare	Councilman	City of Pensacola-District At large B Seat	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	(850) 426-7935	cbare@cityofpensacola.com	City of Pensacola Council, District At large B Seat
City of Pensacola Council, District 5	The Honorable Gerald Wingate, Councilman	The Honorable	Gerald	Wingate	Councilman	City of Pensacola-District 5	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	(850) 607-0185	gwingate@cityofpensacola.com	City of Pensacola Council, District 5
City of Pensacola Council, District 7	The Honorable Jewel Canada Wynn, Councilwom	The Honorable	Jewel Canada	Wynn	Councilwoman	City of Pensacola-District 7	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	(850) 346-7264	jcanada-wynn@cityofpensacola.com	City of Pensacola Council, District 7
City of Pensacola Council, District 4	The Honorable Larry B. Johnson, Councilman	The Honorable	Larry B.	Johnson	Councilman	City of Pensacola-District 4	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	(850) 435-1609	ljohnson@cityofpensacola.com	City of Pensacola Council, District 4
City of Pensacola Council, District 1	The Honorable P.C. Wu, Councilman	The Honorable	P.C.	Wu	Councilman	City of Pensacola-District 1	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	(850) 477-5279	pcwu@cityofpensacola.com	City of Pensacola Council, District 1
City of Pensacola Council, District 2	The Honorable Sheri F. Myers, Councilwoman	The Honorable	Sheri F.	Myers	Councilwoman	City of Pensacola-District 2	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	(850) 484-0902	smyers@cityofpensacola.com	City of Pensacola Council, District 2
City of Pensacola	The Honorable Ashton Hayward, Mayor	The Honorable	Ashton	Hayward	Mayor	City of Pensacola	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	850-435-1626	mayorhayward@cityofpensacola	City of Pensacola
City of Pensacola	Mr. Eric Olson, City Administrator	Mr.	Eric	Olson	Mr.	City of Pensacola	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	850-435-1626	eolson@cityofpensacola.com	City of Pensacola
City of Pensacola	Mr. Keith Wilkins, Assistant City Administrator	Mr.	Keith	Wilkins	Mr.	City of Pensacola	Pensacola City Hall	222 W. Main St.	Pensacola	FL	32502	850-435-1626	kwilkins@cityofpensacola.com	City of Pensacola
City of Gulf Breeze	The Honorable Matt Dannheisser, Mayor	The Honorable	Matt	Dannheisser	Mayor	City of Gulf Breeze	Gulf Breeze City Hall	1070 Shoreline Drive	Gulf Breeze	FL	32561	(850) 934-5115	mayor@gulfbreezefl.gov	City of Gulf Breeze
City of Gulf Breeze	The Honorable Cherry Fitch, Councilwoman	The Honorable	Cherry	Fitch	Councilwoman	City of Gulf Breeze	Gulf Breeze City Hall	1070 Shoreline Drive	Gulf Breeze	FL	32561	(850) 934-5115	cfitch@gulfbreezefl.gov	City of Gulf Breeze
City of Gulf Breeze	The Honorable Joseph Henderson, Mayor Pro Ter	The Honorable	Joseph	Henderson	Mayor Pro Tem	City of Gulf Breeze	Gulf Breeze City Hall	1070 Shoreline Drive	Gulf Breeze	FL	32561	(850) 748-6395	joehenderson62@att.net	City of Gulf Breeze
City of Gulf Breeze	The Honorable Rene Bookout, Councilwoman	The Honorable	Rene	Bookout	Councilwoman	City of Gulf Breeze	Gulf Breeze City Hall	1070 Shoreline Drive	Gulf Breeze	FL	32561	(850) 932-2392	RBookout@gulfbreezefl.gov	City of Gulf Breeze
City of Gulf Breeze	The Honorable David G. Landfair, Councilman	The Honorable	David G.	Landfair	Councilman	City of Gulf Breeze	Gulf Breeze City Hall	1070 Shoreline Drive	Gulf Breeze	FL	32561	(850) 934-5115	dlandfair@gulfbreezefl.gov	City of Gulf Breeze
City of Gulf Breeze	Mr. Buzz Eddy, City Manager	Mr.	Buzz	Eddy	Mr.	City of Gulf Breeze	Gulf Breeze City Hall	1070 Shoreline Drive	Gulf Breeze	FL	32561	(850) 934-5115	eaeddy@gulfbreezefl.gov	City Manager, City of Gulf Breeze
City of Gulf Breeze	Mr. Curt Carver, Deputy City Manager	Mr.	Curt	Carver	Mr.	City of Gulf Breeze	Gulf Breeze City Hall	1070 Shoreline Drive	Gulf Breeze	FL	32561	(850) 203-6033	CCarver@gulfbreezefl.gov	Deputy City Manager, City of Gulf Breeze
City of Gulf Breeze	Mr. Nathan Ford, Assistant to the City Manager	Mr.	Nathan	Ford	Mr.	City of Gulf Breeze	Gulf Breeze City Hall	1070 Shoreline Drive	Gulf Breeze	FL	32561	850-934-5153	nford@gulfbreezefl.gov	Assistant to the City Manager, City of Gulf Breeze
Santa Rosa Island Authority	Mr. Dave Pavlock, Chairman and SRIA Board Men	Mr.	Dave	Pavlock	Mr.	Santa Rosa Island Authority	SRIA Board Member	P.O. Box 1208	Pensacola Beach	FL	32561	(850) 932-2257	arrodave@gulf.net	Santa Rosa Island Authority Chairman
Santa Rosa Island Authority	Mr. Thomas Campanella, SRIA Board Member	Mr.	Thomas	Campanella	Mr.	Santa Rosa Island Authority	SRIA Board Member	P.O. Box 1208	Pensacola Beach	FL	32561	(850) 932-2257	janice_gilley@sria-fla.com	Santa Rosa Island Authority Vice President
Santa Rosa Island Authority	Mr. Jerry Watson, SRIA Board Member	Mr.	Jerry	Watson	Mr.	Santa Rosa Island Authority	SRIA Board Member	P.O. Box 1208	Pensacola Beach	FL	32561	(850) 932-2257	jerry_watson@sria-fla.com	Santa Rosa Island Authority Secretary/Treasurer
Santa Rosa Island Authority	Ms. Karen Sindel, SRIA Board Member	Ms.	Karen	Sindel	Ms.	Santa Rosa Island Authority	SRIA Board Member	P.O. Box 1208	Pensacola Beach	FL	32561	(850) 932-2257	karen_sindel@sria-fla.com	Santa Rosa Island Authority Acting Secretary/Treasurer
Santa Rosa Island Authority	Ms. Janice Gilley, SRIA Board Member	Ms.	Janice	Gilley	Ms.	Santa Rosa Island Authority	SRIA Board Member	P.O. Box 1208	Pensacola Beach	FL	32561	(850) 932-2257	tammy_bohannon@sria-fla.com	Santa Rosa Island Authority Board Member
Santa Rosa Island Authority	Ms. Tammy Bohannon, SRIA Board Member	Ms.	Tammy	Bohannon	Ms.	Santa Rosa Island Authority	SRIA Board Member	P.O. Box 1208	Pensacola Beach	FL	32561	(850) 932-2257	thomas_campanella@sria-fla.com	Santa Rosa Island Authority Board Member
Northwest Florida Water Management District	Mr. Brett Cyphers, District Director	Mr.	Brett	Cyphers	Mr.	Northwest Florida Water Management District	81 Water Management Drive		Havana	FL	32333	(850) 539-5999	brett.cyphers@nwfwater.com	District Director, Northflorida Water Management District
Northwest Florida Water Management District	Mr. Guy Gowens, Assistant District Director.	Mr.	Guy	Gowens	Mr.	Northwest Florida Water Management District	81 Water Management Drive		Havana	FL	32333	(850) 539-5999	guy.gowens@nwfwater.com	Assistant District Director,Northflorida Water Management District
West Florida Regional Planning Council	Mr. Austin Mount, Executive Director	Mr.	Austin	Mount	Mr.	West Florida Regional Planning Council	West Florida Regional Planning Council	P.O. Box 11399	Pensacola	FL	32524	(850) 332-7976, ext. 201	austin.mount@wfrpc.org	Executive Director, West Florida Regional Planning Council
Florida-Alabama Transportation Planning Organization	Ms. Mary Beth Washnouth, Transportation Mana	Ms.	Mary Beth	Washnouth	Ms.	Florida-Alabama Transportation Planning Organization	P.O. Box 11399		Pensacola	FL	32524	(850) 332-7976, ext: 229	MaryBeth.Washnock@wfrpc.org	Transportation Manager,West Florida Regional Planning District
Escambia County Area Transit (ECAT)	Mr. Mike Crittenden, General Manager	Mr.	Mike	Crittenden	Mr.	Escambia County Area Transit (ECAT)	1515 West Fairfield Drive		Pensacola	FL	32501	(850) 595-3228	mcrittenden@co.escambia.fl.us	General Manager, Escambia County Area Transit
Escambia County Area Transit (ECAT)	Ms. Tonya Ellis, Director of Marketing and Comm	Ms.	Tonya	Ellis	Ms.	Escambia County Area Transit (ECAT)	1515 West Fairfield Drive		Pensacola	FL	32501	(850 595-3228, ext:	tellis@co.escambia.fl.us	Director of Marketing and Community Affairs, Escambia County Area Transit
Gulf Breeze High School	Mr. Danny Brothers, Principal	Mr.	Danny	Brothers	Mr.	Gulf Breeze High School	675 Gulf Breeze Pkwy		Gulf Breeze	FL	32561	(850) 916-4100	brothersd@santarosa.k12.fl.us	Principal
Santa Rosa County School District	The Honorable Tim Wyrosdick, Superintendent	The Honorable	Tim	Wyrosdick	Superintendent	Santa Rosa County School District	5086 Canal Street		Milton	Fl	32570	(850) 983-5000	wyrosdickt@santarosa.k12.fl.us	Superintendent
Escambia County	Mr. Jack R. Brown, County Administrator	Mr.	Jack R.	Brown	Mr.	Escambia County	221 Palafox Place	Suite 420	Pensacola	FL	32502	(850) 595-4946	administrator@myescambia.com	County Administrator, Escambia County
Escambia County	Ms. Amy Lovoy, Assistant County Administrator	Ms.	Amy	Lovoy	Ms.	Escambia County	221 Palafox Place		Pensacola	FL	32502	(850) 595-3935		Assistant County Administrator, Escambia County
Escambia County - Public Works	Ms. Joy D. Blackmon, P.E., Bureau Chief/County E	Ms.	Joy D.	Blackmon, P.E.	Ms.	Escambia County - Public Works	3363 West Park Place		Pensacola	FL	32505	(850) 595-3434	joy_blackmon@co.escambia.fl.us	Bureau Chief/County Engineer,Escambia County
Escambia County - Public Works	Mr. David Forte, Deputy Director	Mr.	David	Forte	Mr.	Escambia County - Public Works	3363 West Park Place		Pensacola	FL	32505	(850) 554-2041		Project Manager
Escambia County - Public Works	Mr. Colby Brown, Deputy Director	Mr.	Colby	Brown	Mr.	Escambia County - Public Works	3363 West Park Place		Pensacola	FL	32505	(850) 595-3404	traffic@myescambia.com	Deputy Director
Escambia County - Planning and Development	Mr. Horace Jones, Division Manager	Mr.	Horace	Jones	Mr.	Escambia County - Planning and Development	213 Palafox Place		Pensacola	FL	32502	(850) 595-3625	hljones@co.escambia.fl.us	Division Manager
Escambia County - Emergency Management	Mr. John Dosh, Chief of Emergency Management	Mr.	John	Dosh	Mr.	Escambia County - Emergency Management	6575 North W Street		Pensacola	FL	32505	(850) 471-6400	john_dosh@co.escambia.fl.us	Chief of Emergency Management
Escambia County School District	The Honorable Malcolm Thomas, Superintendent	The Honorable	Malcolm	Thomas	Superintendent	Escambia County School District	75 N. Pace Blvd.		Pensacola	FL	32505	(850) 469-6130	mthomas@escambia.k12.fl.us	Superintendent, Escambia County School District
Escambia County Sheriff Department	Mr. David Morgan, Sheriff	Sheriff	David	Morgan	Sheriff	Escambia County Sheriff Department	1700 West Leonard Street		Pensacola	FL	32501	(850) 436-9630	aingram@escambiaso.com	Sheriff
Pensacola International Airport	Mr. Dan Flynn, Director	Mr.	Dan	Flynn	Mr.	Pensacola International Airport	P.O. Box 12910		Pensacola	FL	32521	(850) 436-5000	dflynn@cityofpensacola.com	Interim Director
Greater Pensacola Chamber of Commerce	Mr. Clay Ingram, President	Mr.	Clay	Ingram	Mr.	Greater Pensacola Chamber of Commerce	117 West Garden Street		Pensacola	FL	32502	(850) 438-4081	cingram@pensacolachamber.cor	President
City of Pensacola - Planning Services	Ms. Sherry Morris, Planning Services Administrati	Ms.	Sherry	Morris	Ms.	City of Pensacola - Planning Services	P.O. Box 12910		Pensacola	FL	32521	(850) 435-1670	smorris@cityofpensacola.com	Planning Services Administrator
City of Pensacola - Public Works and Facilities	Mr. L. Derrik Owens, P.E., Director	Mr.	L. Derrik	Owens, P.E.	Mr.	City of Pensacola - Public Works and Facilities	P.O. Box 12910		Pensacola	FL	32521	(850) 435-1755	dowens@cityofpensacola.com	Director
Visit Pensacola	Ms. Leslie Brosofsky, Executive Assistant	Ms.	Leslie	Brosofsky	Ms.	Visit Pensacola	1401 E Gregory St		Pensacola	Fl	32502	(850) 433-5398	lbrosofsky@visitpensacola.com	Executive Assistant
Visit Pensacola	Mr. Steve Hayes, President	Mr.	Steve	Hayes	Mr.	Visit Pensacola	1401 E Gregory St		Pensacola	Fl	32502	(850) 433-5398	shayes@visitpensacola.com	President
Pensacola Beach Chamber of Commerce	Ms. Nicole Stacey, President	Ms.	Nicole	Stacey	Ms.	Pensacola Beach Chamber of Commerce	7 Casino Beach Boardwalk		Pensacola Beach	FL	32561	(850) 932-1500	penbeach@visitpensacolabeach.	President
Santa Rosa Island Authority	Mr. Paolo Ghio, Executive Director	Mr.	Paolo	Ghio	Mr.	Santa Rosa Island Authority	SRIA Board Department	P.O. Box 1208	Pensacola Beach	Fl	32562	(850) 932-2257	paolo_ghio@sria-fla.com	Executive Director of Environmental And Developmental Services
Santa Rosa Island Authority	Ms. Robbie Schrock, Director of Administration	Ms.	Robbie	Schrock	Ms.	Santa Rosa Island Authority	SRIA Board Department	P.O. Box 1208	Pensacola Beach	Fl	32562	(850) 932-2257	robbie_schrock@sria-fla.com	Director of Administration
Santa Rosa Island Authority	Ms. Dottie Ford, Director of Finance	Ms.	Dottie	Ford	Ms.	Santa Rosa Island Authority	SRIA Board Department	P.O. Box 1208	Pensacola Beach	Fl	32562	(850) 932-2257	Dottie_Ford@sria-fla.com	Director of Finance
Santa Rosa Island Authority	Ms. Cheryle Dill, President	Ms.	Cheryle	Dill	Ms.	Santa Rosa Island Authority	SRIA Board Department	P.O. Box 1208	Pensacola Beach	Fl	32562	(850) 932-2257	cheryle_dill@sria-fla.com	HR and Events Coordinator
Bechtol-Productions	Mr. T Bubba Becthol Jr., President	Mr.	T Bubba	Becthol Jr.	Mr.	Bechtol-Productions	339 Panferio Drive		Gulf Breeze,	Fl	32561	(800) 754-9404	www.tbubba.com	President
The Sandshaker Lounge & Package Store, LLC	Ms. Beverly Campbell, Owner	Ms.	Beverly	Campbell	Ms.	The Sandshaker Lounge & Package Store, LLC	731 Pensacola Beach Blvd		Pensacola Beach	Fl	32561	(850) 380-8772	bev@snadshaker.com	Owner
McGuire's Irish Pub, Crabs We got Them, Flounders C	Mr. McGuire Martin, Owner	Mr.	McGuire Martin	McGuire Martin	Mr.	McGuire's Irish Pub, Crabs We got Them, Flounders Chowder Ha	600 E Gregory Street		Pensacola Beach	Fl	32505	(850) 433-6715	www.Mlquireirishpub.com	Owner
Pensacola Downtown Improvement Board	Mr. John Peacock John Peacock, Chairman	Mr.	John Peacock	John Peacock	Mr.	Pensacola Downtown Improvement Board	41 North Jefferson Street, Suite 401		Pensacola Beach	Fl	32502	(850) 438-3815		Chairman
University of West Florida - Historical Trust	Mr. Robert Overton,Jr Robert Overton,Jr, Executi	Mr.	Robert Overton,Jr	Robert Overton,Jr	Mr.	University of West Florida - Historical Trust	120 Church Street		Pensacola Beach	Fl	32502	(850) 595-5985 #106	roverton@uwf.edu.com	Executive Director
Margaritiville Beach Hotel/Little Sabine LLC	Ms. Marilyn Hess Marilyn Hess, President	Ms.	Marilyn Hess	Marilyn Hess	Ms.	Margaritiville Beach Hotel/Little Sabine LLC	500 S Palafox St., Suite 200		Pensacola Beach	Fl	32502	(850) 916-9755	marilynhess@aol.com	President
Attorney	Mr. James Reeves, Attorney	Mr.	James	Reeves	Mr.	Attorney	730 Bayfront Pkwy,Suite 4B		Pensacola Beach	Fl	32502	(850) 438-4400	jjreeves@bellsouth.net	Attorney
Island Times	Ms. Sherry Johnson , Publisher	Ms.	Sherry	Johnson	Ms.	Island Times	PO Box 844		Gulf Breeze	Fl	32562	(850) 748-6878	shelley@myislandtimes.com	Publisher
Levin Rinke Resort Realty	Mr. Robert Rinke, Owner	Mr.	Robert	Rinke	Mr.	Levin Rinke Resort Realty	10 Portofino Dr		Pensacola Beach	Fl	32561	(850) 916-5050		Co-Owner
Pensacola Beach Advocates	Ms. Terry Preston, Government Affairs Committe	Ms.	Terry	Preston	Ms.	Pensacola Beach Advocates	5 Ensenada Quatro		Pensacola Beach	Fl	32561	(850) 384-6884	terry@ehsmadeeasy.com	Government Affairs Committee Chair
Innsfree Hotel	Mr. Julian McQueen, CEO	Mr.	Julian	McQueen	Mr.	Innsfree Hotel	113 Bay Bridge Drive		Gulf Breeze	FL	32561			CEO
James J. Reeves office -	Ms. Cara Morris, Office Manager	Ms.	Cara	Morris	Ms.	James J. Reeves office -	730 Bayfront Pkwy,Suite 4B		Pensacola Beach	Fl	32502	(850) 438-4400	jjreeves.esq@gmail.com	Office Mananger
Pensacola Beach Elementary School	Mr. Jeff Castleberry, Principal	Mr.	Jeff	Castleberry	Mr.	Pensacola Beach Elementary School	900 Via DeLuna		Pensacola Beach	Fl	32561	(850) 934-4020	jcastleberry@escambia.k12.fl.us	Principal
Pensacola Beach Coummunity Church	Mr. Gordon Paulus, Senior Deacon	Mr.	Gordon	Paulus	Mr.	Pensacola Beach Coummunity Church	920 Panferio Drive		Pensacola Beach	Fl	32561	(850) 932-6628		Senior Deacon
Our Lady of the Assumption Mission	Monsignor Luke Hunt, Monsignor	Monsignor	Luke	Hunt	Monsignor	Our Lady of the Assumption Mission	920 Via De Luna		Pensacola Beach	Fl	32561	(850) 932-2859		Pastor
Innsfree Hotel	Mr. Michael W. Nixon, CHA, President	Mr.	Michael	Nixon	Mr.	Innsfree Hotel	113 Bay Bridge Drive		Gulf Breeze	FL	32561	(850) 934-3603		
Innsfree Hotel	Mr. Jason Nicholson, CHA, Vice-President	Mr.	Jason	Nicholson	Mr.	Innsfree Hotel	113 Bay Bridge Drive		Gulf Breeze	FL	32561			

12x6+6+4+4+4+4+4+4

Pensacola Beach Congestion Management Plan
Sign-In Sheet
Public Open House
October 25, 2016

Name (Please Print)	Address	Zip Code	Email	Phone No. (optional)	Organization (optional)
Brown Rick	1 Sugar Bowl Lane Pensacola Bch	32561	navarrecoeaff.net	850-512-7667	—
David Forte	3363 West Park Place, PCOLA FL	32505	DVForte@myescambia.com	850 595-3404	Escambia County
Diane Smith	5453 Powetrail Place	32571			—
GEORGE CALLENDER	9 SUGAR BOWL LANE PENSACOLA BEACH, FL	32561	CALLENDG@BELLSOUTH.NET	803-270-9307	—
Ted Woolcock	1515 W Fairfield Dr Pensacola	32501	Twoolcoc@co.escambia.fl.us	850 595 3228	ECAT
Melissa Dalziel	Pensacola News Journa				
Sean Eklund	4231 Cambridge Way	32571	Eklunds147@gmail.com		
CHRIS SHEARMAN	14 Sabine Dr	32561	CHRISWSHEARMAN@MSN.COM		
Julie Estes	220 W. Garden	32502	jwelk@accustaff.com	477-9965	AccuStaff
Amanda Taft	221 Palafox Pl	32502	ALTAFT@myescambia	595 4971	BC
Tom Pruter	436 Ft Pickens	32561	TPRUTER27@GMAIL.	—	TREEHOUSE
Al Lucia	74 Calle Marbella	32561	a/e ad/associates .com	—	—

Pensacola Beach Congestion Management Plan
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Public Open House

October 25, 2016

Name (Please Print)	Address	Zip Code	Email	Phone No. (optional)	Organization (optional)
2 KIM & BILL RAY	850 FT PICKENS #540 P.B.	32561	WJRAYIII@AOL.COM		
JACK WOMACK	1044 FT. PICKENS RD	32561	BLACKJACK2WOMACK @GMAIL.COM		
Steve Young	NewsRadio 1620, Pbola	32561	news@newsradio1620.com		NewsRadio1620
LORI DELL	330 Ft. Pickens Rd 500 Quietwater Beach	32561	loridell3@yahoo		
Diana Davis	4 La Caribe Dr	32561	floridianadavis@gmail.com		
LYNN CLARK	1620 BULEVAR MENDOR BEACH	32561	LCLARK1581@GMAIL.COM		OUR LADY OF ASSUMPTION
May Stinson	721 Pensacola Blvd	32561			
Sandra Holman	1723 Esenado UNO	32561			
2 Ray+Carol Ascherfeld	901 Ariola Dr PB.	3261	RCAscherfeld@gmail.com		
L Cox	1600 Via De Luna	32561			
Jeri Stephens	802 Rio Vista	32562			
	811 VIA DeLuna DR	32561			

Pensacola Beach Congestion Management Plan
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Name (Please Print)	Address	Zip Code	Email	Phone No. (optional)	Organization (optional)
Jim Cox & Lila Cox	423 Williamsburg Dr	GB 32561			PBA
Terry Preston	5 Ensenada Quatro	32561			PBA

Pensacola Beach Congestion Management Plan
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October 25, 2016

Name (Please Print)	Address	Zip Code	Email	Phone No. (optional)	Organization (optional)
Janet Mayeaux	~~5624 Russell Dr~~ ~~H00 E Pickens Rd~~ Milton	32570	kidzmom1029@yahoo.com		
Lloyd Mattair	1207 Panfilo	32561	lloyd@mattairconstruction.com		
Deborah Graves	22 VIA DELUNA #1102	32561	graves336@aol.com		
TONYA ELLIS	(on file)				ECAT
DAVE PAVLock	SRIA	32533	ARRODAVE@GCCF.NET		
Walter Pierce	10 Portofino dr	32561	WalterEWalterPierce.com	434-9444	
~~KEAC~~ Colley	11 Pinetree dr	3254	—	—	—
~~Pam Hutt~~ Dolin (2)		32561			
YShankholtzer	1305 Sterling Pt PL GB	32563	YShan@mchsi.com		—
Jeff Huggins	6526 East Bay Blvd	32563			
(2) Sammie + Newman Rodgers	1404 Via Deluna	61	RodgersSammie@gmail.com		

Pensacola Beach Congestion Management Plan
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Name (Please Print)	Address	Zip Code	Email	Phone No. (optional)	Organization (optional)
Patricia Holt	17 Sugar Bowl	32561			
WAYNE Holt	" " "	"			
Cheryl Lukehart	800 Maldonado Dr	32561			
Andrea Miller	1608 Bulevar Menor	32561			
Ty Cowen	711 Via De Luna	32561			
Fred Jaeger (2)	850 Ft. Pickens #710	32561			
[illegible]	1600 Via De Luna #205	32561			
John Cosh	109 Avenida 23	32561			
Carol Schmidt	808 LARGO DRIVE	32561			
Theresa + Max Scroggin	903 Rio Vista	32561			
Mike [illegible]	1697 Calle Bonita	32561			
Tim and Ann Sumner	4 Portofino DR #909	32561			

Pensacola Beach Congestion Management Plan
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Name (Please Print)	Address	Zip Code	Email	Phone No. (optional)	Organization (optional)
Kerrianne Jensen	1799 Coast Court	32563	kerrianne.jensen37@gmail.com		
John Dillon	210 Sabine	32561			
Cherry Leach	306 Plantation Field	32561	cherry.leach@gmail.com		
Karen Holland	101 Entrada 2	32561	kph1010@mediacombb.net		
Scott Holland	"	"			
(2) Beverly & Sonny Campbell	232 Sabine	32561	beve@sandshaker.com		
(2) Charlie & Kammie Tolar	1000 Panfeno	3256	cfttrt@gmail.com		
(2) Dan & Dione Dunn	1002 Via DeLuna	32561	dionedunn@yahoo.com		
(2) Shelley & Richard Johnson	22 Via de Luna	32561	shelley@myislandtimes.com		
Dan HUFF, JR	18 Via De LUNA	32561			
MICHAEL WOLF	6040 AUGUSTINE DR PACE, FL. 32571	32571	MIKE.WOLFRIDDLEASSOCIATES@GMAIL.COM		
Debbie Miles	123 Sabine Dr.	32561	[redacted].debmiles1@aol.com		

1 of 2

Pensacola Beach Congestion Management Plan
Sign-In Sheet
Public Open House

October 25, 2016

Name (Please Print)	Address	Zip Code	Email	Phone No. (optional)	Organization (optional)
Pat Lutz	1044 Ft. Pickens PNS Bch FL	32561			
NATALIE SOLOWAY	2444 SEMUR RD.	32503			
(2) GENE + MARY VANCE	800 Ft. Pickens #130	32561			
LARRY SMITH	3 PORTOFINO DR #408	32561			
Bob KELLNER (2)	808 VIA DE LUNA	32561			
JAN CHAPMAN	815 MACDONALD	32561			
Gary Kramer (3)	4081 E. Olive Road	32514			
Gregg Pachkowski	PNJ	32502			
Phillip & Mary Stewart (2)	1696 Via DeLuna	32561	loganplaid@gmail.com	601-942-2948	
RANDY SHARP (2)	613 Ft Pickens Ext	32561			
Chuck & Lynne Zwerg (2)	1600 Via de Luna D. 606W	32561			

Pensacola Beach Congestion Management Plan
Sign-In Sheet
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October 25, 2016

Name (Please Print)	Address	Zip Code	Email	Phone No. (optional)	Organization (optional)
June Guerra	23 Arthur Ave 400 Quietwater Beach	32503		8504769212	Leaseholder
Robert Twelk	114 Arriola	32501	r.webb@sbcglobal.net		
STEVE DAVIS	336 FT. PICKENS RD W 107	32561	.		
Cathy Collins (2)	810 Maldonado				
Doug Collins			userdgc@msn.com		
Benjamin Stevenson	919 Panfar-	61			


Obtained from PNJ


Obtained from PNJ


Obtained from PNJ


Obtained from PNJ



















April 2016 One on One Meetings

Julian McQueen

Marilyn Hess

Terry Prescount

Jim Reeves

Robert Rinke

Peter Neuhaus - IHMC

Shelly Johnson

John Peacock

Robert Overton

Dave Pavlock

Janice Gilley

Dr. Thomas Capanella

Pensacola Beach Advocates group – Governmental Affairs committee

Nathan Ford (Gulf Breeze)

John Prescount

Mr. Stark

Transit Mtg.

Sandshaker Owners and Lawyer

Attempted meetings with

Jerry Watson and T Bubba

October 2016 One on One Meetings

Paolo Ghio

Tammy Bohannon

Robert Rinke

Marilyn Hess

Julian McQueen

Dr. Thomas Capanella

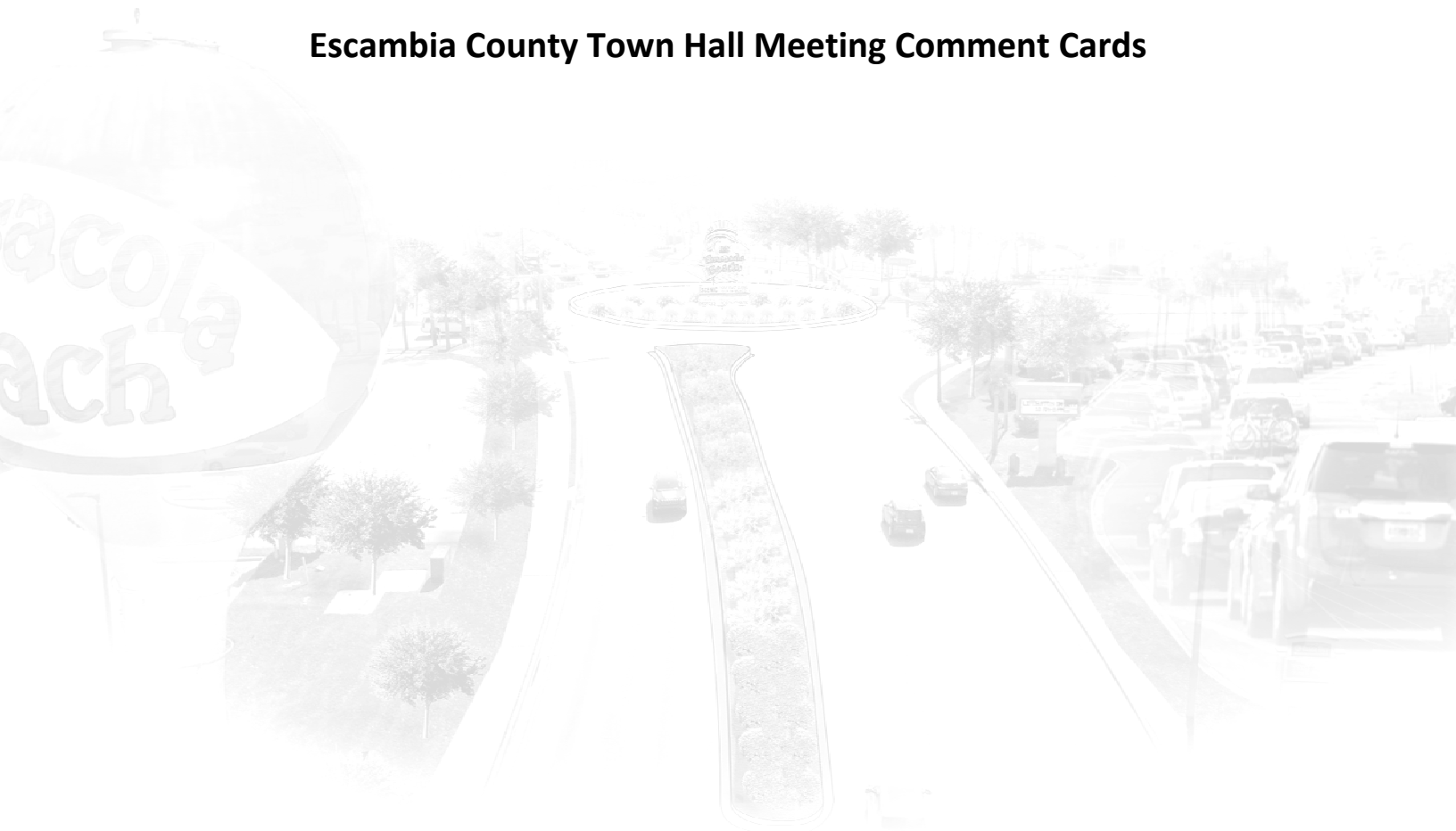
Dave Pavlock

Beverly Campbell

Sunny Campbell

Appendix D

Escambia County Town Hall Meeting Comment Cards



BEACH TRAFFIC

To have your comments recorded, hand in this sheet or mail by March 2, 2017 to:
Escambia County BOCC, Transportation and Traffic Operations Division, Attn: David Forte
3363 West Park Place, Pensacola, FL 32505

FIRST NAME (Required): Scott

LAST NAME (Required): Evans

ADDRESS: 4 Ensenada Quatro, Pensacola Beach

PHONE NUMBER: 704-589-3251

EMAIL: scott.evans@intowncartoonballoons.com

COMMENTS: traffic circles

Beach Traffic

BOB SIKES BRIDGE TOLL PLAZA

To have your comments recorded, hand in this sheet or mail by March 2, 2017 to:
Escambia County BOCC, Transportation and Traffic Operations Division, Attn: David Forte
3363 West Park Place, Pensacola, FL 32505

FIRST NAME (Required): Chris

LAST NAME (Required): Sherman

ADDRESS: 14 Sabine Dr.
Pensacola Beach, FL 32561

PHONE NUMBER: 850-777-1169

EMAIL: chris@bayshinz.homestour.com

COMMENTS:
See Attached

Chris Shearman, lived on Beach since 1960, 57 years.

Worked five years as Lifeguard and five years as Part time Building Inspector.

Have been involved in two of about five Master Plans

All the Master Plans over the past 40 years are basically the same: Develop the Commercial, Public or Central Core.

None have been developed simply because of the lack of leadership.

Traffic issue has been the same for at least 57 years. 30 to 40 days per year unless it rains on the weekends.

Big day in 1960 was about 16,000 people.

Big day in 2016 about 116,000.00 people.

Travel times in 1960 up to 1.5 hours coming or going.

Travel times in 2016 up to 1.5 hours coming or going.

Most of the backup leaving the Beach is in Gulf Breeze.

Toll Plaza not the issue, it is simple parking in the Central Public Core

There is no street shoulder parking.

There is less public parking in the Central Core than in 1960.

The roundabouts proposed in the last dog and pony show are laughable.

If someone proposes a roundabout as a solution to a traffic problem please have them drug tested.

The original design in the 50,s was for the beach to be divided in to Public Center Core and East and West residential areas.

For the past 40 years the Island Authority has been canvasing the Residents on what to do to develop the Central Core.

The Residents should not have anything to do with the development of the Central Core, it is for the general public and the residents of

Escambia County which until the mid 70,s paid for the operation of the Beach.

Since the retirement of Jack Cowley, the original Manager, there has been a deep void of leadership.

To be honest The only reason to go to an Island Authority meeting is to remind yourself what paint looks like drying.

No less than five master plans have been paid and presented to the Authority with no action what so ever.

A plan was put forth to the Island Authority to build two parking decks at Casino Beach and put out a RFP for a developer to construct a new Casino Building. The Island Authority approved a plan to spend 25K on a local architect to prepare preliminary plans for the decks and the Casino Building so the RFP could be put out for bids.

The General Manager refused to hire the recommended Architect and follow the direction of the Board, in essence the 25K was wasted.

Recommendation:

1. Next winter modify the turn lane to Fort Pickens Road. The Engineers on the 2nd Floor of the COC Building have the capacity to make this happen.

2. Put out a Casino Beach Redevelopment Proposal which would include two parking decks. (you don't need the residents input)

3. Relocate the Sewerage Treatment Plant to Big Sabine. Redevelop the property.

4. Increase the toll to $2.00 immediately in order to pay for the parking decks and road modifications. Currently people pay up to $20.00 to home owner for parking.

Beach Traffic

~~Bob Sikes Bridge Toll Plaza~~

To have your comments recorded, hand in this sheet or mail by March 2, 2017 to:
Escambia County BOCC, Transportation and Traffic Operations Division, Attn: David Forte
3363 West Park Place, Pensacola, FL 32505

FIRST NAME (Required): GEORGE W. SPAIN

LAST NAME (Required): SPAIN

ADDRESS: 2570 BAYOU BLVD
PENSACOLA, FL 32503

PHONE NUMBER: 850-433-6269

EMAIL: ~~AOL~~ ANBSPAIN@COX.NET

COMMENTS: SEE ATTACHED!

FDOT FRIENDS

THANK YOU FOR YOUR PUBLIC SERVICE.

TRANSPORTATION IS A VITAL, HUGE PART OF AMERICAN LIFE.

YOU HAVE AN AWESOME RESPONSIBILITY

PRAY FOR WISDOM & VIRTUE!

BLESS YOU ALL! GW SPAIN

VISION - LEGACY - CONSEQUENTIAL

GULF BREEZE IS A PRESTIDOUS, SPLENDID BEDROOM COMMUNITY HOWEVER, I DONT WANT TO GO THERE AND THE MILLIONS of CITIZENS WEST + NORTH OF PENSACOLA do NOT CHOOSE GULF BREEZE AS THEIR DESINATION EITHER, WE WANT TO VISIT PENSACOLA BEACH OR DRIVE EAST TO FW OR TALLAHASSEE. PC NOR do WE ~~CAN~~ DESIRE TO CONGEST MAIN ST GULF BREEZE AND MAKE THEM PRISIONERS OF THE BRIDGE.

WHAT ABOUT OUR LEGACY AND RESPONSIBILITY TO ~~OUR~~ THOSE THAT FOLLOW! WHAT will THE FUTURE GENERATIONS THINK OF OUR MOTIVES AND TRAFFIC TECHNOLOGY of 2017 WHILE SITING STILL IN BUMPER TO BUMPER TRAFFIC DAILY IN DT GB.

How confrontational will a perpetual traffic hazard and bottleneck be to future regional economic development and citizen safety!
Make no mistake, we will look big time being known far + wide for traffic congestion and the notorious Gulf Breeze speed trap.

Please land the south end of our new bridge East of Gulf Breeze and do your part to advance the future of NW FL + America!

BEACH TRAFFIC

~~BOB SIKES BRIDGE TOLL PLAZA~~

To have your comments recorded, hand in this sheet or mail by March 2, 2017 to:
Escambia County BOCC, Transportation and Traffic Operations Division, Attn: David Forte
3363 West Park Place, Pensacola, FL 32505

FIRST NAME (Required): JIM

LAST NAME (Required): COX

ADDRESS: 423 WILLIAMSBURG DR
SURF BREEZE 32561

(13 YEARS A PENSACOLA BEACH RESIDENT)

PHONE NUMBER: 393 2202

EMAIL:

COMMENTS: I strongly believe the roundabouts will worsen the traffic problems on heavy traffic days.
1. On heavy traffic days, cars trying to enter from Ft Pickens Rd will find it difficult to impossible, especially the far left lane.
2. The circles are very small in diameter due to the beach space constraints. There is simply not enough room between the various ingress / egress points to safely

BEACH TRAFFIC

To have your comments recorded, hand in this sheet or mail by March 2, 2017 to:
Escambia County BOCC, Transportation and Traffic Operations Division, Attn: David Forte
3363 West Park Place, Pensacola, FL 32505

FIRST NAME (Required): _____

LAST NAME (Required): _____

ADDRESS: _____

_____

_____

_____

PHONE NUMBER: _____

EMAIL: _____

COMMENTS: navigate the roundabout and change lanes within the roundabout.

3. Most motorists on heavy traffic days will be the tourists and occasional beach visitors, not residents. They will be confused / inept.

4. Many beach drivers are impaired drivers.

5. Accidents will be frequent, and will completely stop all traffic.

BOB SIKES BRIDGE TOLL PLAZA

To have your comments recorded, hand in this sheet or mail by March 2, 2017 to:
Escambia County BOCC, Transportation and Traffic Operations Division, Attn: David Forte
3363 West Park Place, Pensacola, FL 32505

FIRST NAME (Required): Rusty ~~Branch~~

LAST NAME (Required): Branch

ADDRESS: 1920 Peaches Ln Cantonment, FL 32533

PHONE NUMBER: 850.982.2271

EMAIL: rustybranch@gmail.com

COMMENTS: As many SunPass Ln's as possible.

BEACH TRAFFIC

To have your comments recorded, hand in this sheet or mail by March 2, 2017 to:
Escambia County BOCC, Transportation and Traffic Operations Division, Attn: David Forte
3363 West Park Place, Pensacola, FL 32505

FIRST NAME (Required): _____

LAST NAME (Required): _____

ADDRESS: _____

_____

_____

_____

PHONE NUMBER: _____

EMAIL: _____

COMMENTS: The Escambia DMO suggests the Walk Under / Roundabout Solution

BOB SIKES BRIDGE TOLL PLAZA

To have your comments recorded, hand in this sheet or mail by March 2, 2017 to:
Escambia County BOCC, Transportation and Traffic Operations Division, Attn: David Forte
3363 West Park Place, Pensacola, FL 32505

FIRST NAME (Required): Claud

LAST NAME (Required): Gillette

ADDRESS: 10820 W Hiway 98
32506

PHONE NUMBER: 850-512-3207

EMAIL: Billy5080@gmail.com

COMMENTS: There should always a Cash Lane.
I am Agnist "Total" Sun Pass"

BOB SIKES BRIDGE TOLL PLAZA

To have your comments recorded, hand in this sheet or mail by March 2, 2017 to:
Escambia County BOCC, Transportation and Traffic Operations Division, Attn: David Forte
3363 West Park Place, Pensacola, FL 32505

FIRST NAME (Required): Rick

LAST NAME (Required): Brown

ADDRESS: 1 Sugar Bowl Lane
Pensacola Bch. Fld. 32561

PHONE NUMBER: 850-512-7667

EMAIL: navarreco@att.net

COMMENTS: Our goals are all the same.
1. Access for all
2. Safety - Beach can only hold so many people safely & enjoyably
3. Money - Make Money + take care of the Beach

To reach these goals:
1. Automatic Toll - Behavior / Time directed Early $1.00 Prime Time $3.00 Late $1.00
2. Toll - $2.00 or $3.00
3. Beach Ambassadors → instead of toll booth employees
   1. No Beach Tents / Toys / Boards left overnight
   2. Dog Beaches - Not Dog Beach.

Use traffic and tolls to attract behavior in a positive manner.

BOB SIKES BRIDGE TOLL PLAZA

To have your comments recorded, hand in this sheet or mail by March 2, 2017 to:
Escambia County BOCC, Transportation and Traffic Operations Division, Attn: David Forte
3363 West Park Place, Pensacola, FL 32505

FIRST NAME (Required): Brian

LAST NAME (Required): Underwood

ADDRESS: 1200 Fort Pickens Rd
Pensacola Beach FL 32561

PHONE NUMBER: 850 450 2419

EMAIL: Brianu@isp.com

COMMENTS: The original plan was to convert to Sunpass and Pay-By-Plate to help keep traffic moving. Just because people don't want to pay the admin fee for pay-by-plate should not derail the plan. & Traffic can not continue to back up into Gulf Breeze because of the Toll Booth.

BEACH TRAFFIC

To have your comments recorded, hand in this sheet or mail by March 2, 2017 to:
Escambia County BOCC, Transportation and Traffic Operations Division, Attn: David Forte
3363 West Park Place, Pensacola, FL 32505

FIRST NAME (Required): JOE

LAST NAME (Required): PACE

ADDRESS: 908 RIO VISTA DRIVE
PENSACOLA BEACH, FL. 32561

PHONE NUMBER: 850/932-8880

EMAIL: JOEPACEAGENCY@BELLSOUTH.NET

COMMENTS: I KNOW THIS DESIGN WILL NEED TWEEKING AS TO COMING IN + OUT OF 'THE BOARDWALK' AREA. THE MAIN ASPECT OF EFFECTIVELY MOVING THE MOST TRAFFIC ONTO THE BEACH + OFF THE BEACH WOULD SEEM TO BE SOLVED: OVERPASS OVER VIA DE LUNA/FT PICKENS INTERSECTION GOING BOTH WAYS; FT PICKENS ROAD WOULD MERGE INTO; NO TUNNELING AS PEDESTRIANS WOULD WALK SAFELY UNDER OR OVERPASS

Appendix E

Long Term Congestion Alternatives

ALTERNATIVE A

ROUNDABOUT WITH AT GRADE CROSSWALKS



ROUNDABOUT WITH AT GRADE CROSSWALKS:

- MOST ECONOMICAL ALTERNATIVE
- PEDESTRIAN CROSSINGS WILL IMPACT THE FLOW OF TRAFFIC
- HIGHER POTENTIAL FOR PEDESTRIAN-VEHCILE CONFLICTS
- SHORTEST CONSTRUCTION TIME

THIS IS A DRAFT ALTERNATIVE AND CONCEPTUAL IN NATURE.
NO FORMAL DECISION HAS BEEN MADE BY THE COMMISSION ON THE PLAN.

PENSACOLA BEACH
CONGESTION MANAGEMENT PLAN
ROUNDABOUT WITH AT GRADE CROSSWALKS
ALTERNATIVE A

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PENSACOLA BEACH CONGESTION MANAGEMENT PLAN

ALTERNATIVE A: ROUNDABOUT WITH AT GRADE CROSSWALKS

FEBRUARY 2017

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ALTERNATIVE B

ROUNDABOUT WITH ELEVATED WALKWAY

LANDSCAPE ENTRY STATEMENT

FENCING TO PREVENT JAYWALKING

STAIRS/ELEVATOR

ELEVATED WALKWAY

VIA DE LUNA DRIVE

STAIRS/ELEVATOR

SIDEWALK

STAIRS

ELEVATED WALKWAY

CONNECTION TO VISITORS CENTER

VISITOR INFORMATION CENTER

CASINO BEACH PARKING AREA

FORT PICKENS ROAD

RAMP

ONLY

ONLY

ROUNDABOUT WITH ELEVATED WALKWAY:

- INCREASED COST OVER THE PEDESTRIAN AT GRADE
- PROVIDES PROTECTED CROSSING FOR PEDESTRIANS
- INCREASES CAPACITY FOR VEHICLES
- PEDESTRIANS WILL HAVE TO USE RAMP/STAIRS/ELEVATOR TO CROSS
  - TAKES LONGER
  - CAN LEAD TO JAYWALKING (WILL BE DISCOURAGED WITH FENCING AND LANDSCAPING)

THIS IS A DRAFT ALTERNATIVE AND CONCEPTUAL IN NATURE.
NO FORMAL DECISION HAS BEEN MADE BY THE COMMISSION ON THE PLAN.

N W E S

40 20 0 40

GRAPHIC SCALE IN FEET

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CONGESTION MANAGEMENT PLAN
ROUNDABOUT WITH ELEVATED WALKWAY
ALTERNATIVE B

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PENSACOLA BEACH CONGESTION MANAGEMENT PLAN

ALTERNATIVE B: ROUNDABOUT WITH ELEVATED WALKWAY

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Escambia County Florida

Jerry Pate Design

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ALTERNATIVE C

ROUNDABOUT WITH PEDESTRIAN UNDERPASS

PEDESTRIAN UNDERPASS

VIA DE LUNA DRIVE

PEDESTRIAN UNDERPASS

PENSACOLA BEACH VISITOR INFORMATION CENTER

CASINO BEACH PARKING AREA

PEDESTRIAN UNDERPASS

FORT PICKENS ROAD

ONLY

ROUNDABOUT WITH PEDESTRIAN UNDERPASS:

- MOST EXPENSIVE OPTION
- PROVIDES PROTECTED CROSSING FOR PEDESTRIANS
- DIRECT ROUTE FOR PEDESTRIANS
  - NO NEED FOR STAIRS/ELEVATORS
- WILL CAUSE SLIGHT RISE IN THE ROAD (4-6 FEET)
- LONGEST CONSTRUCTION TIME

THIS IS A DRAFT ALTERNATIVE AND CONCEPTUAL IN NATURE.
NO FORMAL DECISION HAS BEEN MADE BY THE COMMISSION ON THE PLAN.

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GRAPHIC SCALE IN FEET

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ROUNDABOUT WITH PEDESTRIAN UNDERPASS
ALTERNATIVE C

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ALTERNATIVE C: ROUNDABOUT WITH PEDESTRIAN UNDERPASS

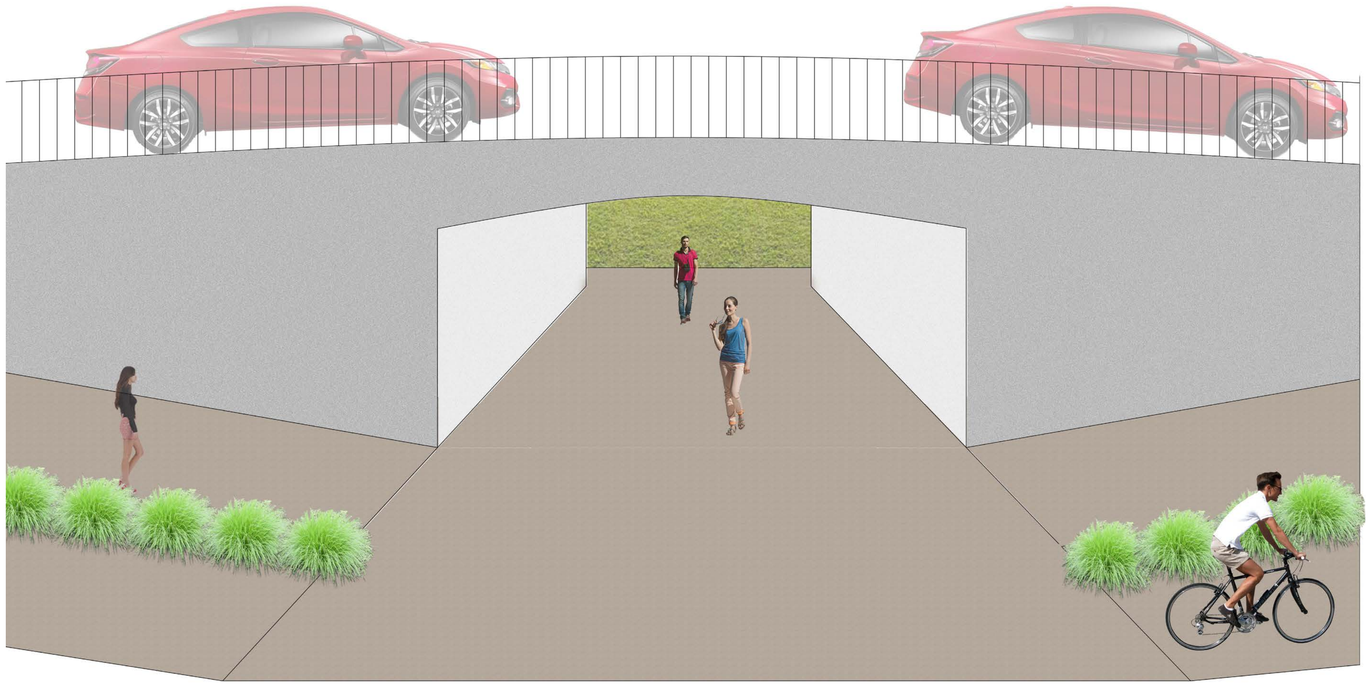
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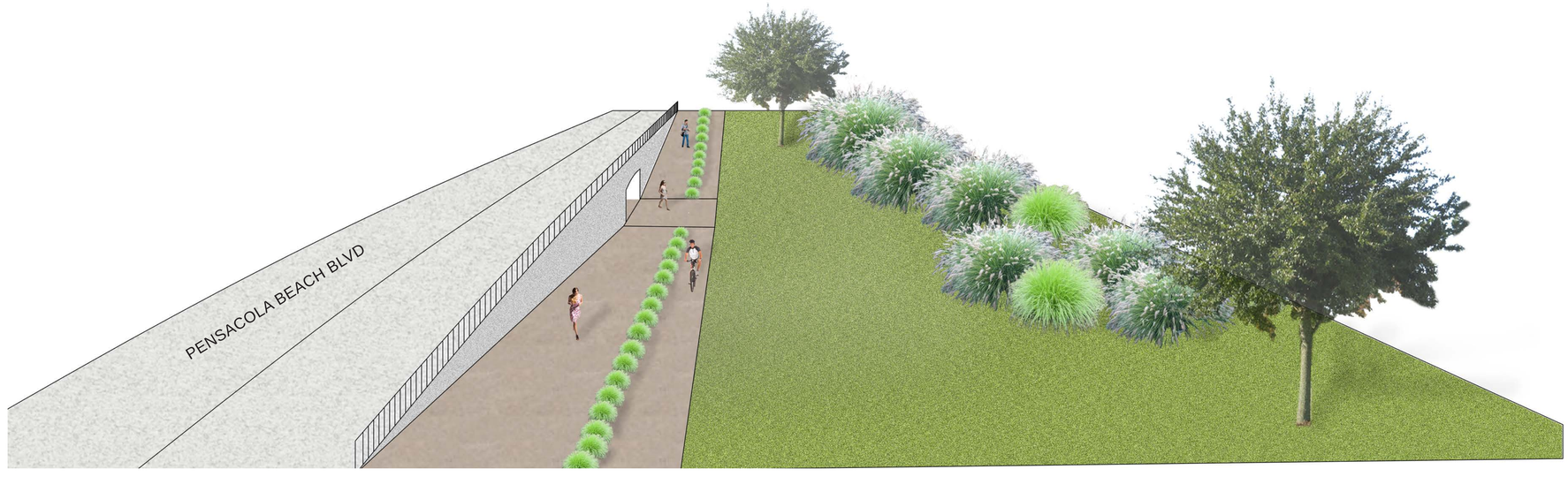
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ALTERNATIVE C: ROUNDABOUT WITH PEDESTRIAN UNDERPASS

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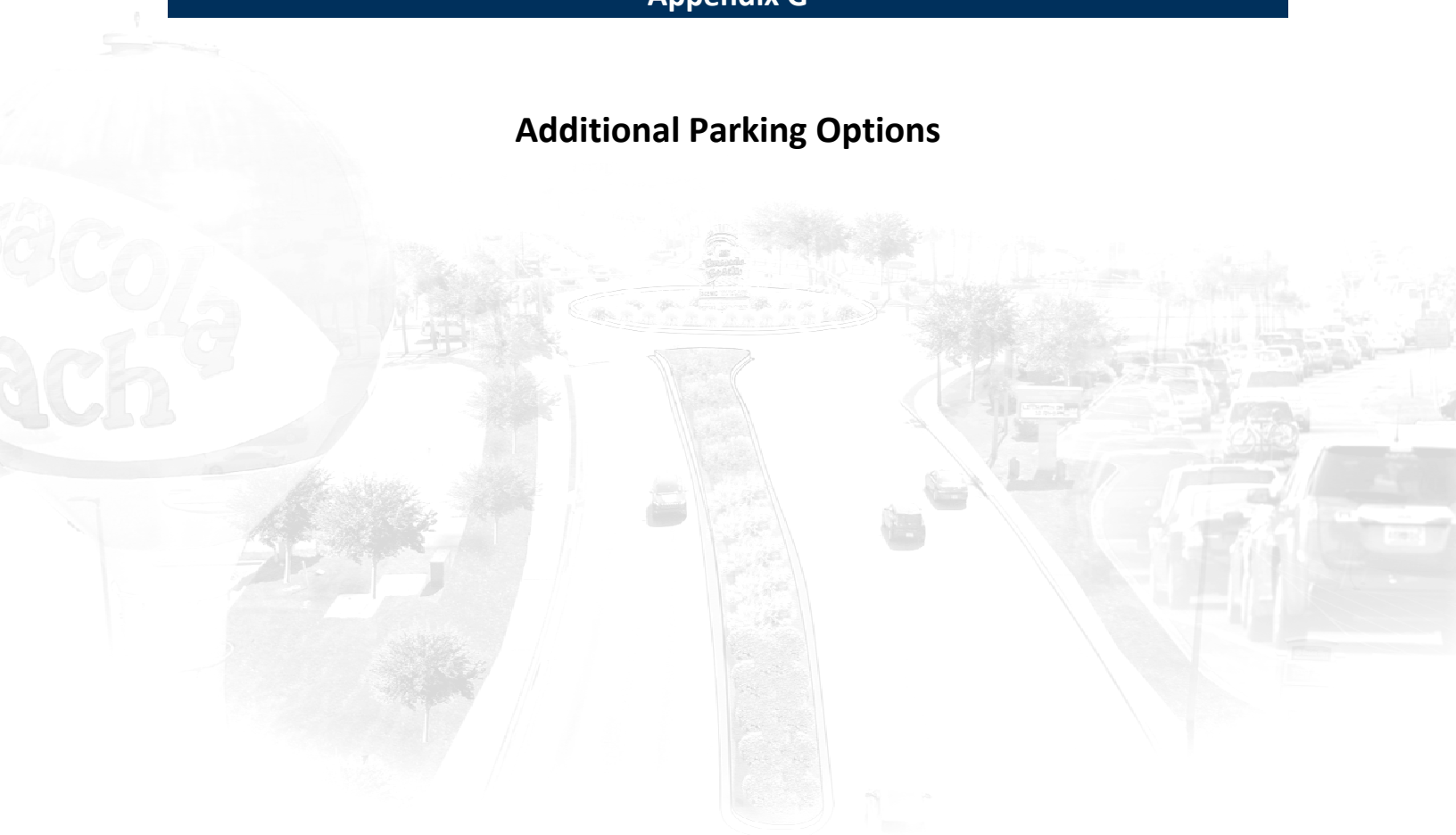
Appendix F

Existing Parking Areas Map


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La Caribe

Appendix G

Additional Parking Options





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GRAPHIC SCALE IN FEET

FULL SIZE 1" = 40'
HALF SIZE 1" = 80'

TOTAL PARKING PROVIDED:
167 SPACES

ADA ACCESSIBLE PARKING:
6 SPACES
(WITH 60" ACCESS AISLE: 5 SPACES
VAN ACCESSIBLE WITH 96" ACCESS AISLE: 1 SPACES)

APPROXIMATE CONSTRUCTION COST = $420,000

PENSACOLA BEACH CONGESTION MANAGEMENT PLAN

TASK 2G-PARKING RECOMMENDATIONS

VIA DE LUNA DRIVE

PARKING EXHIBIT

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GRAPHIC SCALE IN FEET

FULL SIZE 1" = 30'
HALF SIZE 1" = 60'

PARKING LOT
TOTAL PARKING PROVIDED:
106 SPACES

ADA ACCESSIBLE PARKING:
6 SPACES
(WITH 60" ACCESS AISLE: 4 SPACES
VAN ACCESSIBLE WITH 96" ACCESS AISLE: 2 SPACES)

APPROXIMATE CONSTRUCTION COST = $265,000

OPTIONAL SHERIFF/LIFEGUARD PARKING AREA
30 SPACES

ADA ACCESSIBLE PARKING:
2 SPACES WITH 60" ACCESS AISLE

APPROXIMATE CONSTRUCTION COST = $228,000
INCLUDES THE COST TO CONVERT STORM WATER POND TO UNDERGROUND STORM SYSTEM

THE CONSTRUCTION OF THIS OPTIONAL PARKING AREA REQUIRES THE CONVERSION OF THE EXISTING STORM WATER POND TO UNDERGROUND STORM WATER SYSTEM AT AN ESTIMATED COST OF $150,000

PENSACOLA BEACH CONGESTION MANAGEMENT PLAN

TASK 2G-PARKING RECOMMENDATIONS

CASINO BEACH

PARKING EXHIBIT

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PENSACOLA BEACH CONGESTION MANAGEMENT PLAN

TASK 2G-PARKING RECOMMENDATIONS

CASINO BEACH

PARKING EXHIBIT RENDERING



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GRAPHIC SCALE IN FEET

FULL SIZE 1" = 30'
HALF SIZE 1" = 60'

TOTAL PARKING PROVIDED:
16 SPACES

ADA ACCESSIBLE PARKING:
1 SPACE
(WITH 60" ACCESS AISLE: 0 SPACES
VAN ACCESSIBLE WITH 96" ACCESS AISLE: 1 SPACE)

APPROXIMATE CONSTRUCTION COST: $40,000

PENSACOLA BEACH CONGESTION MANAGEMENT PLAN

TASK 2G-PARKING RECOMMENDATIONS

PENSACOLA BEACH OLD VISITOR CENTER

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TASK 2G-PARKING RECOMMENDATIONS

PENSACOLA BEACH OLD VISITOR CENTER

PARKING EXHIBIT RENDERING



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GRAPHIC SCALE IN FEET

FULL SIZE 1" = 30'
HALF SIZE 1" = 60'

TOTAL PARKING PROVIDED:
108 SPACES

ADA ACCESSIBLE PARKING:
5 SPACES
(WITH 60" ACCESS AISLE: 3 SPACES
VAN ACCESSIBLE WITH 96" ACCESS AISLE
2 SPACES)

APPROXIMATE CONSTRUCTION
COST = $270,000

PENSACOLA BEACH CONGESTION
MANAGEMENT PLAN
TASK 2G-PARKING RECOMMENDATIONS

SRIA LOT SURFACE PARKING
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TASK 2G-PARKING RECOMMENDATIONS

SRIA LOT SURFACE PARKING

PARKING EXHIBIT RENDERING

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GRAPHIC SCALE IN FEET

FULL SIZE 1" = 30'
HALF SIZE 1" = 60'

TOTAL PARKING PROVIDED:
92 SPACES PER DECK

APPROXIMATE CONSTRUCTION
COST = $1,400,000 PER
PARKING DECK

PENSACOLA BEACH CONGESTION MANAGEMENT PLAN

TASK 2G-PARKING RECOMMENDATIONS

SRIA LOT PARKING GARAGE

PARKING EXHIBIT

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TASK 2G-PARKING RECOMMENDATIONS

SRIA LOT PARKING GARAGE

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Appendix H

Pensacola Beach Congestion Management Plan – Transit Component- Existing Conditions Report and Recommendations Report Prepared by VHB











Pensacola Beach Congestion Management Plan | Transit Component

Existing Conditions Report

October 2016

Prepared By:

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1 Introduction

1.1 Introduction

Pensacola Beach, located on Santa Rosa Island, is one of the top beaches in Florida. As can be expected, summer is one of the busier times of the year for visitors, which often results in traffic congestion both getting onto and circulating around the island.

In response to this, Escambia County is working on a Pensacola Beach Congestion Management Plan to improve beach access and alleviate traffic congestion. One of the means of doing this is to improve the existing Pensacola Beach Trolley service. This study will evaluate the existing operations of the trolley, identify potential improvements, and evaluate each of these improvements to determine their feasibility. The ultimate goal of this study is to develop a series of recommendations that could be implemented to improve existing operations of the trolley.

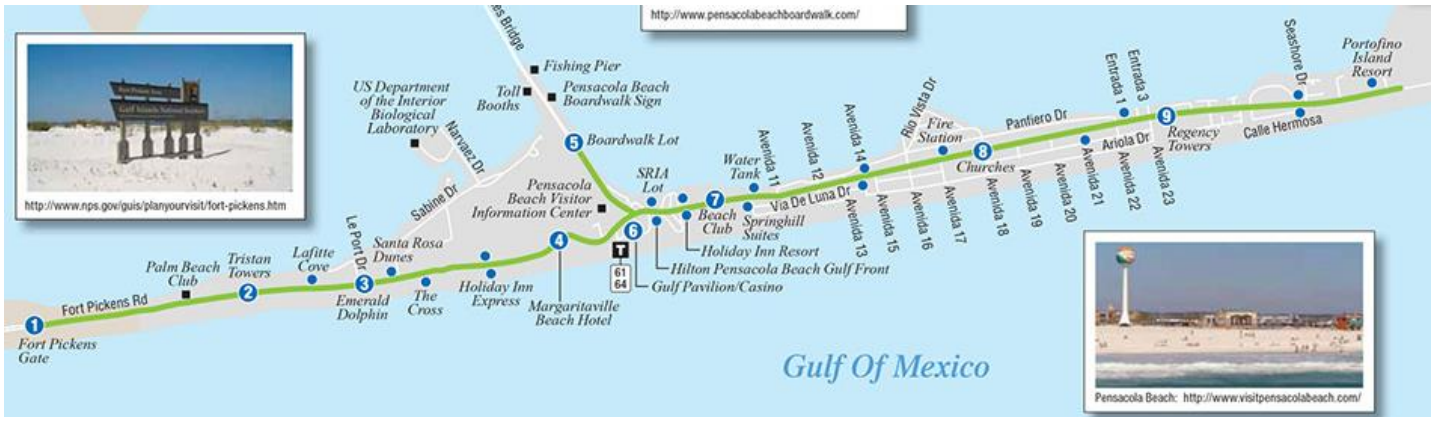
One of the first steps in improving the trolley's operations is performing an existing conditions assessment. This work provides the foundation upon which the service can be evaluated, and ultimately, have recommendations developed.

This report summarizes the existing conditions for the trolley and the area in which it operates. The report is organized by topic area with each chapter focusing on a different topic. The topics that will be covered in this report are: land use and demographics (Chapter 2), traffic conditions (Chapter 3), and existing & planned transit operations (Chapter 4).

1.2 The Study Area

The Study Area for this effort encompasses the area served by the existing trolley service (illustrated in Figure 1.2-1), and is roughly defined as the following portion of Santa Rosa Island: west of the Portofino Island Resort (the easternmost blue dot), east of the Fort Pickens gate (numbered dot 1), and south of the Boardwalk parking lot (numbered dot 5).

Figure 1.2-1: Study Area



Source: Escambia County Area Transit Route Map

1.2.1 Major Destination Areas

There are six major destination areas that visitors to Pensacola Beach are heading to:

1. Quietwater Beach and Boardwalk (Denoted by timepoint 5 on the map)
2. Casino Beach (Denoted by timepoint 6)
3. Fort Pickens (Denoted by timepoint 1 on the map)
4. The Portofino Island Resort (Denoted by the dot at the far east end of the map)
5. West Casino Beach (Roughly bound by timepoint 4 and the Holiday Inn Express dot on the map)
6. East Casino Beach (Roughly bound by the Hilton Pensacola Beach Gulf Front dot and the Springhill Suites dot on the map)

These will be discussed in greater detail in Chapter 2.

1.2.2 Known Traffic Issues

Through conversations with various individuals, it is VHB's understanding that there is major congestion on weekends going to the island and on the island itself. This problem stems from three issues: 1) The lack of capacity at the toll booth to handle the vehicular demand, 2) The lack of parking in high-demand areas on the beach that results in motorists circling to find a parking spot, and 3) a large number of pedestrians crossing the street. The traffic conditions will be discussed in greater detail in Chapter 3.

2 Land Use and Demographics

2.1 Introduction

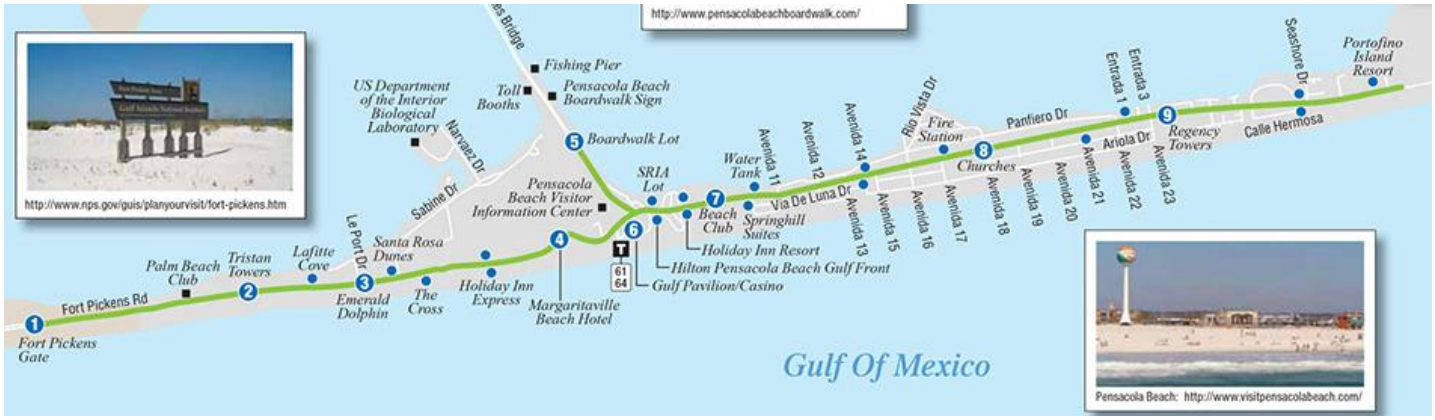
Inventorying the land use and demographics within the Study Area is important in understanding the environment in which the trolley service operates. For example, by knowing where people live and work, improvements can be targeted to specific areas that would benefit the most riders. Similarly, understanding the type of development/land use along the trolley route can provide better insight into why people are traveling to particular places.

2.2 Major Destinations

Based on a desktop review, there are six places in Pensacola Beach that generates a large number of trips. These places can be called major destinations because of the scale of the development and/or the popularity of the site. They are as follows:

1. Quietwater Beach and Boardwalk (Denoted by timepoint 5 on the map)
2. Casino Beach (Denoted by timepoint 6)
3. Fort Pickens (Denoted by timepoint 1 on the map)
4. The Portofino Island Resort (Denoted by the dot at the far east end of the map)
5. West Casino Beach (Roughly bound by timepoint 4 and the Holiday Inn Express dot on the map)
6. East Casino Beach (Roughly bound by the Hilton Pensacola Beach Gulf Front dot and the Springhill Suites dot on the map)

These major destinations are described in greater detail below.



Source: Escambia County Area Transit Route Map

Quietwater Beach and Boardwalk

Quietwater Beach is adjacent to the Boardwalk. The beach features a large sandy area for lounging, a walking pier, and docks for boaters. The popular Boardwalk features numerous small shops and restaurants. There is also a terraced seating area near the beach to accommodate concerts and other small events.

Casino Beach

Casino Beach is considered by many to be the most popular beach at Pensacola Beach. It is south of the Pensacola Beach Boardwalk development and features a large sandy area for lounging and a fishing pier. There is a large parking lot for Casino Beach; however, during the peak summer season, parking demand often exceeds capacity. Many people visiting Casino Beach also visit The Boardwalk, resulting in a large number of pedestrians crossing Via De Luna Drive. This large pedestrian flow often contributes to the traffic congestion in the area.

Fort Pickens Area

Located at the far west end of Santa Rosa Island, Fort Pickens is a part of the National Park Service's Gulf Islands National Seashore. There is a historical fort, visitor center, beach area, and camp grounds. Visitor fees are collected upon entry.

Portofino Island Resort

The Portofino Island Resort is a vacation condominium rental complex located at the far east of Pensacola Beach. It features five high rise towers with a variety of amenities including a spa, fitness center, on-site dining and shopping, and more.

West Casino Beach

The West Casino Beach area is roughly bounded by the Holiday Inn Express Pensacola Beach hotel to the west and the Margaritaville Beach Hotel to the east. The Holiday Inn Express hotel features 76 rooms on eight floors. The Margaritaville Beach Hotel is a 162 room hotel with a variety of on-site amenities including an outdoor pool, tiki bar, fitness center, and spa.

East Casino Beach

The West Casino Beach area is roughly bounded by the Hampton Inn Pensacola Beach Hotel to the west and the Springhill Suites Pensacola Beach Hotel to the east. This area is predominantly hotels and condominiums. There are six hotels in this area which includes the following:

- Hampton Inn Pensacola Beach
- Hilton Pensacola Beach
- Holiday Inn Resort Pensacola Beach
- Days Inn Pensacola Beachfront
- Beach Club Resort and Spa
- Springhill Suites Pensacola Beach

In addition to the hotels mentioned above, there is one condominium: Emerald Isle Resort Condominiums.

2.3 Existing Land Use and Major Destinations

Pensacola Beach is unique from a land use perspective in the sense that all of the land is owned by the Santa Rosa Island Authority (SRIA) and leased for varying periods of time. According to SRIA, 60% of

Pensacola Beach is public use or public service land while the remaining 40% is leased for residential and commercial use.

GIS-specific existing land use data is not available for Pensacola Beach; however, a basic desktop review of satellite imagery reveals the following information:

- Most of the commercial development is in the Quietwater Beach/Boardwalk/Casino Beach area (near the intersection of Pensacola Beach Boulevard/Via De Luna Drive and Fort Pickens Road).
- Hotels are predominantly located in the Quietwater Beach/Boardwalk/Casino Beach area with the exception of the Portofino Island Resort.
- The majority of single family residential housing is located east of the Quietwater Beach/Boardwalk/Casino Beach area, between 10th Avenue and Avenue 23. Outside of this area, residential housing is a mix of townhomes, mid-rises, and high-rises.

2.4 Current Demographics

Using the Northwest Florida Regional Planning Model, basic demographic information was extracted for both existing (year 2006) and future (year 2035) scenarios. Data was collected for the four Traffic Analysis Zones (TAZs) that were located in Pensacola Beach. This data examined:

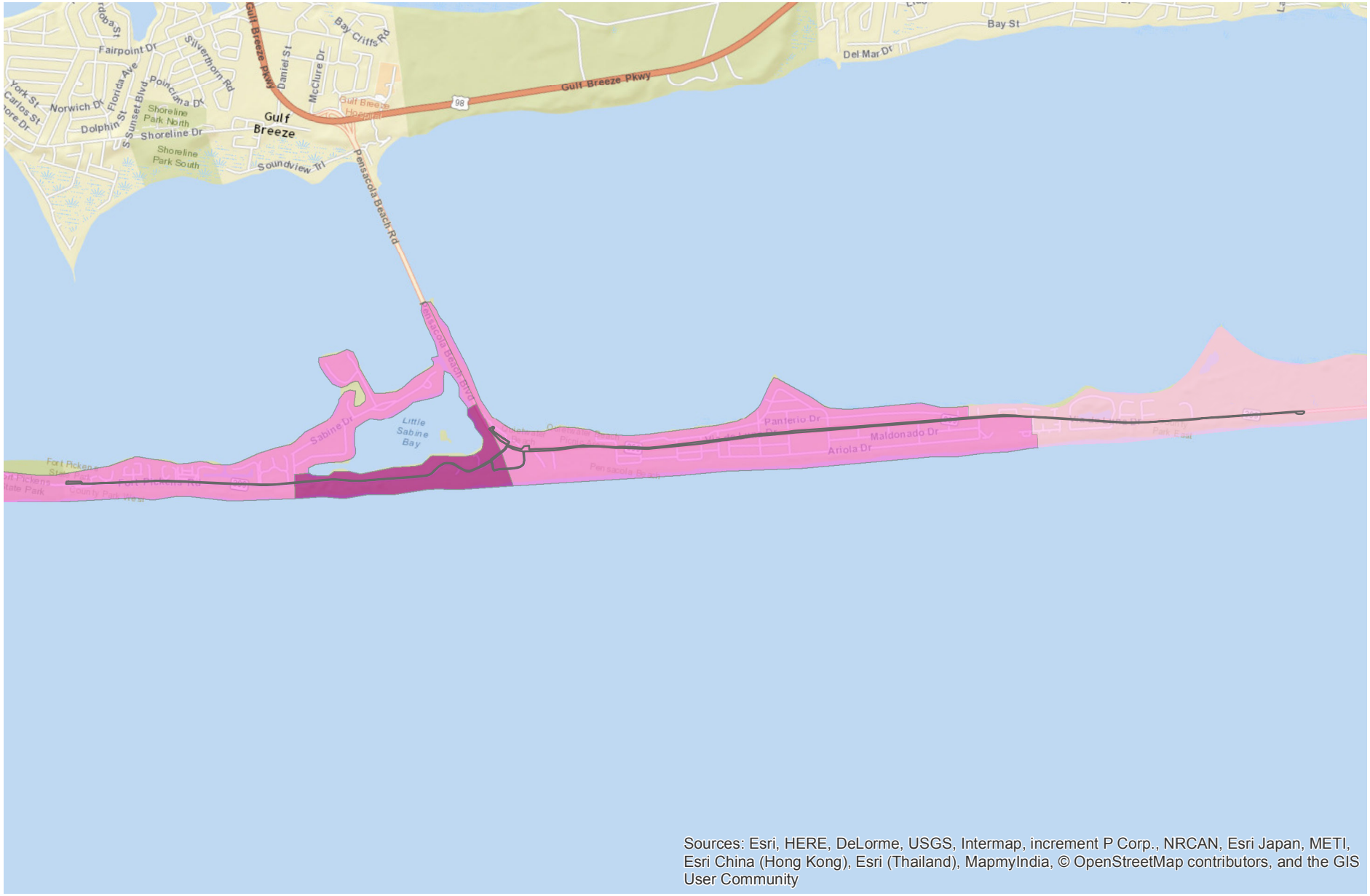
- Population per acre
- Employment per acre
- Number of hotel rooms per acre (a proxy for counting the number of visitors)

This data is presented graphically in Figures 2.4-1 to 2.4-6.

The following observations can be gleaned from the figures:

- Population density is expected to increase from 2006 to 2035 in the TAZ that incorporates the Boardwalk development.
- Employment density is expected to increase from 2006 to 2035 in the TAZ located just west of the Boardwalk.
- Hotel room density is expected to remain similar from 2006 to 2035.

In essence, this data indicates moderate growth in population and employment from 2006 to 2035 in the Quietwater Beach/Boardwalk/Casino Beach area.



0 0.25 0.5 1 Miles

2006 Population Density

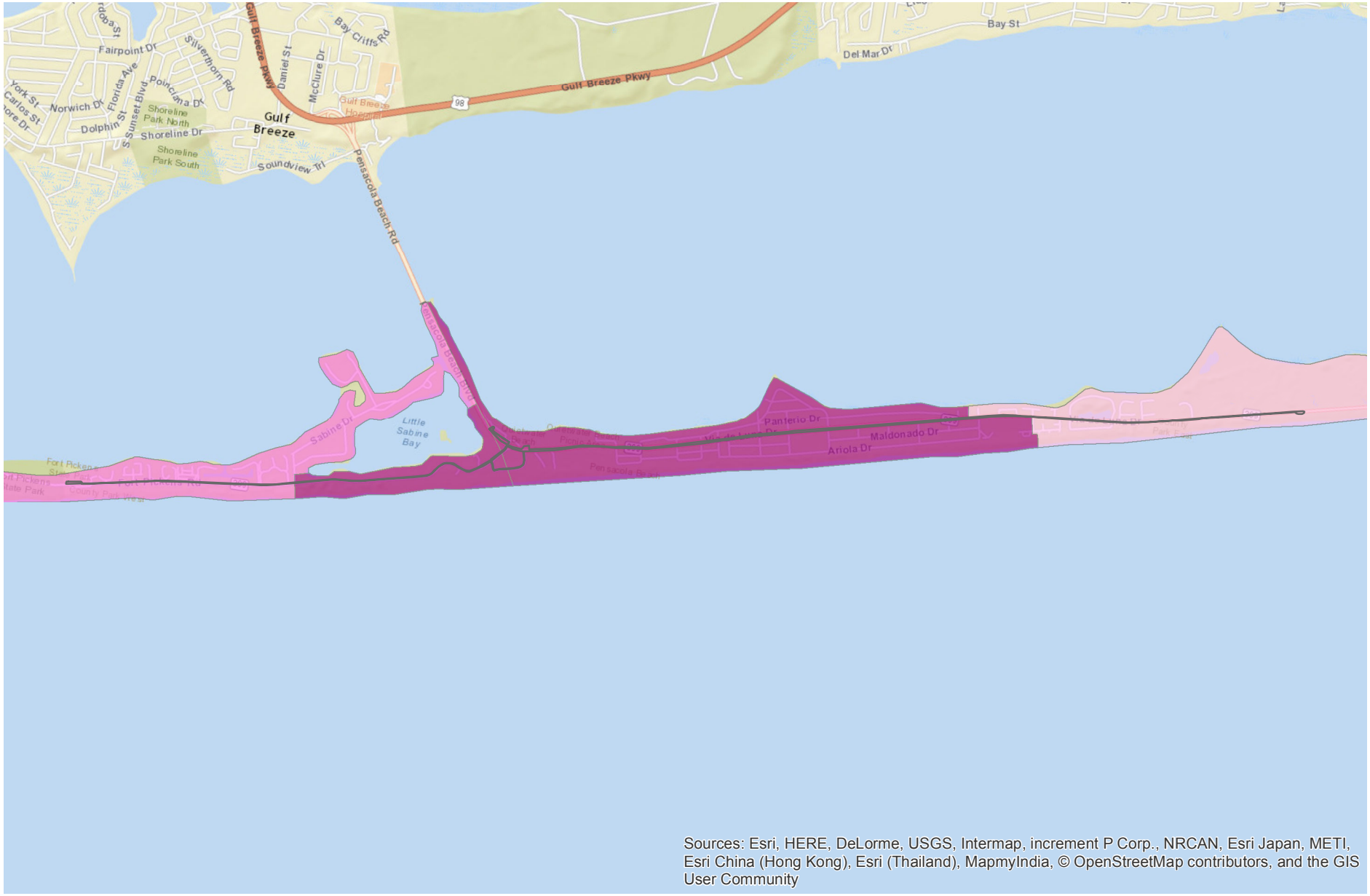
- Less than 1 person per acre
- 1 to 2 persons per acre
- More than 2 persons per acre

Trolley Route

Pensacola Beach Congestion Management Plan | Pensacola Beach, FL

Figure 2.4-1:
2006 Population Density

VHB, ESRI Basemaps, NWFRP Model
September 2016



0 0.25 0.5 1 Miles

2035 Population Density

- Less than 1 person per acre
- 1 to 2 persons per acre
- More than 2 persons per acre

Trolley Route

Pensacola Beach Congestion Management Plan | Pensacola Beach, FL

Figure 2.4-2:
2035 Population Density

VHB, ESRI Basemaps, NWFRP Model
September 2016



0 0.25 0.5 1 Miles

Pensacola Beach Congestion Management Plan - Transit Component | Pensacola Beach, FL

2006 Employment Density

- Less than 0.5 Employees per acre
- 0.5 to 1 Employees per acre
- 1 to 2 Employees per acre
- More than 2 Employees per acre
- Trolley Route

Figure 2.4-3:
2006 Employment Density

VHB, ESRI Basemaps, NWFRP Model
September 2016



0 0.25 0.5 1 Miles

Pensacola Beach Congestion Management Plan - Transit Component | Pensacola Beach, FL

2035 Employment Density

- Less than 0.5 Employees per acre
- 0.5 to 1 Employees per acre
- 1 to 2 Employees per acre
- More than 2 Employees per acre
- Trolley Route

Figure 2.4-4:
2035 Employment Density

VHB, ESRI Basemaps, NWFRP Model
September 2016



0 0.25 0.5 1 Miles

2006 Hotel Room Density

- Less than 1 hotel room per acre
- 1 to 1.5 hotel room per acre
- 1.5 to 2 hotel room per acre

Trolley Route

Pensacola Beach Congestion Management Plan - Transit Component | Pensacola Beach, FL

Figure 2.4-5:
2006 Hotel Room Density

VHB, ESRI Basemaps, NWFRP Model
September 2016



0 0.25 0.5 1 Miles

2035 Hotel Room Density

- Less than 1 hotel room per acre
- 1 to 1.5 hotel room per acre
- 1.5 to 2 hotel room per acre

Trolley Route

Pensacola Beach Congestion Management Plan - Transit Component | Pensacola Beach, FL

Figure 2.4-6:
2035 Hotel Room Density

VHB, ESRI Basemaps, NWFRP Model
September 2016

3 Existing Traffic Conditions

3.1 Introduction

An inventory of the traffic conditions on Santa Rosa Island was performed to better understand the nature of travel to the island and on the island itself. This inventory included an examination of the toll plaza traffic volumes, parking lot inventory, and the existing bicycle and pedestrian network.

3.2 Access to Island/Toll Booth

There is only one primary route connecting Pensacola to Pensacola Beach on Santa Rosa Island. That route involves traveling on the Bob Sikes Bridge between Gulf Breeze and Pensacola Beach. The Bob Sikes Bridge is a toll bridge with tolls charged in the southbound (beach bound) direction only. The next closest bridge onto Santa Rosa Island is approximately 20 miles east and is toll-free. Table 3.2-1 shows the toll rates for the Bob Sikes Bridge.

Table 3.2-1: Toll Rates for the Bob Sikes Bridge

Toll Type (Southbound Traffic Only)	Cost
One-Time Passage	$1
Public Annual Pass	$50
Commercial Annual Pass	$70
Homestead Residents Annual Pass	$5

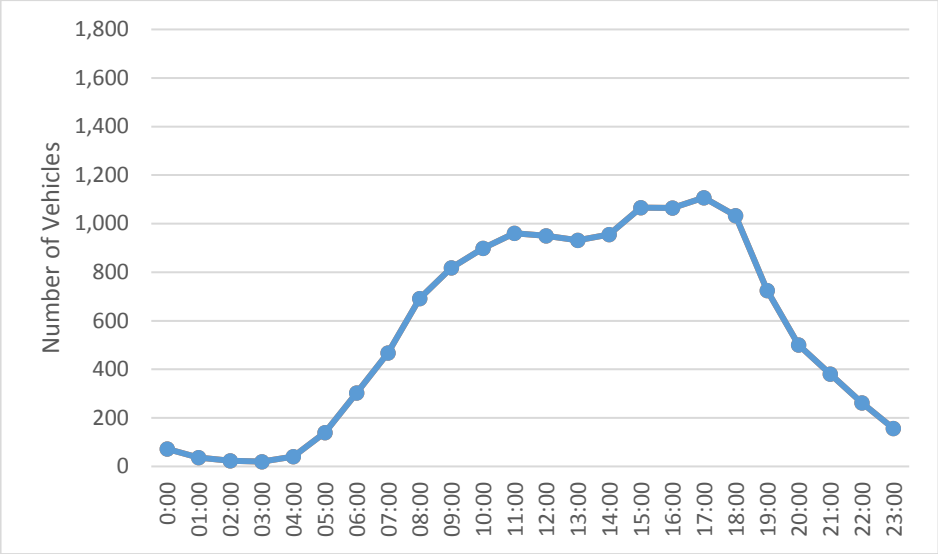
The toll plaza is operated by Escambia County and includes four toll lanes. VHB has heard that the toll plaza is often a bottleneck for traffic on the weekend with travel times from Pensacola to Pensacola Beach that can easily reach 45 minutes or more (compared to 15 minutes in uncongested conditions). VHB has also heard that employees that work in Pensacola Beach (but do not live there) often leave early in the morning in order to beat the traffic.

In an effort to alleviate some of the congestion, Escambia County recently introduced the SunPass electronic tolling system at the toll plaza, which went live in May 2016. With the introduction of the new SunPass system, the leftmost lane was converted into a “SunPass/Annual Passholder Only” lane which does not require motorists to stop in order to pay a toll. With the new system, annual passes must be loaded onto a SunPass. No later than next summer, the county plans to convert the toll plaza to all-electronic tolling; completely eliminating cash as a payment method. Motorists that do not have a SunPass will have a photo taken of their license plate and will be billed for the toll via mail.

3.2.1 Temporal Distribution of Traffic Heading to Island

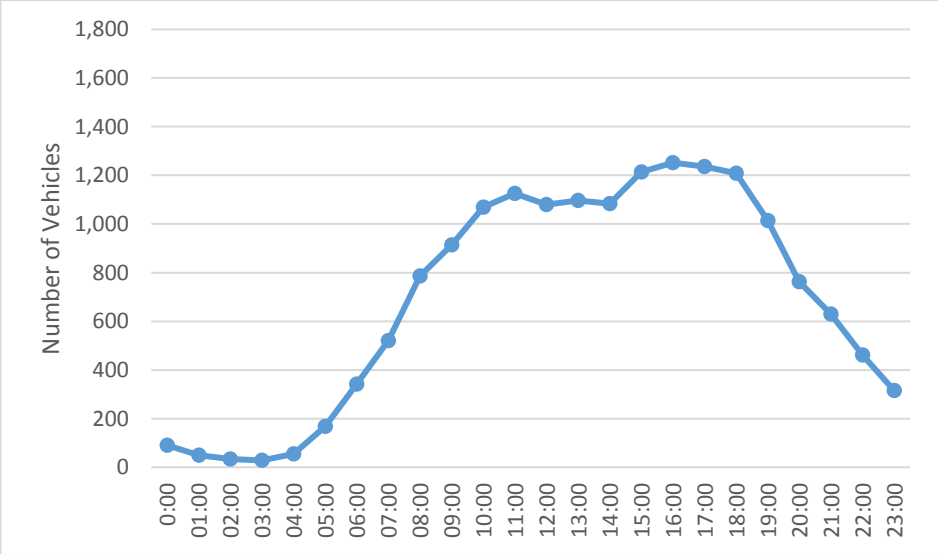
Using toll booth data provided by Escambia County from May 2016 to August 2016, an analysis was performed on the temporal distribution of traffic for an average weekday (Monday-Thursday), average Friday, average Saturday, and average Sunday (Figure 3.2-1 to Figure 3.2-4, respectively). This data excludes Memorial Day weekend and Independence Day weekend, which typically experiences higher than normal traffic volumes. As can be seen, Saturdays are the busiest day of the week, with vehicles peaking between 10 AM and 11 AM.

Figure 3.2-1: Temporal Distribution for Average Weekday (Monday-Thursday)



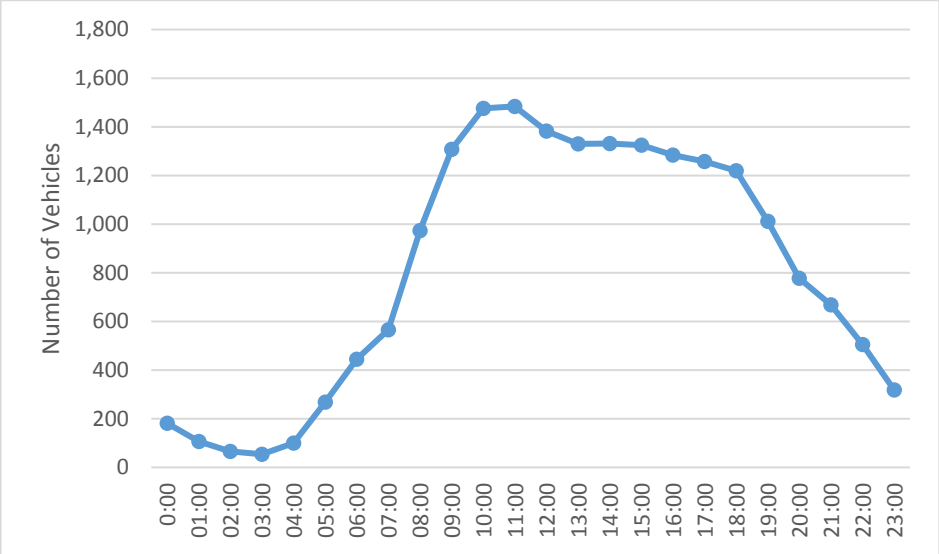
Note: This data is for southbound (beach bound) traffic only.

Figure 3.2-2: Temporal Distribution for Average Friday



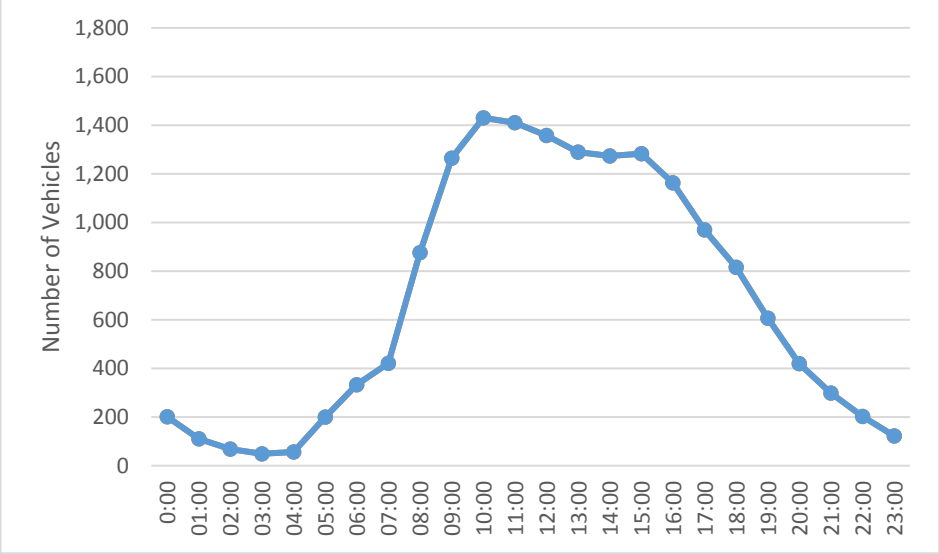
Note: This data is for southbound (beach bound) traffic only.

Figure 3.2-3: Temporal Distribution for Average Saturday



Note: This data is for southbound (beach bound) traffic only.

Figure 3.2-4: Temporal Distribution for Average Sunday

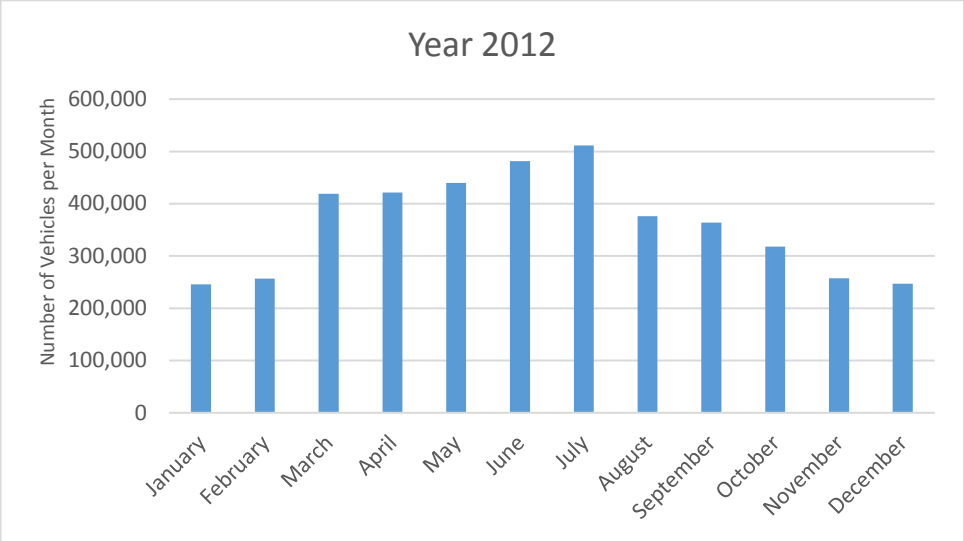


Note: This data is for southbound (beach bound) traffic only.

3.2.2 Seasonal Traffic Volumes

Daily traffic volumes at the toll booth (southbound, beach bound direction only) were also collected in order to determine the seasonality of traffic on Santa Rosa Island. The most recent and reliable full year of monthly data for the toll plaza was analyzed and is presented in Figure 3.2-5 (year 2012). The figure indicates that the period from March to July sees the highest traffic volumes of the year.

Figure 3.2-5: 2012 Monthly Traffic Volumes at Toll Plaza



Note: This data is for southbound (beach bound) traffic only.

3.3 Parking Lot Locations

Day visitors to Pensacola Beach are predominantly headed for the Quietwater Beach/Boardwalk/Casino Beach area. As such, an inventory of parking lots in this area was conducted. Table 3.3-1 shows the inventory of parking spaces for parking lots in the Boardwalk/Casino Beach Area (locations are identified in Figure 3.3-1). There are estimated to be approximately 2,300 parking spaces in this area.

VHB has heard that during the peak summer season, the parking supply cannot meet demand, resulting in motorists circling the area trying to find parking and often resorting to parking on the side of the road. The lack of parking spaces can be seen as a partial contributor to the traffic congestion in Pensacola Beach.

Table 3.3-1: Number of Parking Spaces in the Boardwalk/Casino Beach Area

Lot Number	Parking Lot	Handicapped Spaces	Regular Spaces	Combined Total
1	Pensacola Beach Dr	3	101	104
2	Boardwalk	14	470	484
3	Santa Rosa Island Authority	2	45	47
4	Waves Shopping Center	6	202	208
5	Grass open area	0	58	58
6	Via De Luna/ Fort. Pickens Rd	5	107	112
7	Sidelines Sports Bar	2	35	37
8	Casino Beach	36	1,237	1,273
Total		68	2,255	2,323

Figure 3.3-1: Existing Parking Lots



3.4 Planned Roadway Improvements

A review of the Florida Alabama Transportation Planning Organization's 2035 Long Range Transportation Plan (LRTP) and the Transportation Improvement Program (TIP) does not reveal any cost feasible improvements within the Study Area. However, just north of the Study Area, the TIP documents that the Phillip D. Beall Sr Bridge (more commonly known as the Pensacola Bay Bridge) is expected to undergo replacement. This project will replace the existing 4-lane bridge with a wider, 6-lane bridge.

According to the FDOT Five Year Work Program, funding for the project (to be completed as design build) is expected to be awarded in fiscal year 2017. Additional information on this project can be found in Appendix A of this report.

3.5 Bicycle and Pedestrian Network

This section describes the bicycle and pedestrian network in Pensacola Beach.

Bicycle Facilities
Throughout most of the Study Area, bicycle facilities are readily available. The Pensacola Beach Trail, running east-west along the island, parallels Fort Pickens Road and Via de Luna Drive. The trail begins at the Fort Pickens gate at the western end of the Study Area and continues east past the eastern boundary of the Study Area (the Portofino Island Resort). There is a small gap in the trail (approximately 600 feet long) just west of the intersection of Via de Luna Drive and 10th Avenue. The trail's alignment can be seen in Figure 3.5-1.

In some areas, bike lanes are also provided (in addition to the trail). Bike lanes are provided between 10th Avenue and Avenue 23.

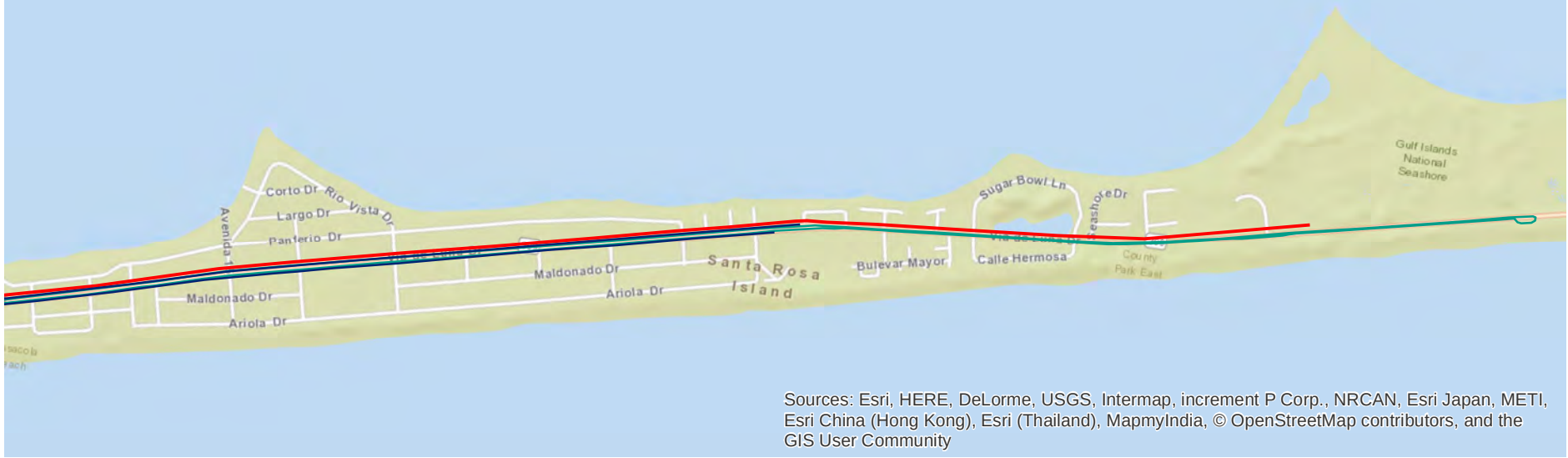
Pedestrian Facilities
In addition to the trail, select portions of the Study Area also have sidewalks. Sidewalks are located on the opposite side of the street the trail is located. As can be seen in Figure 3.5-2, sidewalks are provided between Fort Pickens Road and Bulevar Menor.

Pensacola Beach - West



Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

Pensacola Beach - East



Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

0 0.125 0.25 0.5 Miles

Existing Bicycle Network

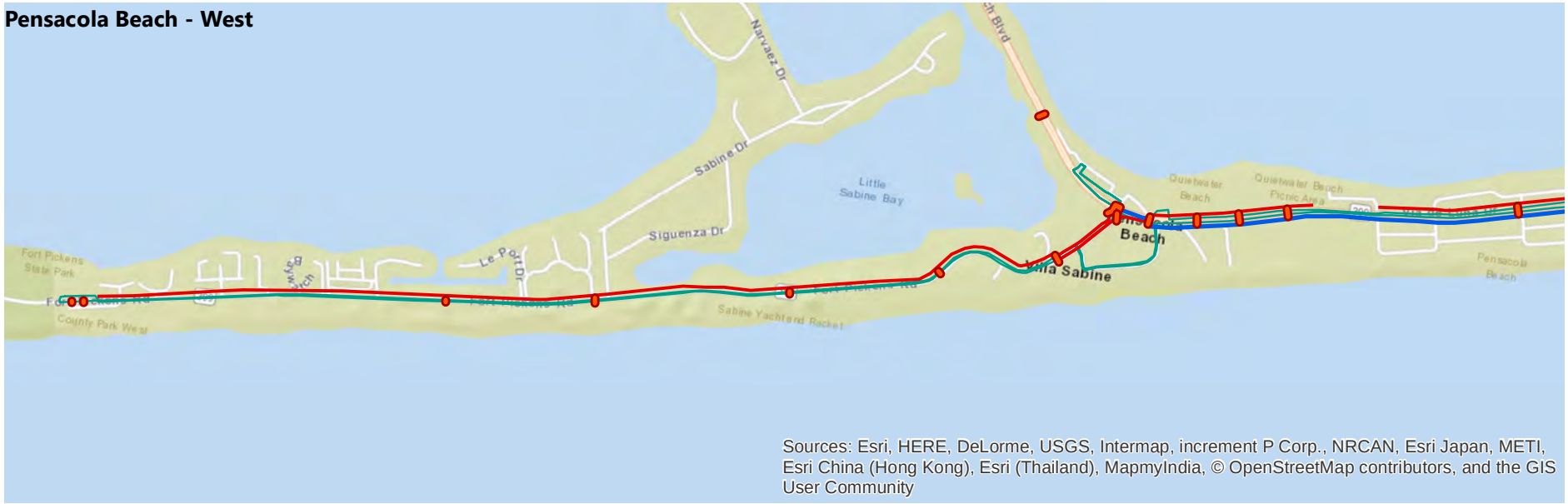
- Trail
- Bike Lane

Trolley Route

Figure 3.5-1:
Existing Bicycle Network

VHB, ESRI Basemaps
September 2016

Pensacola Beach - West



Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

Pensacola Beach - East



Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

0 0.125 0.25 0.5 Miles

Existing Pedestrian Network

- Crosswalk
- Sidewalk
- Trail

Trolley Route

Pensacola Beach Congestion Management Plan - Transit Component | Pensacola Beach, FL

Figure 3.5-2:
Existing Pedestrian Network

VHB, ESRI Basemaps
September 2016

4

Existing and Planned Transit Operations

4.1 Introduction

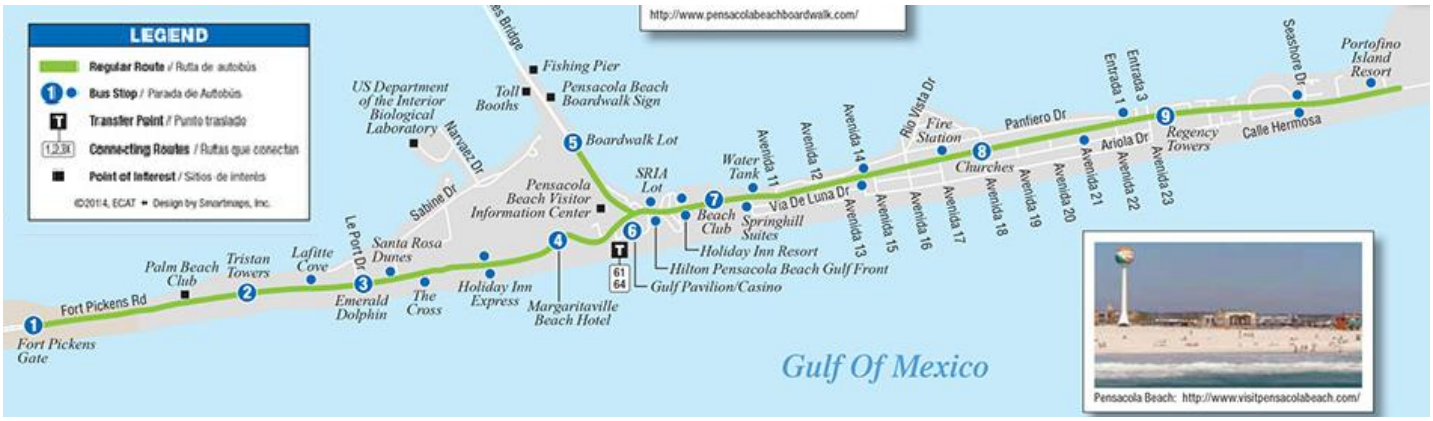
The Pensacola Beach Trolley is a seasonal, free service provided by the Santa Rosa Island Authority for island visitors. This section provides an overview of the service structure, historical and current ridership statistics, and rider characteristics.

4.2 Pensacola Beach Trolley

The Pensacola Beach Trolley is a fixed route service that operates exclusively on Pensacola Beach. As seen in Figure 4.2-1, it primarily operates along Fort Pickens Road and Via De Luna Drive. The route starts at the Fort Pickens Gate to the west and terminates at the Portofino Island Resort in the east.

The Santa Rosa Island Authority (SRIA) produces the schedule (i.e., determines the hours of operation) and contracts with Escambia County Area Transit (ECAT) to run the service. ECAT is reimbursed on a monthly basis from SRIA at the agreed upon contracted rate.

Figure 4.2-1: Trolley Alignment and Stops



4.2.1 Overview of Operations

Hours of Operation: The trolley operates from Memorial Day weekend to Labor Day weekend. The hours of operation are as follows:

- Monday through Thursday: 4 PM to Midnight
- Friday through Sunday: 11 AM to Midnight

Frequency and Run Time: While the trolley is supposed to operate with a frequency of every 30 minutes, data collected by VHB indicates slightly less frequent service. Based on a survey conducted by VHB (to be discussed in greater detail in Section 4.2.4), it is estimated that the one-way run time from end to end ranges from 30 to 42 minutes.

Further analysis by segment, shown in Table 4.2-1, reveals that the average run time is relatively similar for the portions of the route east and west of the Boardwalk.

Table 4.2-1: Measured Running Time by Segment

Segment	Direction	Measured Run Time*		
		Minimum	Maximum	Average
Fort Pickens Gate-Boardwalk	Eastbound (to Boardwalk)	9 mins	25 mins	13 mins
	Westbound (to Fort Pickens)	10 mins	16 mins	12 mins
Portofino Resort-Boardwalk	Eastbound (to Portofino)	13 mins	18 mins	14 mins
	Westbound (to Boardwalk)	12 mins	23 mins	16 mins

*Note: Excludes the run time between the Boardwalk and Casino Beach stops

Fares: No fares charged.

Stops: Per published literature, the trolley only stops at designated stops as shown in Figure 4.2-1. However, during field visits, it was observed that some trolley drivers, upon request, will pick up and/or drop off passengers anywhere along the route.

Vehicles Used: The Santa Rosa Island Authority acquired three open air trolleys in 2015 using the Portofino Island Improvement Fund. Two of the vehicles operate in service and one is a backup. When service is being operated in season, the trolleys are parked overnight at the Pensacola Bay Civic Center for easy access to the island. In the off-season when the trolley is not running, ECAT stores these vehicles in their bus yard.

4.2.2 Operating and Maintenance Costs

As mentioned previously, SRIA reimburses ECAT for the operating and maintenance (O&M) cost of the trolley at the agreed upon contracted rate. Per the interlocal agreement executed on May 5, 2016, SRIA will reimburse ECAT up to $197,198 for operating the service for the 2016 Summer Season.

A breakdown of the cost is provided in Table 4.2-2.

Table 4.2-2: 2016 Summer Season O&M Costs

Cost Item	Cost
Operations	$106,766
Maintenance	$36,518
Insurance	$19,614
General Administration	$7,000
Management Fee	$27,300
Total	**$197,198**

The actual hourly O&M cost for operating the trolley, based on 2016 data provided by the Santa Rosa Island Authority, is $78.88 per vehicle hour.

4.2.3 Historical Ridership

Five years of historical data on the trolley's ridership was collected from Escambia County Area Transit. As can be seen in Table 4.2-3, ridership has increased for the last four years, showing growing demand and utilization of the service.

Table 4.2-3: FY 2012 to FY 2016 Trolley Annual Ridership

Year	Trolley Annual Ridership
FY 2012	48,414
FY 2013	53,247
FY 2014	67,686
FY 2015	88,120
FY 2016	88,889

4.2.4 Current Ridership

To understand how the beach trolley is being used during the summer, VHB used mobile tablets with an in-house application to count the number of riders boarding and alighting at each stop. VHB data collectors counted on a typical Saturday, July 23, 2016 and typical weekday, Monday July 25, 2016. A total of 962 riders boarded the trolley on Saturday and 935 on Monday.

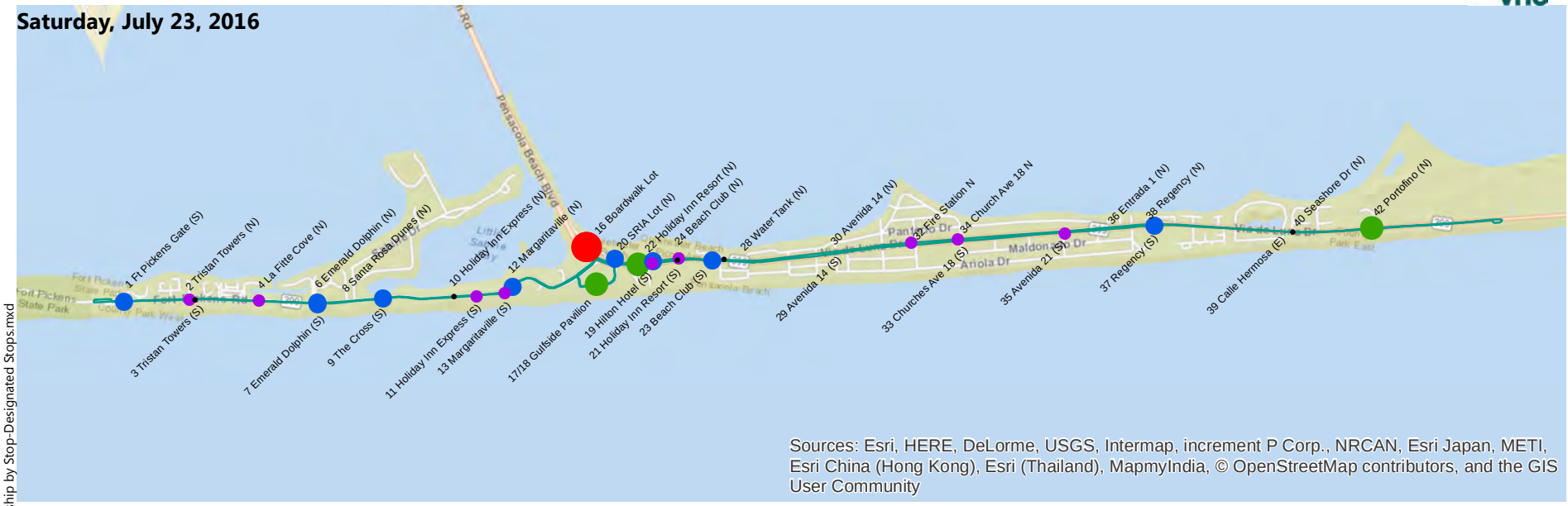
While maps and brochures state that the trolley only stops at designated stops (shown in Figure 4.2-1), some drivers will pick up and/or drop off passengers anywhere along the route when requested. This practice most frequently happens at the parking lot at the westernmost end of the route where the trolley turns around and at locations where there is no equivalent stop in the opposing direction.

Figure 4.2-2 and Figure 4.2-3 shows the daily boardings and alightings, respectively, at all designated stops. As can be seen, the stops near the Boardwalk as well as at the Portofino Island Resort were the most heavily used.

Figure 4.2-4 and Figure 4.2-5 show the daily boardings and alightings at undesignated stops, respectively. As can be seen, aside from the activity in the vicinity of the Boardwalk, undesignated boardings and alightings were primarily clustered along the western portion of the route and near the Portofino Island Resort.

Figure 4.2-6 to Figure 4.2-9 present the boardings and alightings data using a chart. For the undesignated boardings, they were assigned to the nearest designated stop for the purposes of this analysis.

Additionally, while not formally advertised, a few employees of the Portofino Island Resort park at the Pensacola Bay Center in downtown Pensacola and ride the trolley to work when the trolley begins service. At the end of their shift, they take the last trolley back to the mainland. This service is only utilized by a few workers who have coordinated with trolley drivers.





\\vhb\proj\Orlando\62618.00 Escambia Congestion Mgmt\GIS\Transfer\Incoming\Ridership by Stop-Designated Stops.mxd

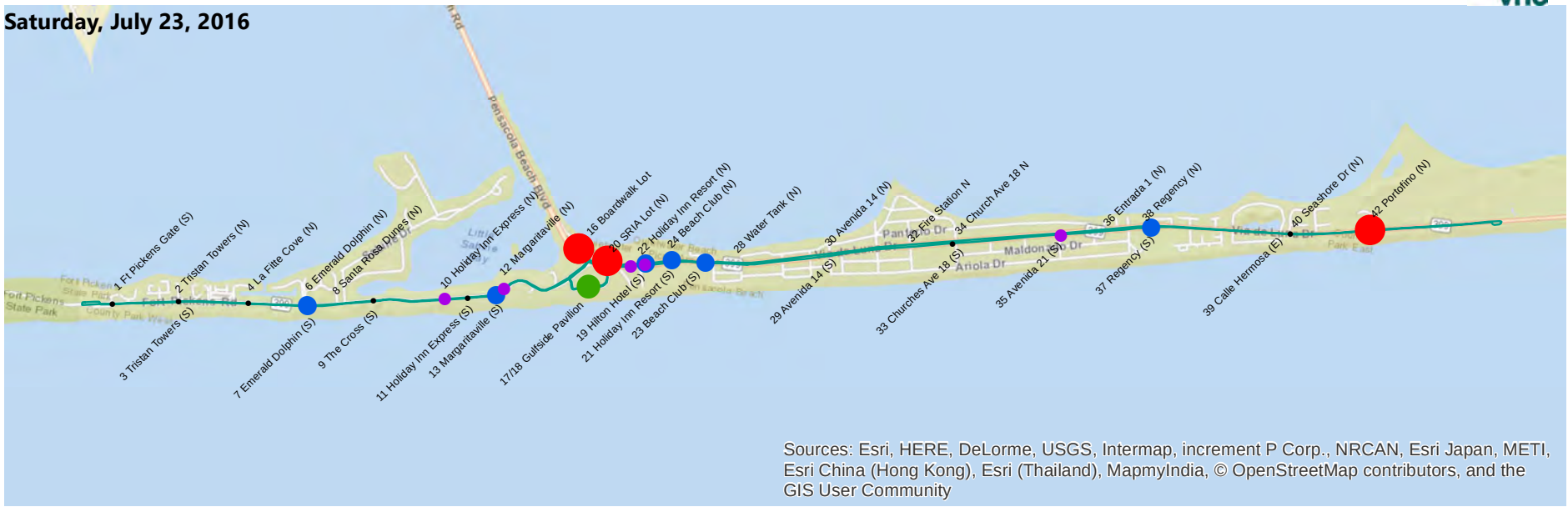
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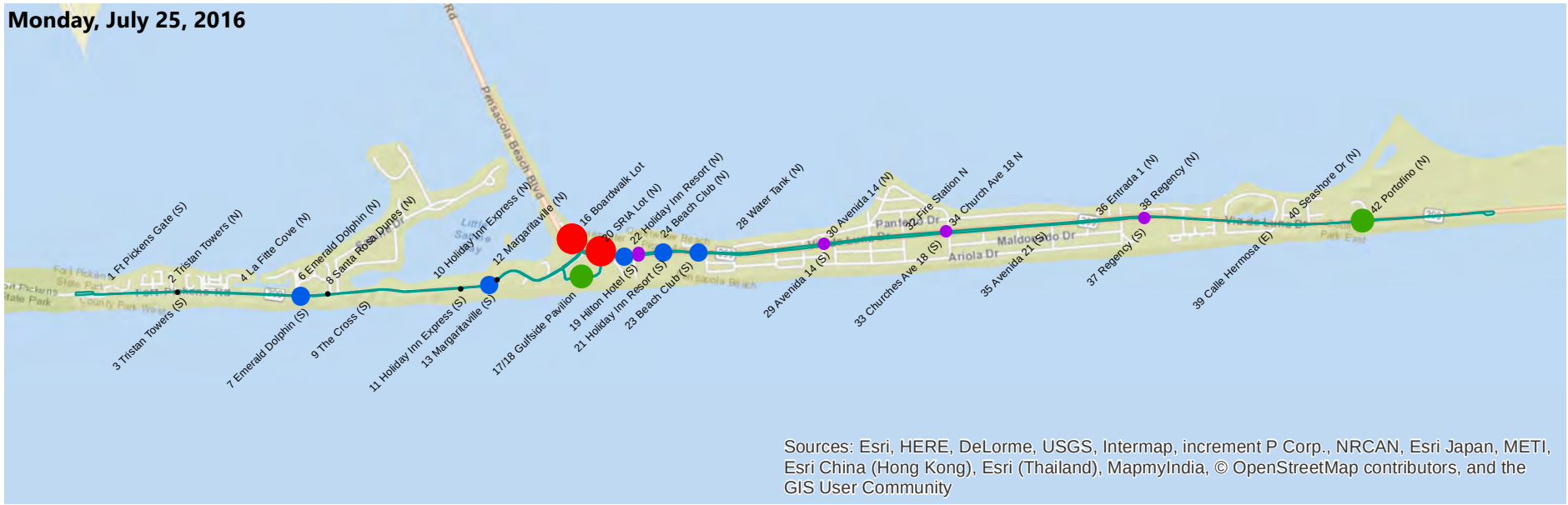
Daily Boardings at Designated Trolley Stops

- 1 - 5
- 6 - 15
- 16 - 50
- 51 - 100
- 101 - 200

Figure 4.2-2:
Daily Boardings at Designated Stops

VHB, ESRI Basemaps
September 2016





0 0.25 0.5 1 Miles

Daily Alightings at Designated Trolley Stops

- 1 - 5
- 6 - 15
- 16 - 50
- 51 - 100
- 101 - 200

Figure 4.2-3:
Daily Alightings at Designated Stops

VHB, ESRI Basemaps
September 2016





0 0.25 0.5 1 Miles

Daily Boardings at Undesignated Stops

- 1 - 5
- 6 - 10
- 11 - 20
- 21 - 30

Pensacola Beach Congestion Management Plan - Transit Component | Pensacola Beach, FL

Figure 4.2-4:
Daily Boardings at Undesignated Stops

VHB, ESRI Basemaps
September 2016





0 0.25 0.5 1 Miles

Daily Alightings at Undesignated Stops

- 1 - 5
- 6 - 10
- 11 - 20
- 21 - 30

Pensacola Beach Congestion Management Plan -Transit Component | Pensacola Beach, FL

Figure 4.2-5:
Daily Alightings at Undesignated Stops

VHB, ESRI Basemaps
September 2016

Figure 4.2-6: Boardings and Alightings by Nearest Designated Stop (July 23, 2016) - Westbound

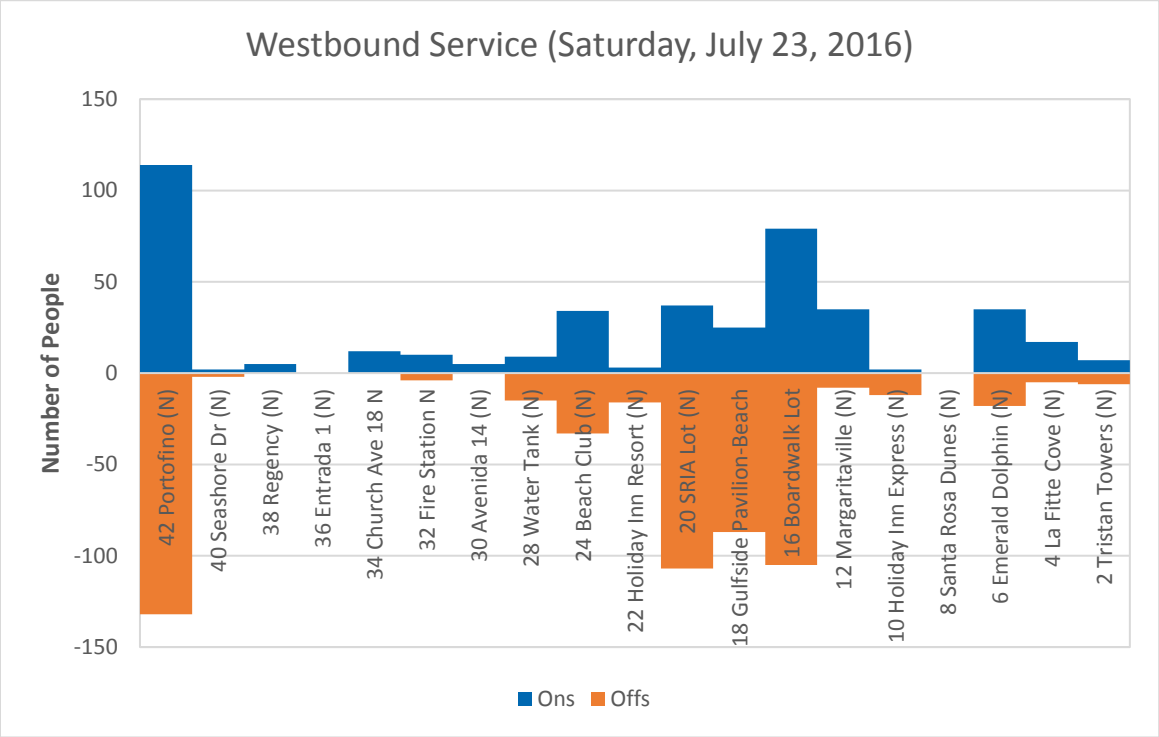


Figure 4.2-7: Boardings and Alightings by Nearest Designated Stop (July 23, 2016) - Eastbound

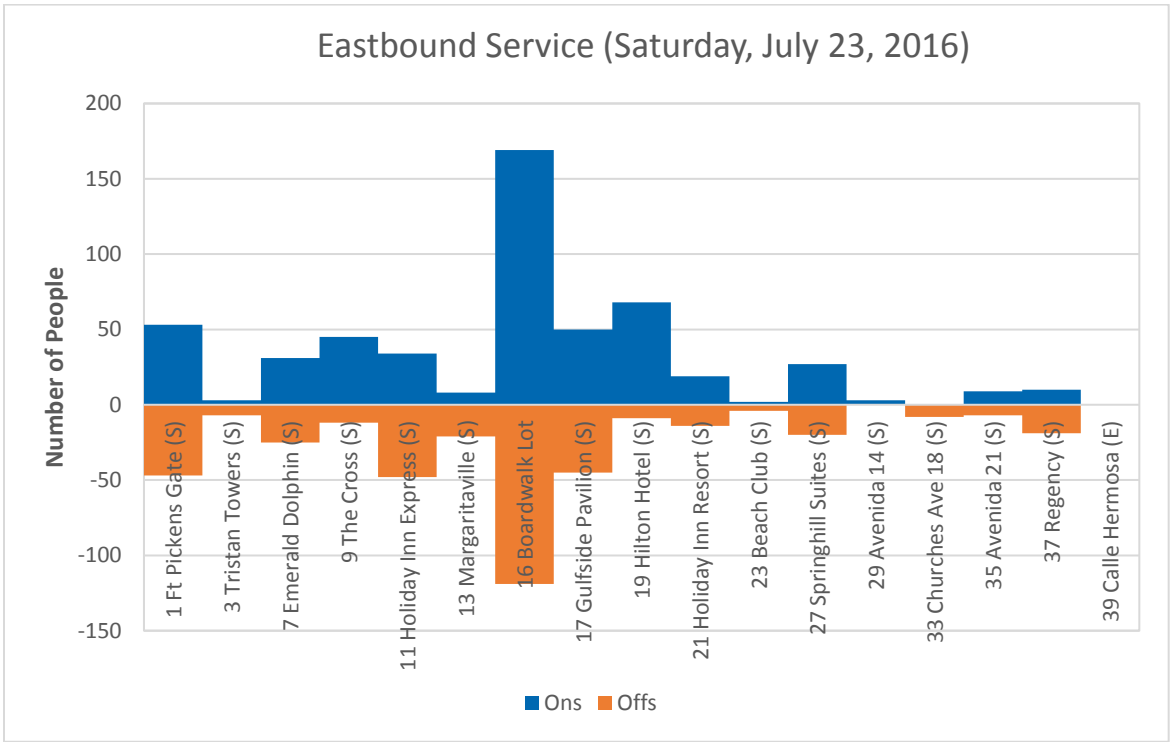


Figure 4.2-8: Boardings and Alightings by Nearest Designated Stop (July 25, 2016) - Westbound

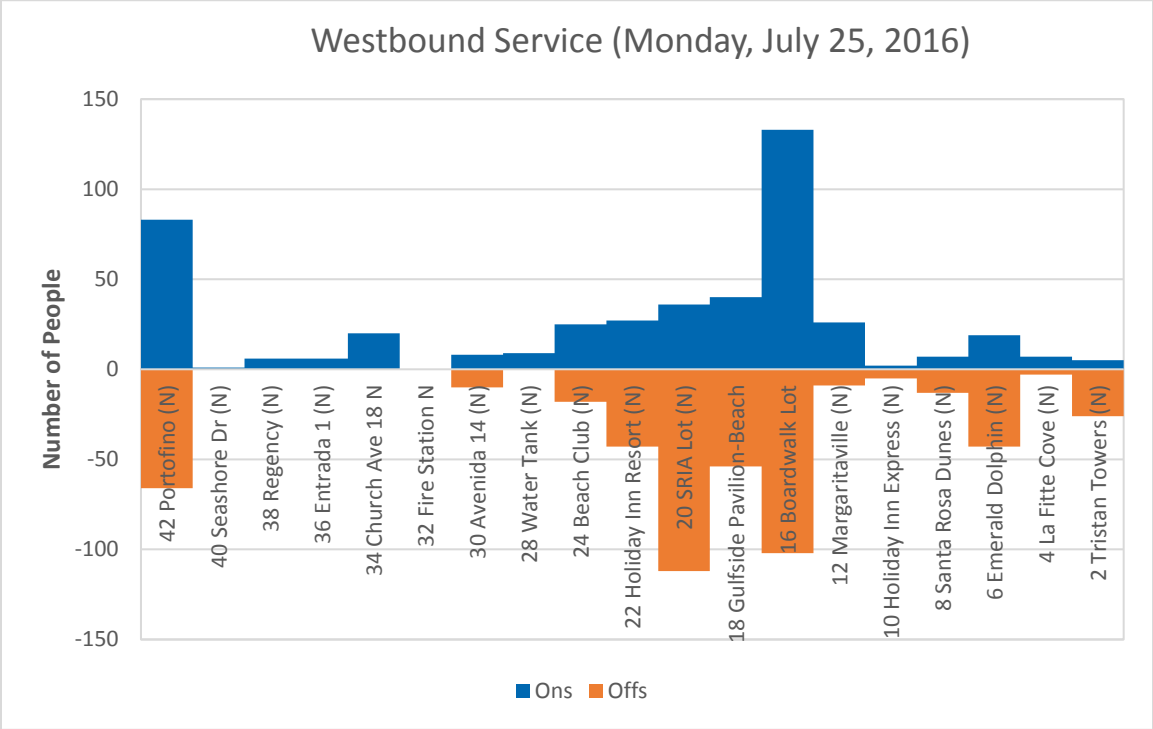
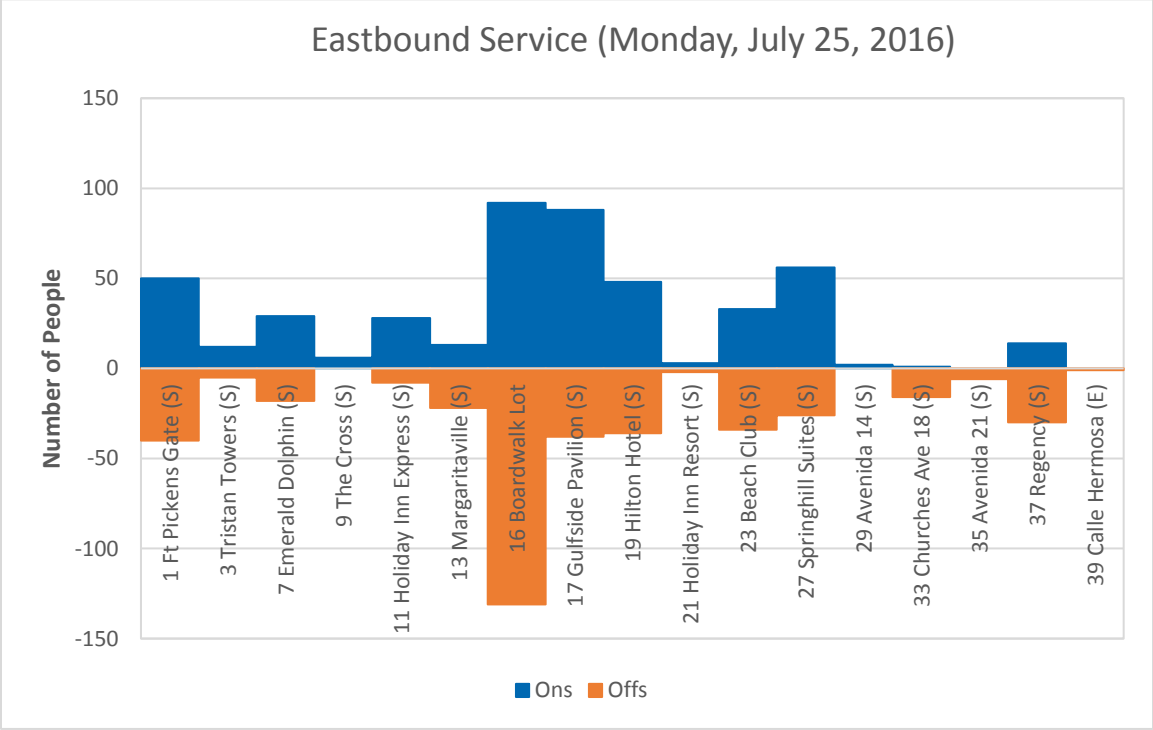


Figure 4.2-9: Boardings and Alightings by Nearest Designated Stop (July 25, 2016) - Eastbound



Temporal Distribution of Ridership

A temporal analysis of ridership was also performed on the data that was collected (see Figure 4.2-10 and Figure 4.2-11). The temporal distributions indicate that peak ridership on the trolley occurs in the early evening hours. Understandably, this peak has a longer duration on Saturday than on Monday. On Saturday, outside of this peak, one can see that ridership is relatively low until about mid-afternoon. The first hour of trolley operation on Saturday in particular (11 AM to noon) is seeing very little utilization with just five boardings in an hour.

Figure 4.2-10: Temporal Distribution of Ridership on July 23, 2016

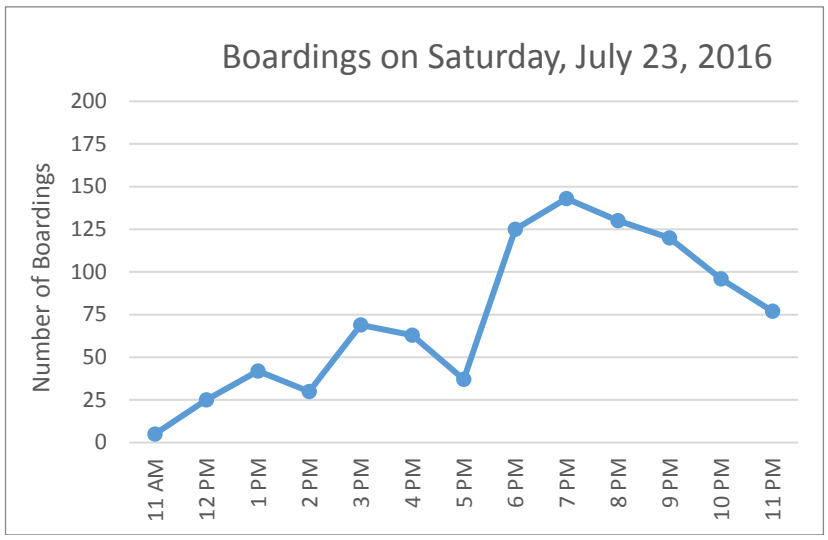
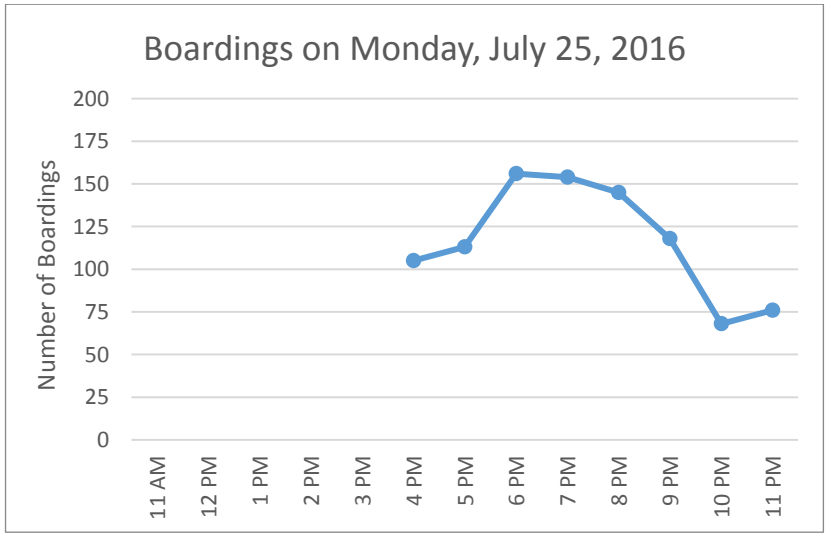


Figure 4.2-11: Temporal Distribution of Ridership on July 25, 2016



Passenger Loads

Passenger loads provide an indication of how full the trolley is. The higher the passenger load is, the more people that are on the trolley. Figure 4.2-12 and Figure 4.2-13 show the passenger loads on each trolley for July 23, 2016 and July 25, 2016, respectively. As can be seen, the load on board each trolley generally exceeded the seated capacity from 6 PM to 10 PM on both Saturday and Monday. This is indicative of strong transit demand during this time period.

Figure 4.2-12: Load by Trolley on July 23, 2016

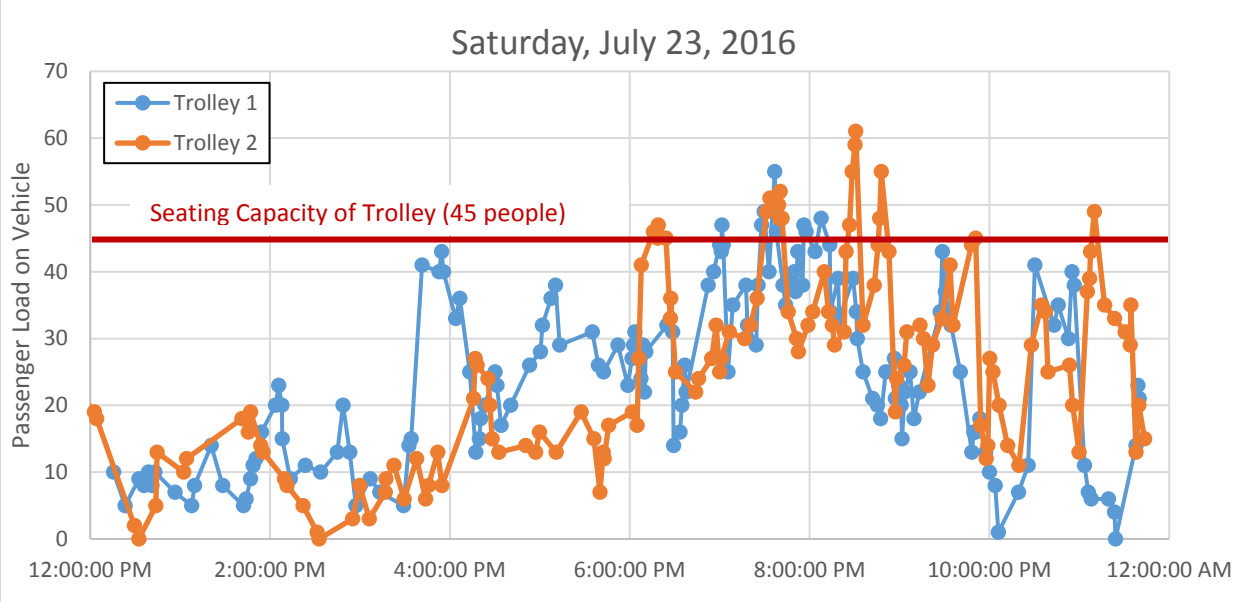
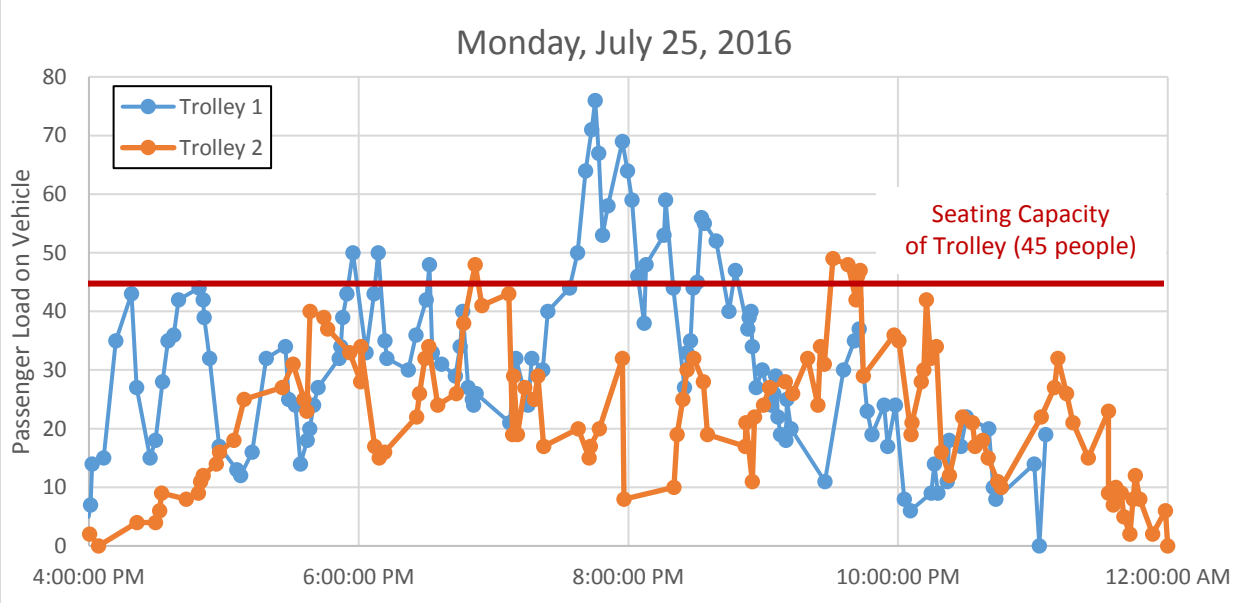


Figure 4.2-13: Load by Trolley on July 25, 2016



4.2.5 Rider Characteristics

As part of the data collection process, an on-board survey was conducted to find out more about the riders of the trolley. The survey asked riders where they were coming from, where they were going to, why they were riding the trolley, and how long they were staying on the island. The results from the survey are shown in Table 4.2-4. As can be seen, the majority of riders are multi-day visitors (74% of all respondents). The predominant places people are coming from or going to are either vacation rentals/hotels or restaurants/shops at the Boardwalk.

Table 4.2-4: On-Board Survey Results

Question 1: How long are you staying in Pensacola Beach?	
Answer	**Percentage of Respondents**
For the day	9%
For a few nights	33%
For a week or more	41%
I live here year-round	17%
Question 2: Where are you coming from?	
Answer	**Percentage of Respondents***
Beach for the day	4%
Vacation Rental/Hotel	45%
Home	8%
Restaurants/Shops at the Boardwalk	34%
Other	10%
Question 3: Where are you going?	
Answer	**Percentage of Respondents***
Beach for the day	5%
Vacation Rental/Hotel	29%
Home	4%
Restaurants/Shops at the Boardwalk	34%
Other	29%
Question 4: What is the main reason you use the trolley?	
Answer	**Percentage of Respondents***
Because there is no place to park where I want to go	4%
Because I do not want to worry about driving	22%
Because it is free, and cheaper than driving	14%
Because it is convenient	40%
Other	21% (predominant answer was sightseeing or for fun)

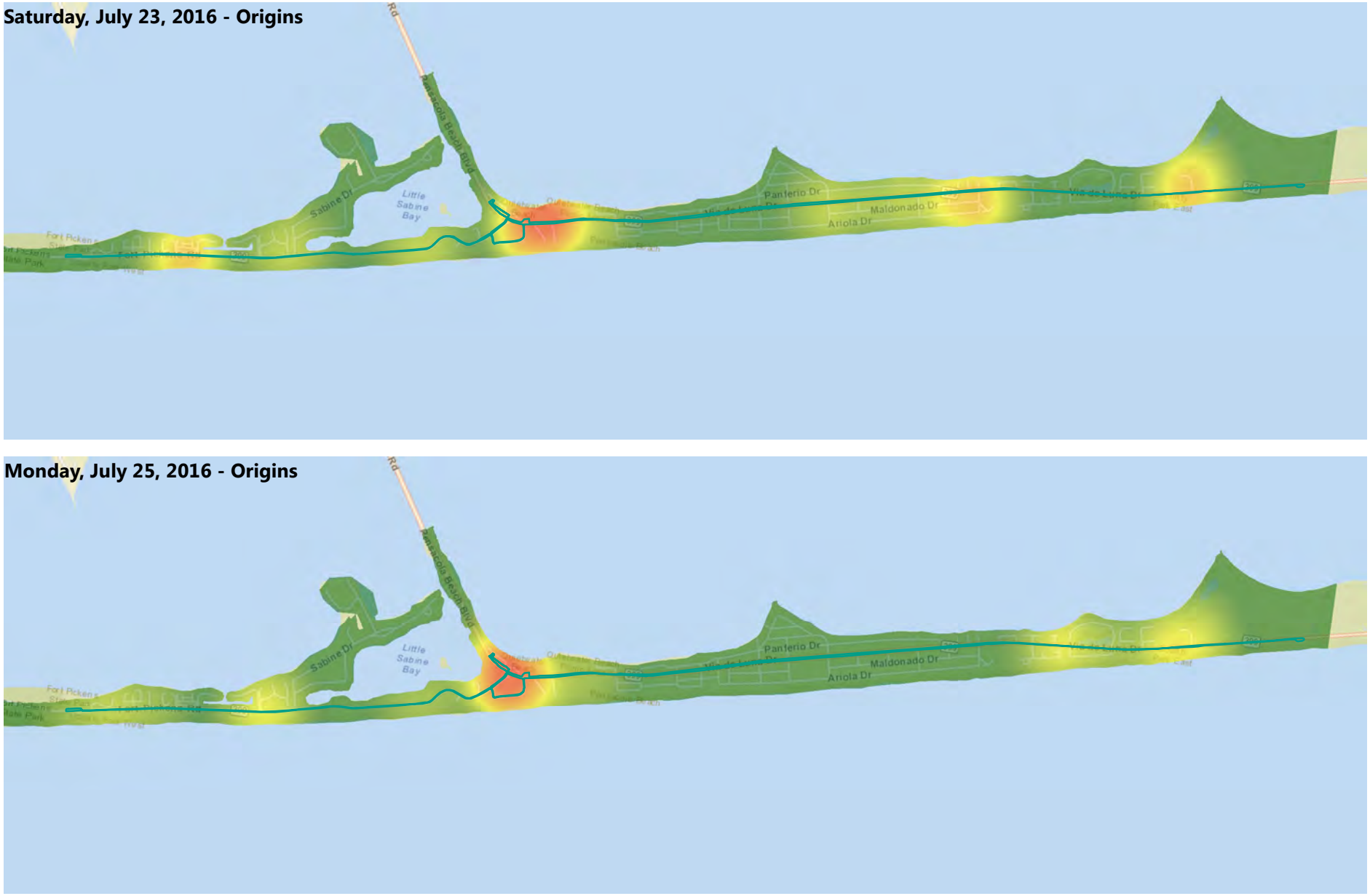
*Note: Numbers do not add up to 100% due to rounding.

As a follow-up to questions 2 and 3, riders were asked which hotel/resort they were coming from or going to, respectively. As Table 4.2-5 shows, the majority of riders are coming from/going to the Portofino Island Resort.

Table 4.2-5: Hotel/Resort Coming From and Going To

Subset of Question 2: Which hotel/resort are you coming from?		Subset of Question 3: Which hotel/resort are you going to?	
Answer	**Percentage of Respondents**	**Answer**	**Percentage of Respondents**
Portofino Island Resort	31%	Portofino Island Resort	46%
Holiday Inn	11%	Holiday Inn	0%
Margaritaville	8%	Margaritaville	4%
Others	31%	Others	29%
Did not Disclose	19%	Did not Disclose	21%

A series of maps were generated to better illustrate the travel patterns of trolley riders. Figure 4.2-14 to Figure 4.2-16 are a series of heat maps that illustrate where riders are coming from and going to. Based on the combined data shown in Figure 4.2-16, it can be seen that most riders are destined for the Quietwater Beach/Boardwalk/Casino Beach area. Interestingly, a large portion of riders begin their trip just east of that same area.

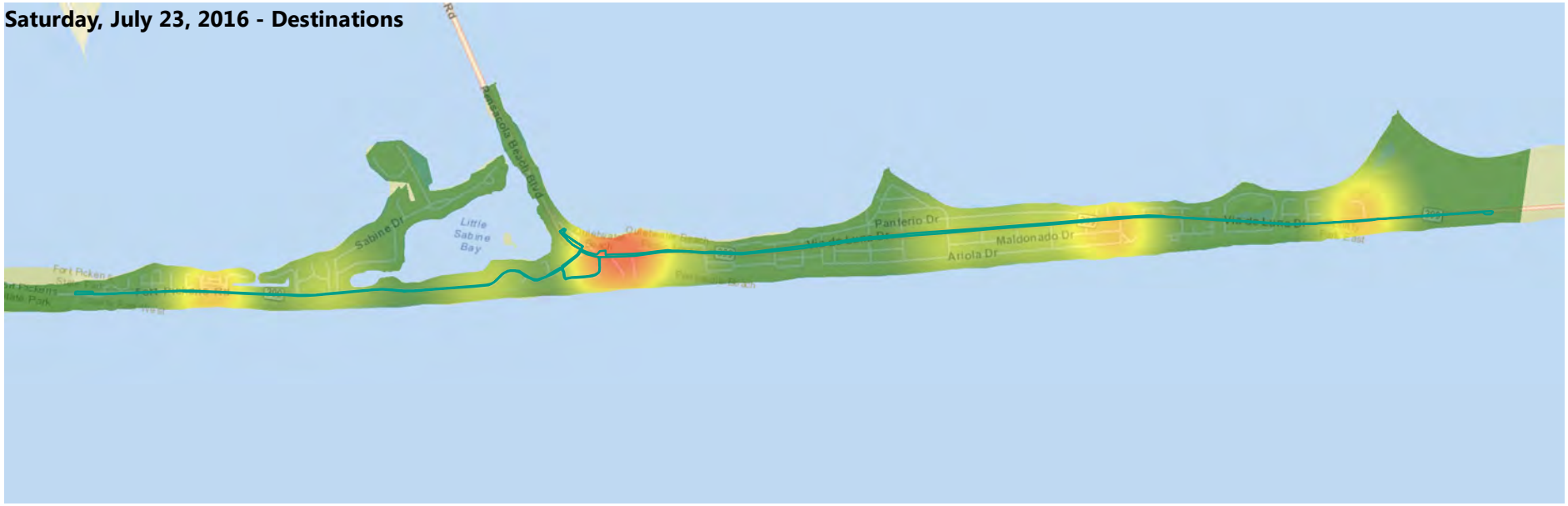


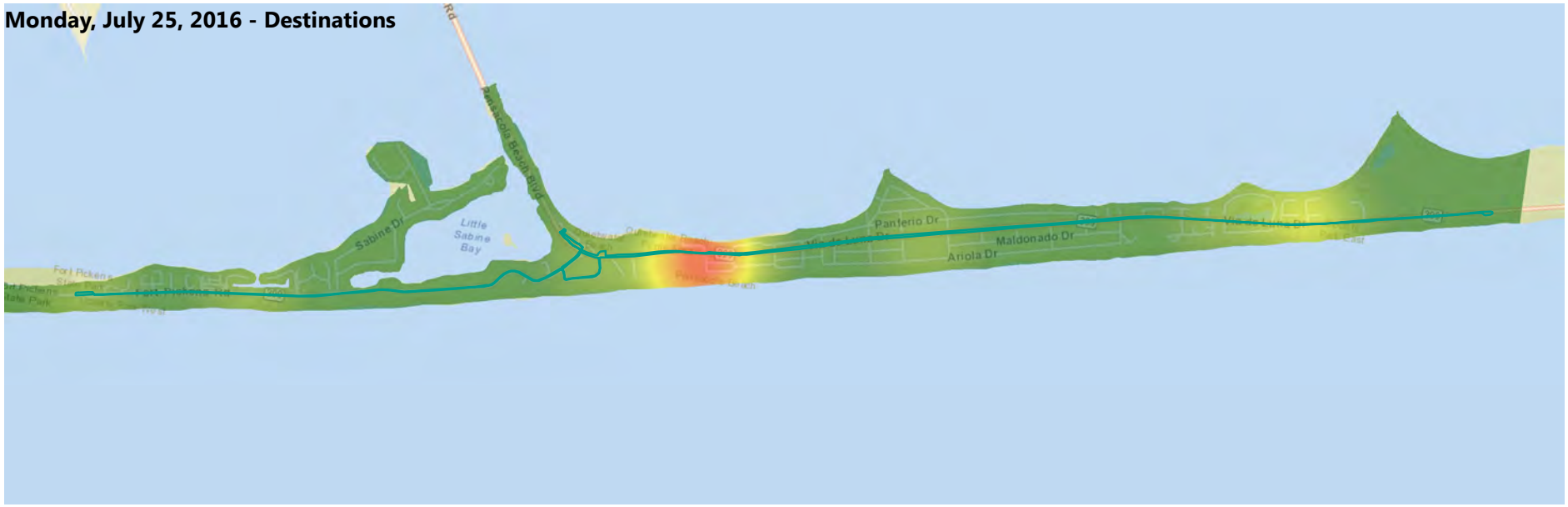
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Figure 4.2-14:
Pensacola Beach Trolley Survey Heat Map of Origins

VHB, ESRI Basemaps

September 2016





0 0.25 0.5 1 Miles

Pensacola Beach Trolley - Destination — Trolley Route

Density Map

High Density

Low Density

Pensacola Beach Congestion Management Plan - Transit Component | Pensacola Beach, FL

Figure 4.2-15:
Pensacola Beach Trolley Survey
Heat Map of Destinations

VHB, ESRI Basemaps
September 2016

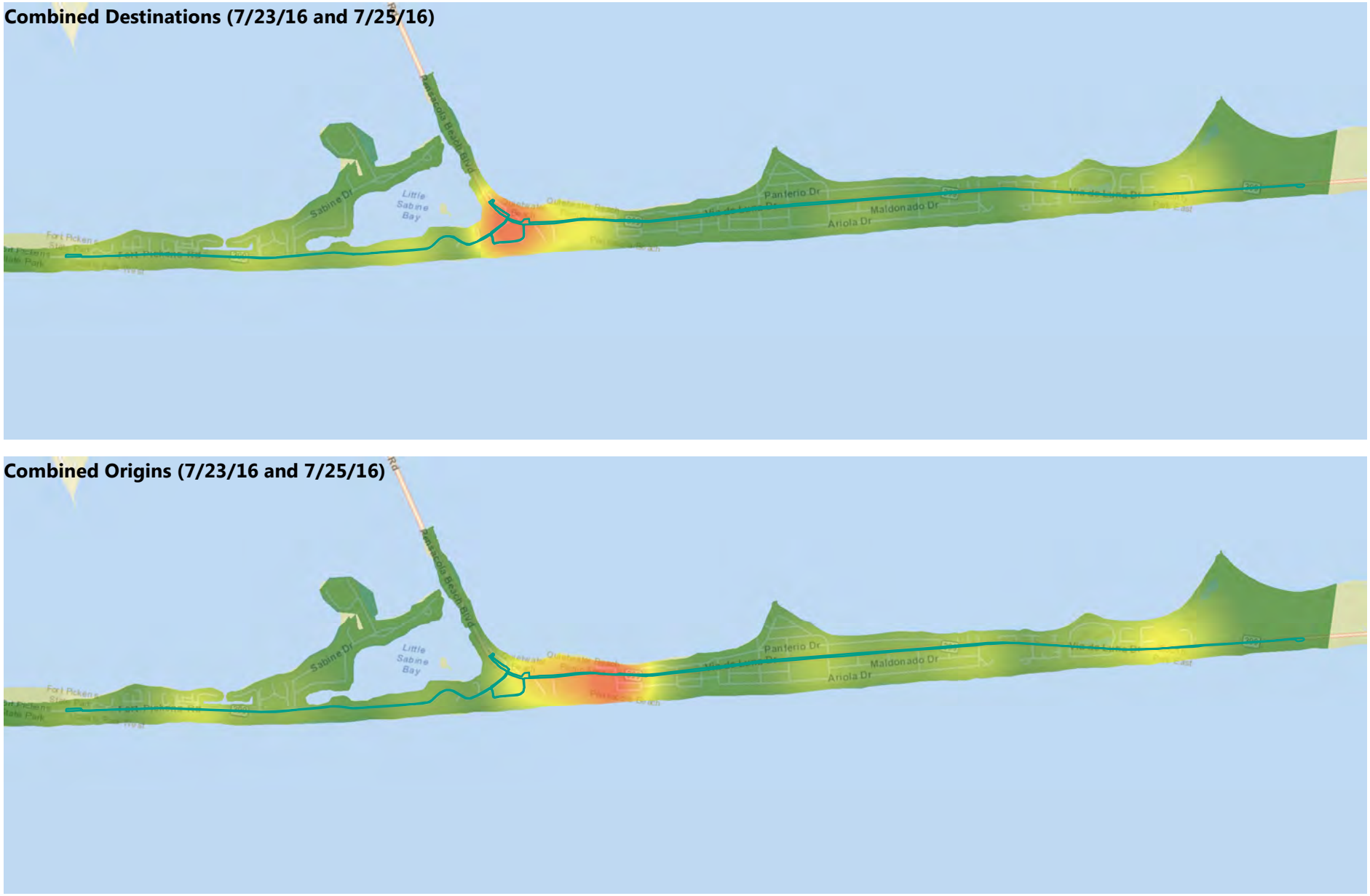


Figure 4.2-16:
Pensacola Beach Trolley Survey
Heat Map of Combined Origins and Destinations

VHB, ESRI Basemaps
September 2016

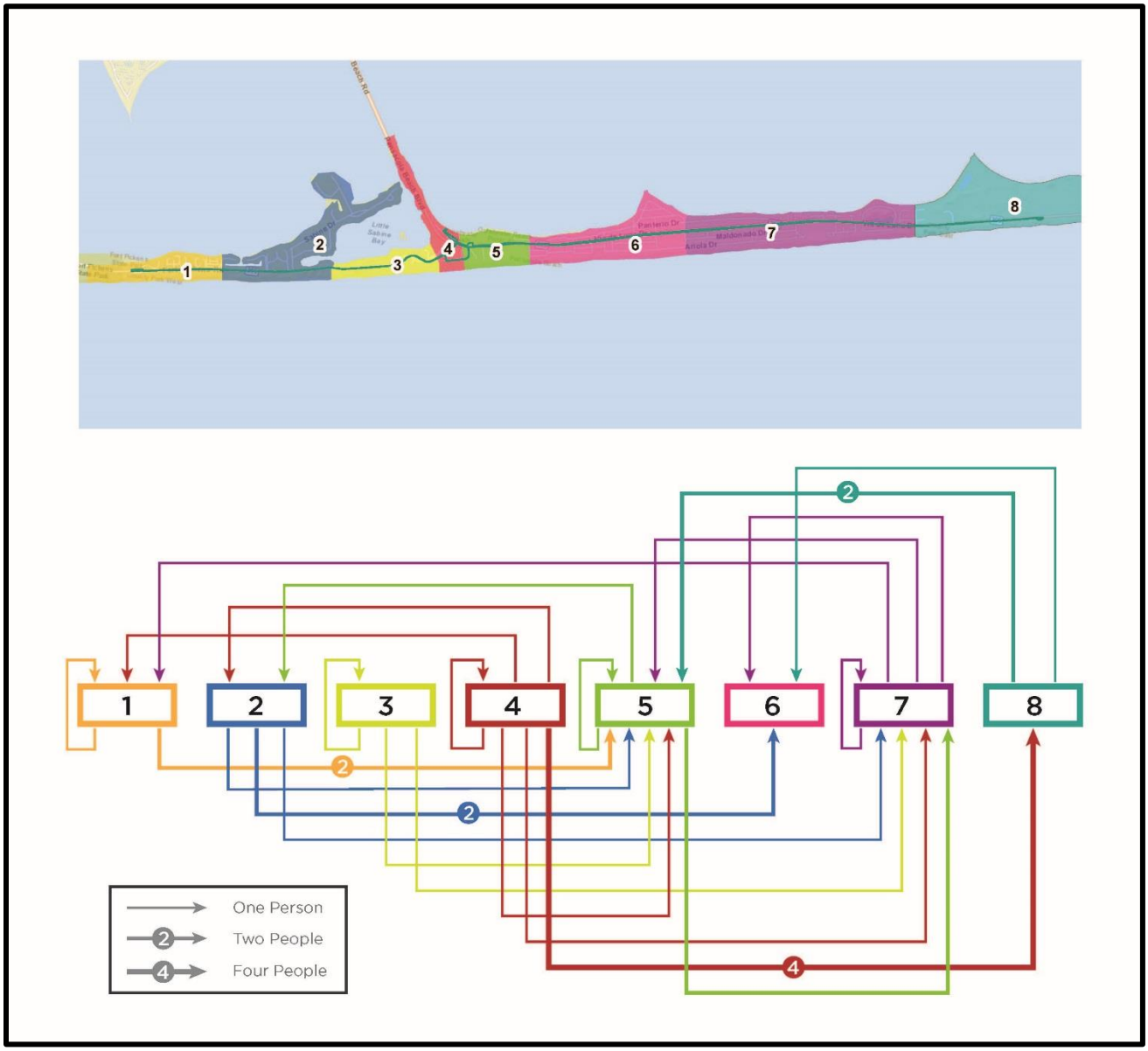
Using the origin-destination (O-D) data, an O-D flow map was also created. As Figure 4.2-17 shows, most of the trips go from the west end to the Quietwater Beach/Boardwalk/Casino Beach area or from the east end to the Quietwater Beach/Boardwalk/Casino Beach area. The data shows very few trips being made from end-to-end. The data presented in Figure 4.2-17 is also presented in a tabular format in Table 4.2-6.

Table 4.2-6: Origins and Destinations Matrix

Origin \ Destination	1	2	3	4	5	6	7	8	Total
1	1	0	0	0	2	0	0	0	3
2	0	0	0	0	1	2	1	0	4
3	0	0	1	0	1	0	1	0	3
4	1	1	0	1	1	0	1	4	9
5	0	1	0	0	1	0	2	0	4
6	0	0	0	0	0	0	0	0	0
7	1	0	0	0	1	1	1	0	4
8	0	0	0	0	2	1	0	0	3
Total	3	2	1	1	9	4	6	4	**30**

Note: Please refer to Figure 4.2-17 for definition of each section.

Figure 4.2-17: Origins and Destinations Flow Map



4.2.6 Peer Comparison

In order to understand how other cities/jurisdictions operate their trolley services, a peer review was conducted.

Based on VHB's knowledge of trolley systems in the state of Florida, it was determined that the Fort Myers Beach Trolley was the most appropriate peer to the Pensacola Beach Trolley. The Fort Myers trolley is a great peer system to study because similar to the Pensacola Beach Trolley, it operates on a barrier island with one major access point to the mainland, has a peak visitor season (albeit from late January to late April instead of Pensacola's summer peak), and operates its vehicles in similar roadway congestion levels during the peak season.

The Fort Myers trolley system operates a peak and off-peak season schedule. The peak season schedule is in effect from late January to late April.

During the peak season, two trolley routes are operated. One serves as a feeder route (Route 490) from the mainland to the island and the other (Route 410) operates north-south on the island itself. The feeder route connects from the mainland se terminus at a park and ride lot (in a Walmart shopping plaza). The alignment of these two routes is shown in Figure 4.2-19 and Figure 4.2-18.

Figure 4.2-19: Route 490 Alignment

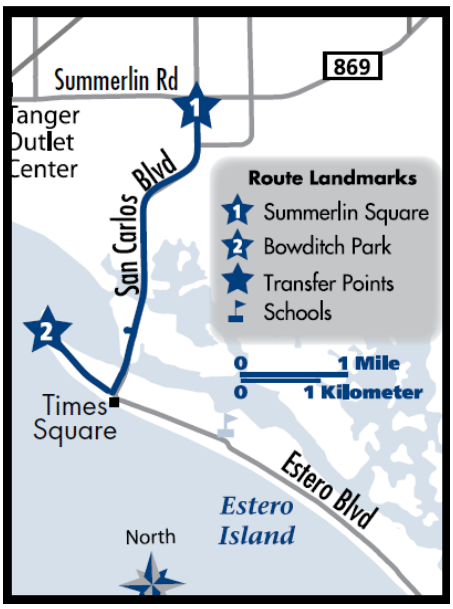
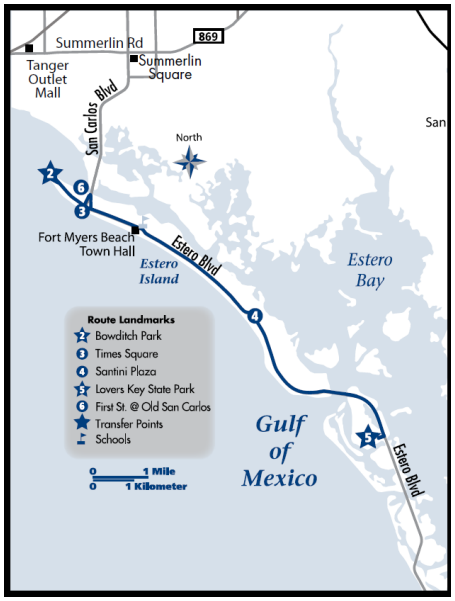


Figure 4.2-18: Route 410 Alignment



During the off-peak season, a combined
trolley route is operated from the mainland and along the island itself. The off-peak service features less frequent service and shorter hours of operation than the peak service.

The following are the characteristics of the Fort Myers Beach Trolley service in the **peak season**:

Operated by: Trolley service is operated by LeeTran.

Hours of Operation (Peak Season):

- Route 490 (Mainland to Island): Monday through Sunday: 7:05 AM to 8:45 PM
- Route 410 (Along Island): Monday through Sunday: 5:50 AM to 10:20 PM

Frequency (Peak Season):

- Route 490: 15-20 minutes during peak times, 30-40 minutes in off-peak times
- Route 410: 15 minutes during peak times, 30 minutes in off-peak times

Fares: LeeTran charges a different (lower priced) fare structure than its normal routes. The fares are as follows:

- Adult: $0.75
- Reduced fare (Student, Disabled, Elderly): $0.35
- All Day Pass: $2.00
- 3-Day Pass: $4.00

Stops: Vehicles only stop at designated stops.

Vehicles Used: LeeTran uses branded, air conditioned trolleys similar to the one shown below.



Source: Google Street View

Ridership: Using seasonal ridership totals, the average daily ridership can be computed. As Table 4.2-7 shows, the route running along the island carries a larger share of the trolley system's ridership (63% of all ridership).

Table 4.2-7: Fort Myers Trolley Average Daily Ridership

Route	Seasonal Ridership Total	Number of Days in Season	Average Daily Ridership
490 (Mainland to Island)	68,481	112	611
410 (Along Island)	118,761	112	1,060
Total	187,242	112	1,672

Unique Operating Conditions: Similar to Pensacola Beach, the traffic congestion at Fort Myers Beach is predominantly in the "beach-bound" direction. As such, traffic often backs up on the Matanzas Bridge from the mainland. However, the trolleys do not need to sit in that congestion because there is a dedicated bus lane on the bridge (shared with bicycles). The bus lane is approximately half a mile in length. Figure 4.2-20 shows the bus lane on the bridge.

Figure 4.2-20: Bus Lane on Matanzas Bridge



Source: Google Street View

4.3 Planned Ferry Service

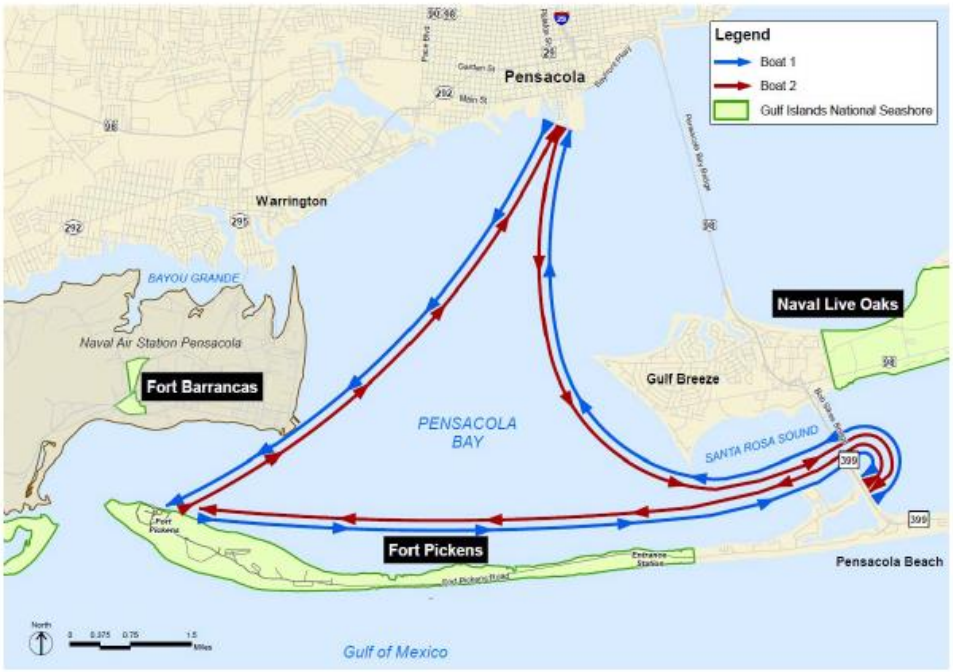
In 2014, the Gulf Islands National Seashore (part of the National Park Service) completed a feasibility study that ultimately recommended introducing a ferry service that would connect Fort Pickens, Pensacola Beach, and downtown Pensacola. According to the feasibility study, the ferry service would utilize two ferry boats operating using the alignment shown in Figure 4.3-1. One ferry would operate the loop in a clockwise manner while the other ferry would operate the loop in a counter-clockwise manner.

As of October 2015, the National Park Service has awarded a contract for the design and construction of two 150 passenger catamaran ferry boats. Service is expected to commence sometime in 2017.

Once operational, it is expected that the ferry will operate with the following service characteristics:

- Seasonal Service: mid-March through October
  - Daily service during the peak season (mid-May to mid-August)
  - Weekend service during the rest of the operating season
- Travel time (assuming a cruising speed of 12 knots):
  - Pensacola – Fort Pickens: 33 minutes
  - Pensacola – Pensacola Beach: 40 minutes
  - Pensacola Beach – Fort Pickens: 44 minutes
- Fares: $5 to $10 with hop-on, hop-off privileges

Figure 4.3-1: Proposed Alignment for the Ferry Service



Source: Pensacola Bay Ferry Service Feasibility Study (June 2014), Figure 2-1

The feasibility study identified that the ferry's Pensacola Beach landing site would be at the public docks located at Quietwater Beach (see Figure 4.3-2). Coordination with trolley operations will need to be done to ensure seamless transfers between the ferry and shuttle system.

Figure 4.3-2: Proposed Location for Pensacola Beach Landing Site



Source: Pensacola Bay Ferry Service Feasibility Study (June 2014), Figure 3-12

5 Conclusion

5.1 Conclusion

This report documents the existing conditions for the Pensacola Beach Trolley as part of the Pensacola Beach Congestion Management Plan update.

This study will evaluate the existing operations of the trolley, identify potential improvements, and evaluate each of these improvements to determine their feasibility. The ultimate goal of this study is to develop a series of recommendations that could be implemented to improve existing operations of the trolley.

Traffic Conditions
There is only one primary route connecting Pensacola to Pensacola Beach: The Bob Sikes Bridge. Tolls are collected for vehicles traveling southbound on the bridge. The temporal distribution of traffic passing through the toll booth indicates that Saturdays are generally the busiest day of the week with vehicles peaking between 10 AM and 11 AM. Monthly traffic volumes indicate that the period from March to July sees the highest traffic volumes throughout the year.

Current Trolley Ridership
As presented in this report, a boardings and alightings survey was done on July 23, 2016 (Saturday) and July 25, 2016 (Monday). As expected, most of the ridership activity was in the Quietwater Beach/Boardwalk/Casino Beach area. A temporal analysis shows that on Saturday, ridership is generally low until about mid-afternoon before peaking in the early evening. Monday follows a similar pattern with a slightly smaller peak. A passenger load analysis showed that the max load on Saturday was 61 people (at roughly 8:30 PM) while the max load on Monday was 76 people (at approximately 7:45 PM).

In addition, an on-board survey was also conducted to better understand rider's travel patterns. The data revealed that the trolley is primarily ridden because it is convenient. Most respondents to the on-board survey indicated they were destined for the Quietwater Beach/Boardwalk/Casino Beach area, rather than traveling from end-to-end. Approximately 21% of respondents indicated that they were just riding the trolley for fun/sightseeing.

5.2 Next Steps

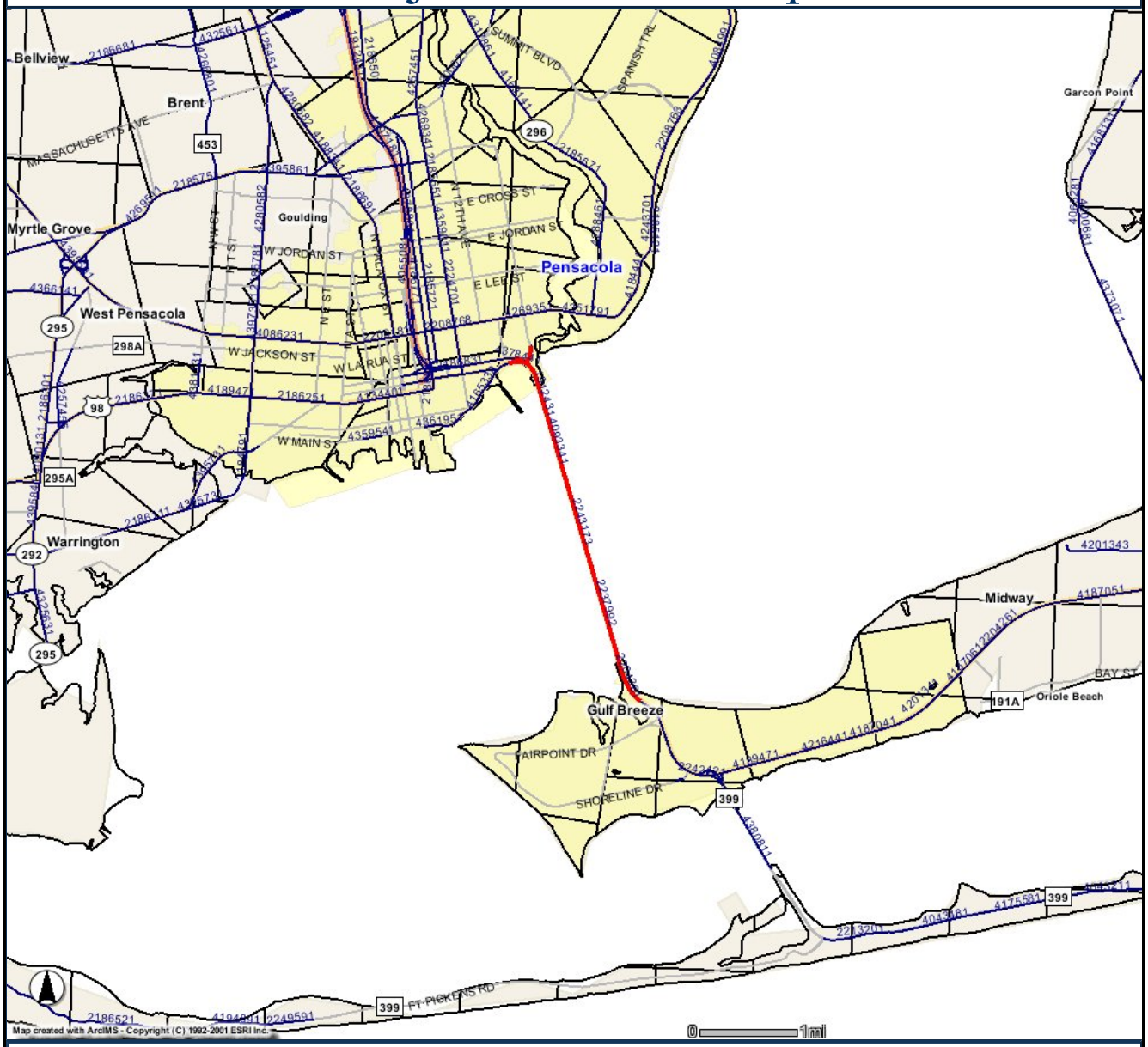
The next step in this study will be to identify a long list of improvements for the trolley. Following the development of the long list of improvements, an analysis will be done to prioritize which improvements should be implemented first.

Appendix A:

FDOT Five Year Work Program Data on Pensacola Bay Bridge Replacement

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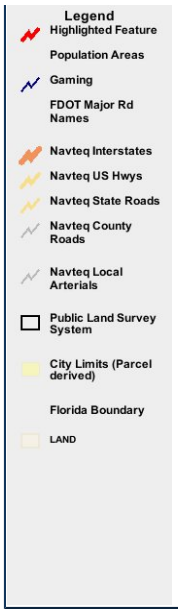
Project Location Map



Florida Department of Transportation
District Two
1109 South Marion Avenue
Lake City, Florida 32025-5874

DISCLAIMER : This is a product of the Florida Department of Transportation. The data depicted here have been developed using the best possible datasets availible .Florida Department of Transportation expressly disclaims responsibility for damages or liability that may arise from the use of this map.

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Legend
Highlighted Feature
Population Areas
Gaming
FDOT Major Rd Names
Navteq Interstates
Navteq US Hwys
Navteq State Roads
Navteq County Roads
Navteq Local Arterials
Public Land Survey System
City Limits (Parcel derived)
Florida Boundary
LAND

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Office of Work Program and Budget Lisa Saliba - Director

Five Year Work Program

Selection Criteria	
All in State (Updated: 8/21/2016-19.15.01)	2017-2021 AD Item Number:409334-1

409334-1 SR 30 (US 98) PENSACOLA BAY BRIDGE NO. 480035
District 03 - Escambia County **Project Manager:** KERRIE HARRELL

Type of Work: BRIDGE REPLACEMENT

Activity	Description	Resp. Person	Early Start	Early Finish	Total Float
932999900	ENVIRONMENTAL REVIEW	B.BRUNER	08/15/2001 A	08/21/2001 A	0
164999000	PREPARE PROJECT CONCEPT REPORT	B.BRUNER	08/22/2001 A	11/15/2001 A	0
224999000	CLEARINGHOUSE EARLY NOTICE	B.BRUNER	08/22/2001 A	12/14/2001 A	0
999232000	CONSULTANT ADVERTISE	PH22 01-02	11/07/2001 A	11/07/2001 A	0
164998000	CONCEPT / DRAFT SCOPE COMPLETED	B.BRUNER	11/15/2001 A	11/15/2001 A	0
401999000	CONSULTANT SHORTLIST	PH22 01-02	12/14/2001 A	12/14/2001 A	0
230999000	CONSULTANT SCOPE MEETING	PH22 01-02	01/24/2002 A	01/24/2002 A	0
402999000	CONSULTANT FINAL SELECTION	PH22 01-02	02/22/2002 A	02/22/2002 A	0
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999135000	EMO STUDY	B.BRUNER	06/03/2002 A	09/25/2006 A	0
999239000	PD&E CONSULTANT CONTRACT EXECUTED	PH22 01-02	06/28/2002 A	06/28/2002 A	0
256999000	DESIGN TRAFFIC	B.BRUNER	07/29/2002 A	09/16/2003 A	0
364999000	ALTERNATIVE DEVELOPMENT	B.BRUNER	01/09/2003 A	11/07/2003 A	0
365999000	PREPARE FOR PUBLIC HEARING	B.BRUNER	02/07/2003 A	12/06/2004 A	0
333999000	ARCH. COORDINATION & SURVEY	A.MARSHALL	09/15/2003 A	01/04/2007 A	0
339999000	VALUE ENGINEERING REVIEW (PH 1)	H.WALLER	11/14/2003 A	11/14/2003 A	0
292999000	PUBLIC HEARING	B.BRUNER	12/07/2004 A	12/07/2004 A	0
367999000	DEVELOP PREFERRED ALIGNMENT	B.BRUNER	12/08/2004 A	02/11/2005 A	0
339998000	VALUE ENGINEERING REVIEW (PH 2)	H.WALLER	02/10/2005 A	02/10/2005 A	0
141999000	CONCEPT STG RELOC PLAN	B.BRUNER			0

			02/11/2005 A	05/06/2005 A	
238999000	INTERIM EVALUATION OF CONSULT	B.BRUNER	03/15/2005 A	03/15/2005 A	0
368999000	ENV/ROW ANALYSIS	B.BRUNER	05/09/2005 A	08/11/2005 A	0
998239000	ENCUMBER (CLOSED CONTRACT #C8385	B.BRUNER	09/25/2006 A	09/25/2006 A	0
252022000	PROGRAM PH 22 W/FHWA (FEDERAL)	T.HAGANS	07/01/2010 A	07/01/2010 A	0
164010000	PREPARE PH 22 SCOPE OF SERVICES	B.BRUNER	08/02/2010 A	09/10/2010 A	0
164022000	PD&E FINAL SCOPE COMPLETED	B.BRUNER	09/10/2010 A	09/10/2010 A	0
450022000	PH 22 TIP / STIP AMENDMENT	L.LITTLE	09/13/2010 A	09/14/2010 A	0
451022000	PD&E PH 22 PD&E AUTHORIZATION	T.HAGANS	09/14/2010 A	09/17/2010 A	0
705010000	PD&E CONSULTANT ADVERTISE	R.NORRIS	09/20/2010 A	09/20/2010 A	0
401022000	PD&E CONSULTANT SHORTLIST	R.NORRIS	10/11/2010 A	10/11/2010 A	0
230022000	PD&E CONSULTANT SCOPE MEETING	R.NORRIS	10/19/2010 A	10/19/2010 A	0
402022000	PD&E CONSULTANT FINAL SELECTION	R.NORRIS	11/15/2010 A	11/15/2010 A	0
451020000	PD&E PH 22 PD&E ENCUMBRANCE	B.BRUNER	12/08/2010 A	12/08/2010 A	0
135010000	EMO / PD&E STUDY	A.PITTS	12/20/2010 A	05/05/2015 A	0
239022000	PD&E CONSULTANT CONTRACT EXECUTED		12/20/2010 A	12/20/2010 A	0
358010000	EA STUDY	B.BRUNER	12/21/2010 A	05/05/2015 A	0
358020000	SECTION 7	B.BRUNER	12/21/2010 A	04/06/2015 A	0
333022000	PH 22 CULTURAL RESOURCES ASSESSMENT SURVEY	A.MARSHALL	04/30/2012 A	04/11/2013 A	0
252032000	PROGRAM PH 32 W/FHWA (FEDERAL) (FY 13)	T.HAGANS	11/27/2012 A	11/27/2012 A	0
104010000	1ST DRAFT PRELIMINARY ENGINEERING REPORT (PER)	B.BRUNER	02/18/2013 A	02/18/2013 A	0
450032000	PH 32 TIP / STIP AMENDMENT APPROVED	L.LITTLE	02/26/2013 A	02/26/2013 A	0
106010000	PREPARE SURVEY (DESIGN / ROW / BRIDGE)	D.DEAL	03/01/2013 A	06/05/2013 A	0
452010000	PH 32 DESIGN AUTHORIZATION (FY 13)	T.HAGANS	03/25/2013 A	03/25/2013 A	0
233032000	EXECUTE SUPPLEMENTAL PH 32 (FY 13)		04/01/2013 A	04/01/2013 A	0
113030000	PRELIMINARY ENGINEERING	K.HARRELL	04/02/2013 A	05/29/2015 A	0
324010000	PREPARE R/W CONTROL MAPS	K.HARRELL	05/20/2013 A	09/27/2013 A	0
138010000	PREPARE R/W REQUIREMENTS	K.HARRELL	06/03/2013 A	08/15/2014 A	0
106020000	REVIEW SURVEY (DESIGN / ROW / BRIDGE)	D.DEAL	06/05/2013 A	07/11/2013 A	0
250010000	PRELIMINARY ENGINEERING BEGIN (FY 14)	A.PITTS	07/01/2013 A	07/01/2013 A	0
371010000	PREPARE PAVEMENT TYPE RPT INITIAL - N/A	S.WEEDE	07/02/2013 A	07/02/2013 A	0
371020000	SUBMIT PAVEMENT TYPE RPT INITIAL - N/A	S.WEEDE	07/03/2013 A	07/03/2013 A	0
373010000	PREPARE PAVEMENT TYPE RPT PH II (60%) - N/A	S.WEEDE	07/03/2013 A	07/03/2013 A	0
373020000	SUBMIT PAVEMENT TYPE RPT PH II (60%) - N/A	S.WEEDE	07/03/2013 A	07/03/2013 A	0

228010000	RECEIVE SUNSHINE811 DESIGN TICKET	J.MACDONAL	07/09/2013 A	07/09/2013 A	0
264010000	UTILITY CONTACT	J.MACDONAL	07/10/2013 A	07/10/2013 A	0
45004X000	PH 4X TIP / STIP AMENDMENT	L.LITTLE	08/19/2013 A	08/19/2013 A	0
153010000	PERFORM PAVEMENT SURVEY	S.TOOLE	08/20/2013 A	08/20/2013 A	0
324020000	REVIEW / APPROVE R/W CONTROL MAPS	J.HOLLAND	11/11/2013 A	02/19/2014 A	0
339010000	VALUE ENGINEERING STUDY (1400303) - N/A	K.HINSON	11/18/2013 A	11/18/2013 A	0
233014000	EXECUTE SUPPLEMENTAL (FY 14)		03/31/2014 A	03/31/2014 A	0
999100000	COMPLETE PM PLAN	K.HARRELL	04/17/2014 A	09/26/2014 A	0
336020000	REEV. FOR R/W - N/A	N.NELSON	05/20/2014 A	05/20/2014 A	0
197010000	PAVEMENT DESIGN	K.HARRELL	05/30/2014 A	06/20/2014 A	0
262010000	HOLD PUBLIC HEARING	B.BRUNER	06/10/2014 A	06/10/2014 A	0
292023000	PUBLIC HEARING COMMENTS PERIOD	B.BRUNER	06/11/2014 A	06/20/2014 A	0
187090000	INITIAL DESIGN / BUILD R/W CERTIFICATION FORM	G.MILES	06/12/2014 A	06/12/2014 A	0
173010000	RAILROAD CLEAR LETTER TO PM	E.CHADWELL	06/27/2014 A	07/24/2014 A	0
28604X000	SUBMIT TO FHWA - REEV. FOR R/W - N/A	N.NELSON	06/27/2014 A	06/27/2014 A	0
999200000	FINANCIAL PLAN	K.HARRELL	07/02/2014 A	09/22/2015 A	0
210020000	ROW REVIEW R/W REQUIREMENTS	H.SMITH	08/18/2014 A	08/27/2014 A	0
142010000	SUBMIT R/W REQUIREMENTS	K.HARRELL	08/19/2014 A	08/19/2014 A	0
210010000	MAPPING REVIEW R/W REQUIREMENTS	J.BUSH	08/19/2014 A	08/27/2014 A	0
151010000	PREPARE FINAL R/W REQUIREMENTS	K.HARRELL	08/27/2014 A	04/15/2015 A	0
210030000	DESIGN REVIEW R/W REQUIREMENTS	R.PEEL	08/28/2014 A	08/28/2014 A	0
107090000	PREPARE D/B RFP PACKAGE	K.HARRELL	09/26/2014 A	08/11/2015 A	0
233015000	EXECUTE SUPPLEMENTAL FOR COST RISK ASSESSMENT WORKSHOP (FY 1		09/29/2014 A	09/29/2014 A	0
148010000	MOT REVIEW / APPROVE	S.GOLDEN	12/24/2014 A	01/13/2015 A	0
237020000	FHWA REVIEW AND APPROVAL	B.BRUNER	02/27/2015 A	05/05/2015 A	0
140010000	ROW WORKSHOP	K.HARRELL	03/30/2015 A	03/30/2015 A	0
319010000	SUBMIT FINAL R/W REQUIREMENTS	K.HARRELL	04/15/2015 A	04/15/2015 A	0
322010000	REVIEW / APPROVE FINAL R/W REQUIREMENTS	J.BUSH	04/15/2015 A	05/05/2015 A	0
263010000	LOCATION DESIGN CONCEPT ACCEPTANCE (LDCA)	B.BRUNER	05/05/2015 A	05/05/2015 A	0
139010000	PREPARE R/W MAPS	J.BUSH	05/06/2015 A	07/13/2015 A	0
999348000	COST RISK ASSESSMENT WORKSHOP UPDATE	K.HARRELL	06/19/2015 A	06/19/2015 A	0
376010000	ENVIRONMENTAL CERTIFICATION TO PM	V.CARLISLE	06/24/2015 A	06/24/2015 A	0
297030000	PRELIM ENG DESIGN ESTIMATE	R.YATES	06/26/2015 A	07/16/2015 A	0
207010000	NAME / TITLE SEARCH	R.CARROLL	06/29/2015 A	08/20/2015 A	0

252052000	PROGRAM PH 52 W/FHWA (FEDERAL)	T.HAGANS	07/01/2015 A	07/01/2015 A	0
157010000	REVIEW / APPROVE FINAL R/W MAPS	J.BUSH	07/20/2015 A	08/17/2015 A	0
144010000	INSTRUMENTS PREP	R.GIBSON	07/31/2015 A	08/24/2015 A	0
461010000	DISTRICT RFP REVIEW	K.HARRELL	08/12/2015 A	08/26/2015 A	0
450052000	PH 52 TIP / STIP AMENDMENT APPROVED	L.LITTLE	08/18/2015 A	08/18/2015 A	0
999268000	DOCUMENTS COMPLETE	D.DEAL	08/19/2015 A	08/19/2015 A	0
268010000	DOCUMENTS TO R/W	D.DEAL	08/20/2015 A	08/20/2015 A	0
121016000	PH 43 FEDERAL AUTHORIZATION FOR R/W (FY 2016)	T.HAGANS	09/10/2015 A	09/10/2015 A	0
352010000	PH 45 FEDERAL AUTHORIZATION FOR R/W (FY 2016)	T.HAGANS	09/10/2015 A	09/10/2015 A	0
926801000	PH 41 REQUEST FOR FEDERAL AUTHORIZATION (FY 2016)	T.HAGANS	09/10/2015 A	09/10/2015 A	0
107010000	DISTRICT RFP APPROVAL	K.HARRELL	09/11/2015 A	09/11/2015 A	0
107020000	RFP TO CENTRAL OFFICE STRUCTURES FOR REVIEW / APPROVAL	K.HARRELL	09/13/2015 A	10/12/2015 A	0
460020000	RFP TO CENTRAL OFFICE D/B FOR REVIEW / APPROVAL	K.HARRELL	09/13/2015 A	10/12/2015 A	0
999292000	INDUSTRY FORUM	K.HARRELL	09/22/2015 A	09/22/2015 A	0
265010000	UTILITY UPDATE CONFERENCE	K.HARRELL	10/01/2015 A	10/01/2015 A	0
458010000	ADVERTISE DESIGN / BUILD	R.NORRIS	10/12/2015 A	10/12/2015 A	0
999052000	PH 52 DESIGN BUILD ENCUMBRANCE	R.NORRIS	10/12/2015 A	10/12/2015 A	0
460010000	RFP TO FHWA REVIEW	K.HARRELL	10/20/2015 A	11/23/2015 A	0
999358000	UPDATE COST RISK ASSESSMENT - N/A	K.HARRELL	10/30/2015 A	10/30/2015 A	0
127010000	PH 42 R/W SERVICE CONTRACT EXECUTED (FY 2016)		11/02/2015 A	11/02/2015 A	0
349010000	PH 4B R/W SERVICE CONTRACT EXECUTED (FY 2016)	B.PETTIS	11/02/2015 A	11/02/2015 A	0
349016000	PH 4B R/W SERVICE CONTRACT EXECUTED (FY 2016)	B.PETTIS	11/02/2015 A	11/02/2015 A	0
459010000	EXPANDED LETTERS OF INTEREST DUE	K.HARRELL	11/02/2015 A	11/02/2015 A	0
459030000	ELOI SCORES DUE TO TECHNICAL REIVEW COMMITTEE	K.HARRELL	11/23/2015 A	11/23/2015 A	0
461020000	FHWA RFP APPROVAL	K.HARRELL	11/23/2015 A	11/23/2015 A	0
459040000	PHASE I SELECTION MEETING & NOTIFY FIRMS OF SCORES	K.HARRELL	12/07/2015 A	12/07/2015 A	0
285010000	PH 52 D/B AUTHORIZATION - RFP PKG APPROVAL	T.HAGANS	12/09/2015 A	12/09/2015 A	0
459050000	DEADLINE TO SUBMIT WRITTEN PHASE II INTENT	K.HARRELL	12/09/2015 A	12/09/2015 A	0
462010000	DESIGN / BUILD SHORTLIST	K.HARRELL	12/09/2015 A	12/09/2015 A	0
401020000	RFP TO SHORTLISTED FIRMS	K.HARRELL	12/14/2015 A	12/14/2015 A	0
217010000	ARMY CORP PERMIT	K.HARRELL	12/17/2015 A	07/17/2016 A	0
219010000	DEP PERMIT	K.HARRELL	12/17/2015 A	06/13/2016 A	0
230020000	PRE-PROPOSAL MEETING	K.HARRELL	12/17/2015 A	12/17/2015 A	0
999001000	ATC MEETING 1	K.HARRELL	01/06/2016 A	01/07/2016 A	0

999002000	ATC MEETING 2	K.HARRELL	01/19/2016 A	01/22/2016 A	0
999003000	ATC MEETING 3	K.HARRELL	02/04/2016 A	02/05/2016 A	0
999004000	ATC MEETING 4	K.HARRELL	02/15/2016 A	02/16/2016 A	0
999020000	AESTHETIC ATC DUE DATE	K.HARRELL	02/25/2016 A	02/25/2016 A	0
999030000	ATC DUE DATE	K.HARRELL	03/10/2016 A	03/10/2016 A	0
999040000	ATC DECISION DUE DATE	K.HARRELL	03/24/2016 A	03/24/2016 A	0
121010000	NEGOTIATIONS (FY16/17)	B.PETTIS	04/11/2016 A	11/18/2016	17
129010000	RELOCATION WORK (FY 2016)	B.PETTIS	04/11/2016 A	11/21/2016	16
405010000	CEI CONSULTANT ADVERTISE	S.THAMES	04/18/2016 A	04/18/2016 A	0
249010000	DEADLINE FOR TECHNICAL QUESTIONS	K.HARRELL	04/21/2016 A	04/21/2016 A	0
249020000	DEADLINE FDOT RESPONSE TO QUESTIONS	K.HARRELL	04/28/2016 A	04/28/2016 A	0
249030000	PHASE II TECHNICAL PROPOSALS DUE	K.HARRELL	05/05/2016 A	05/05/2016 A	0
218010000	USCG PERMIT	K.HARRELL	05/06/2016 A	08/18/2016	87
249040000	TECHNICAL PROPOSAL REVIEW	K.HARRELL	05/06/2016 A	05/09/2016 A	0
249050000	TECHNICAL PROPOSAL PAGE TURN MEETINGS	K.HARRELL	05/10/2016 A	05/10/2016 A	0
406010000	CEI SHORTLIST	S.THAMES	05/23/2016 A	05/23/2016 A	0
294040000	Q&A QUESTIONS TO DESIGN BUILD TEAMS	K.HARRELL	05/27/2016 A	05/27/2016 A	0
464010000	QUESTION AND ANSWER SESSIONS	K.HARRELL	06/01/2016 A	06/01/2016 A	0
464020000	WRITTEN CLARIFICATIONS DUE	K.HARRELL	06/09/2016 A	06/09/2016 A	0
464030000	DEADLINE SUBMITTAL QUESTIONS TO PRE-BID WEBSITE	K.HARRELL	06/23/2016 A	06/23/2016 A	0
464040000	DEADLINE FOR DEPARTMENT TO POST RESPONSES TO PRE-BID WEBSITE	K.HARRELL	06/30/2016 A	06/30/2016 A	0
121017000	PH 43 FEDERAL AUTHORIZATION FOR R/W (FY 2017)	T.HAGANS	07/01/2016 A	07/01/2016 A	0
926802000	PH 41 REQUEST FOR FEDERAL AUTHORIZATION (FY 2017)	T.HAGANS	07/04/2016 A	07/04/2016 A	0
283010000	OPEN DESIGN / BUILD BID	JUL16	07/07/2016 A	07/07/2016 A	0
901010000	PHASE II FINAL SELECTION MEETING	K.HARRELL	07/11/2016 A	07/11/2016 A	0
901020000	POSTING INTENT TO AWARD	K.HARRELL	07/11/2016 A	07/11/2016 A	0
901030000	FHWA CONCURRENCE IN AWARD	K.HARRELL	07/11/2016 A	07/11/2016 A	0
407010000	CEI FINAL SELECTION	S.THAMES	07/25/2016 A	07/25/2016 A	0
349017000	PH 4B R/W SERVICE CONTRACT EXECUTED (FY 2017)	B.PETTIS	07/29/2016	07/29/2016	240
500010000	ANTICIPATED AWARD DATE	K.HARRELL	07/29/2016	07/29/2016	5
205010000	PH 56 CONSTRUCTION UTILITY EXECUTED AGREEMENT (FY 17)	K.HARRELL	08/19/2016	08/19/2016	4
284090000	EXECUTE DESIGN / BUILD CONTRACT	S.THAMES	08/22/2016	08/22/2016	4
408010000	CEI ENCUMBERED	S.THAMES	08/29/2016	08/29/2016	0
233017000	PH 32 STIPENDS (FY 17)		08/31/2016	08/31/2016	16
999101000	UPDATE PM PLAN	K.HARRELL	08/31/2016	09/20/2016	2
203010000	CEI CONTRACT EXECUTED	SEP16	09/05/2016	09/05/2016	0
234090000	ISSUE NOTICE TO PROCEED	K.HARRELL	09/19/2016	09/19/2016	4
312090000	DESIGN / BUILD CONSTRUCTION (E3N51)	J.MILLER	09/23/2016	07/26/2020	0

999284000	NOISE MONITORING CONTRACT EXECUTION	K.HARRELL	10/18/2016	10/18/2016	9
145010000	PERMITS	K.HARRELL	11/15/2016	06/26/2017	25
292010000	PUBLIC INFORMATION WORKSHOP	K.HARRELL	11/15/2016	11/15/2016	11
323010000	MITIGATION (FY 2017)	K.HARRELL	11/15/2016	11/15/2016	163
243010000	ALL R/W CLEARED	B.PETTIS	11/22/2016	11/22/2016	16
187010000	FINAL R/W CERTIFICATION FORM	G.MILES	12/15/2016	12/15/2016	68
255010000	R/W CERTIFIED	DEC16	12/15/2016	12/15/2016	0
298100000	CERTIFIED R/W ESTIMATE UPDATE	H.SMITH	12/16/2016	03/09/2017	8
266010000	UTILITIES CERTIFIED	K.HARRELL	03/21/2017	03/21/2017	0
166010000	PH 5A ALTERNATIVE CONTRACT PAYMENT (FY 2019)	K.HARRELL	07/02/2018	07/02/2018	259
193010000	FINAL ACCEPTANCE	J.MILLER	07/27/2020	07/27/2020	0

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Office of Work Program and Budget Lisa Saliba - Director

Five Year Work Program

Selection Criteria	
District 03 (Updated: 8/21/2016-19.15.01) Category:Highways	2017-2021 AD Escambia County Item Number:409334-1

Display current records in a Report Style
Display current records in an Excel Document

Project Summary	
Transportation System: INTRASTATE STATE HIGHWAY	District 03 - Escambia County
Description: SR 30 (US 98) PENSACOLA BAY BRIDGE NO. 480035	
Type of Work: BRIDGE REPLACEMENT	View Scheduled Activities
Item Number: 409334-1	
Length: 4.169	View Map of Item

Construction Contract Information

Notice to Proceed Date	Work Begun Date	Present Contract Days	Contract Days Used	Percent Days Used
		0	58	0.00%
Vendor Name: SKANSKA USA CIVIL SOUTHEAST INC				
		0	58	0.00%
Vendor Name: SKANSKA USA CIVIL SOUTHEAST INC				

Project Detail

Fiscal Year:	**2017**	**2018**	**2019**	**2020**	**2021**
Highways/PD & E					***(On-Going)***
Amount:					
Highways/Preliminary Engineering					***(On-Going)***
Amount:	$8,164,309				
Highways/Right of Way					***(On-Going)***
Amount:	$4,972,968				
Highways/Railroad & Utilities					
Amount:	$500,000				
Highways/Contract Incentives					
Amount:			$15,000,000		
Highways/Environmental					
Amount:	$28,494				
Highways/Design Build					
Amount:	$443,690,555				
Item Total:	**$457,356,326**		**$15,000,000**		

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Pensacola Beach Congestion Management Plan | Transit Component

Recommendations Report

December 2016

Prepared By:

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1 Introduction

1.1 Introduction

Pensacola Beach, located on Santa Rosa Island, is one of the top beaches in Florida. As can be expected, summer is one of the busier times of the year for visitors, which often results in traffic congestion both getting onto and circulating around the island.

In response to this, Escambia County is currently working to update its *Pensacola Beach Congestion Management Plan*. One of the components of the *Congestion Management Plan* is to improve the existing Pensacola Beach Trolley service. This study will evaluate the existing operations of the trolley, identify potential improvements, and evaluate each of these improvements to determine their feasibility. The ultimate goal of this study is to develop a series of recommendations that could be implemented to improve existing operations of the trolley.

One of the first steps in improving the trolley's operations was to perform an existing conditions assessment. This work, documented in the *Existing Conditions Report,* included an evaluation of land use & demographics, existing traffic conditions, and existing & planned transit operations.

The next step in this project is to identify recommendations to improve the trolley's operations based on the existing conditions. This report presents these improvements and then prioritizes which ones should be implemented first.

1.2 Purpose of this Report

The purpose of this report is to present the improvements that were developed to improve the trolley's operations.

Chapter 2 of this report presents the recommended operational improvements and the reasons they were developed. Chapter 3 presents the evaluation of the improvements in terms of the ridership impact, capital costs, and operations & maintenance (O&M) costs. Chapter 4 presents the prioritization plan for the given improvements and any special considerations. Chapter 5 presents the recommended infrastructure improvements.

2

Definition of the Recommended Operational Improvements

2.1 Introduction

This chapter defines the four recommended operational improvements that were developed to improve the Pensacola Beach Trolley. The four operational improvements are as follows:

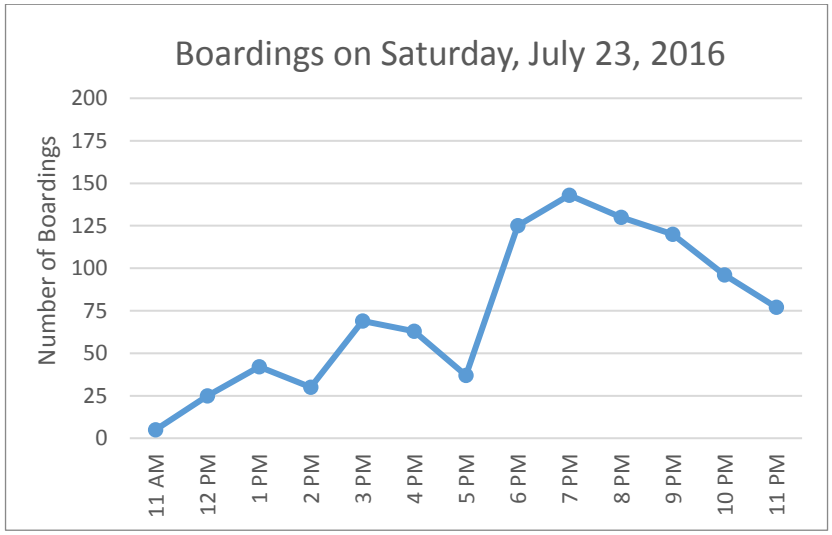
- Improvement 1: Shift the Span of Service
- Improvement 2: Increased Frequency of the Trolley
- Improvement 3: Split the Trolley Service into Three Routes
- Improvement 4: Extend the Trolley Service to Gulf Breeze

These improvements were developed after performing an existing conditions assessment. This effort is documented in the *Existing Conditions Report.*

2.2 Improvement 1: Shift the Span of Service

As documented in the *Existing Conditions Report*, the trolley sees low ridership on Saturday until about mid-afternoon (see Figure 2.2-1 below). In particular, the first hour of trolley operations on Saturday (11 AM to noon) sees very little utilization with approximately five boardings in an hour.

Figure 2.2-1: Temporal Distribution of Ridership on July 23, 2016

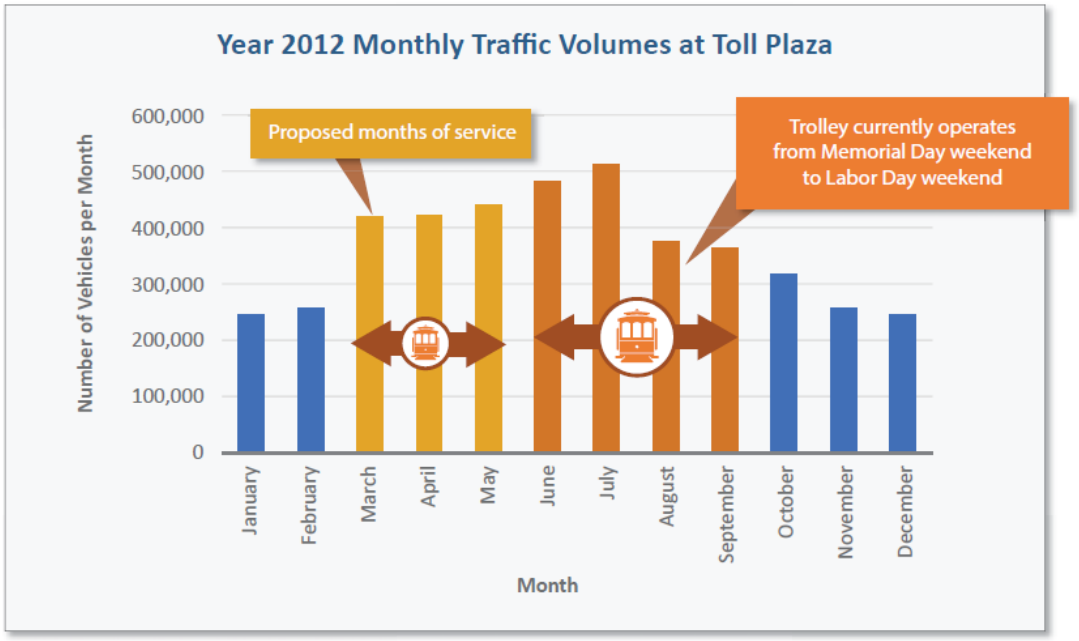


Since the five boardings from 11 AM to noon is lower than the other hours the trolley is in operation and the last hour of operation shows relatively high ridership (more than 75 riders), there is the potential to shift the trolley's span of service to make the service more productive. As such, this improvement recommends starting trolley operations one hour later and ending one hour later on Fridays, Saturdays, and Sundays (days when the trolley begins service at 11 AM). This would result in the trolley operating from noon to 1 AM (currently it runs from 11 AM to midnight).

2.3 Improvement 2: Extend Months of Service

As presented in the *Existing Conditions Report,* and shown in Figure 2.3-1, traffic volumes at the Bob Sikes Toll Plaza (beach bound/southbound traffic only), indicate that the months of March, April, and May experience vehicular volumes that are higher than some months the trolley currently operates (Memorial Day Weekend to Labor Day Weekend). This seems to indicate that during these months, there are as many visitors as the months when the trolley currently operates. As such, there is the potential to extend the operating season of the trolley to serve these visitors by starting service earlier (early- to mid-March). This improvement would still propose having the trolley end on Labor Day Weekend.

Figure 2.3-1: 2012 Monthly Traffic Volumes at Toll Plaza

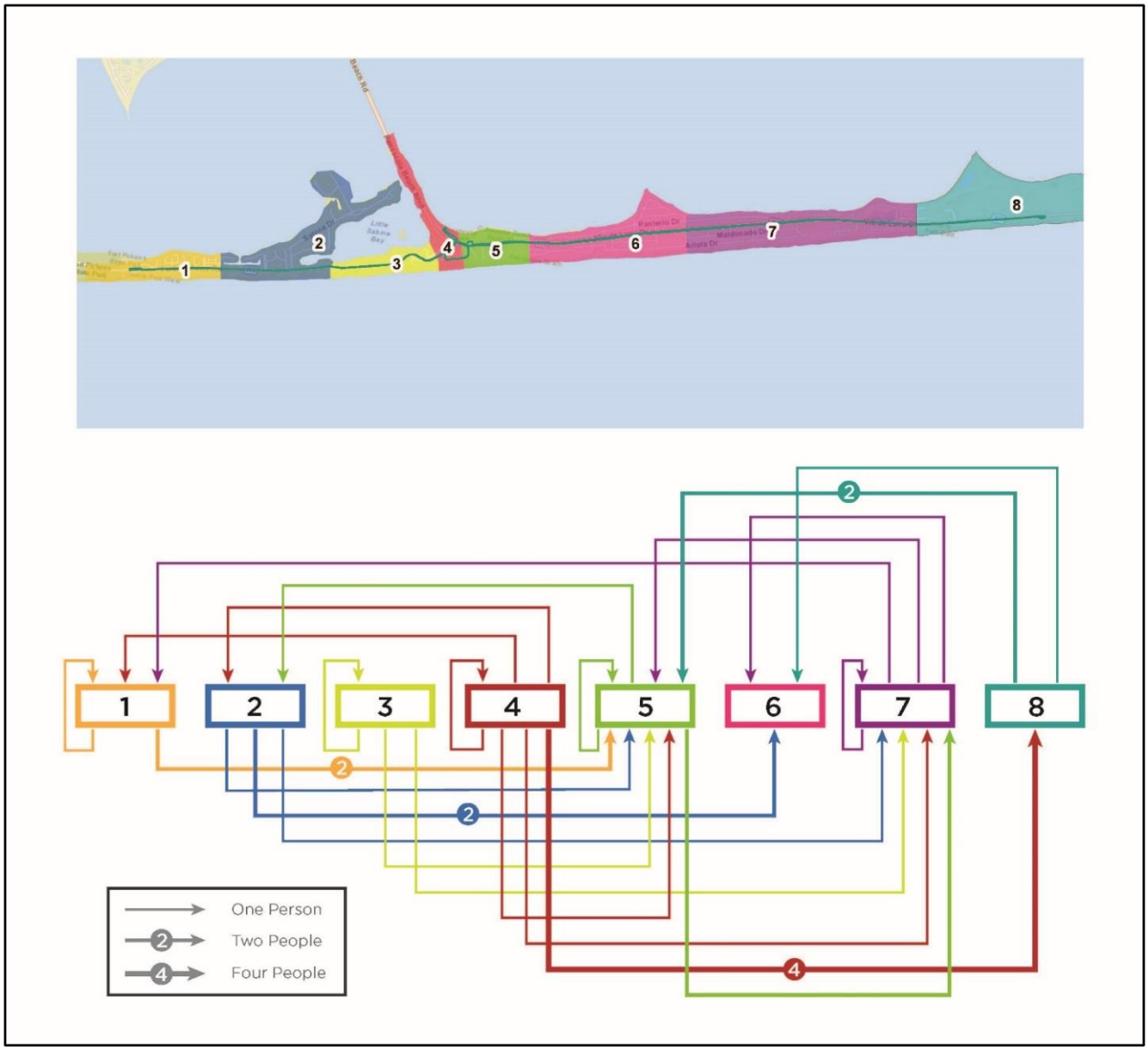


Note: This data is for southbound (beach bound) traffic only.

2.4 Improvement 3: Split Trolley Service into Three Routes

As presented in the *Existing Conditions Report,* and shown below in Figure 2.4-1, the origin and destination flow data indicates that the vast majority of people utilizing the trolley service are destined for the Quietwater Beach/Boardwalk/Casino Beach area (zones 4 and 5 on the map). Furthermore, while not shown in the data, field observations and an examination of the land uses in zones 4 and 5 indicate that there is a demand for service within and between these two zones.

Figure 2.4-1: Origin and Destination Flow Map



Combined, the data indicates that splitting the current route into three separate routes would improve existing trolley operations and result in minimal impact on existing riders (very few passengers ride from end to end).

Splitting the route will result in several improvements:

- Improves on-time performance by reducing the current long route into three shorter ones. Longer routes are more difficult to maintain a schedule (i.e., be on-time) than shorter routes because there is a greater likelihood of encountering a delay along the route. Furthermore, when a delay is encountered, the delay has a greater "ripple effect" to more customers simply because the route is longer.
- Improves the frequency of service in the core area (Quietwater Beach/Boardwalk/Casino Beach area) where service is needed most, which will in turn reduce crowding on vehicles and reduce wait time.

- Provide greater accessibility to destinations northwest of the current trolley stop at the Boardwalk/Quietwater Beach, which includes the Bob Sikes Fishing Pier and the Grand Marlin restaurant.

The proposed alignment for the three new trolley routes is dependent on the construction of the following improvements being planned as part of the overall Pensacola Beach Congestion Management Plan:

- Construction of two new roundabouts: One at the intersection of Fort Pickens Road and Via De Luna Drive, and the other at Via De Luna Drive and the Casino Beach Parking Lot Driveway.
- Extension of the frontage road along Pensacola Beach Boulevard from the Boardwalk Shopping Center to the Bob Sikes Bridge

Following the completion of these improvements, the trolley routes shown in Figure 2.4-2 can be implemented. Prior to the completion of these improvements, interim route alignments can be implemented. Both the interim and final proposed alignments are shown in Figure 2.4-2.

\\vhb\proj\Orlando\62618.00 Escambia Congestion Mgmt\graphics\FIGURES\AI



Trolley Route 1 (Central)

Trolley Route 2 (West)

Trolley Route 3 (East)

Transfer Point

Route Direction

Figure 2.4-2
Proposed Alignment for
Three Trolley Routes

2.5 Improvement 4: Extend Trolley Service to Gulf Breeze

Based on conversations with stakeholders, there is strong interest in extending the trolley to Gulf Breeze to facilitate park and ride service to Pensacola Beach. Instituting a park and ride service is a potential way to increase access to Pensacola Beach without increasing congestion on Santa Rosa Island. This alternative has the potential to reduce (1) the parking demand, or at least reduce its growth, in the popular Quietwater Beach/Boardwalk/Casino Beach area and (2) queues and delays experienced at the toll plaza.

Two sites have been identified on Gulf Breeze that can potentially provide park and ride service (indicated in Figure 2.5-1):

- Site 1: The Publix Shopping Plaza Parking Lot
- Site 2: The O'Grady Orthopaedics Parking Lot

The feasibility of using these sites to provide park and ride service will need to further studied at the next phase; however, a cursory evaluation has been performed as part of this study which identified the preferred site for park and ride service as Site 1. If initial efforts show that there is insufficient parking at Site 1 to meet the high demand, Site 2 can be considered as an "overflow lot".

In addition, prior to initiating park and ride service, agreements would need to be worked out between the landowners and Escambia County Area Transit (the operator of the service).

A preliminary alignment to serve Site 1 is included as Figure 2.5-2.

Figure 2.5-1: Proposed Park and Ride Locations





Figure 2.5-2
Preliminary Alignment
for Service to Gulf Breeze

3 Evaluation of the Operational Improvements

3.1 Introduction

This chapter will present the evaluation of the operational improvements in terms of ridership, expected capital costs, and change in operations and maintenance (O&M) costs. This information can be used to prioritize which improvement(s) should be implemented first.

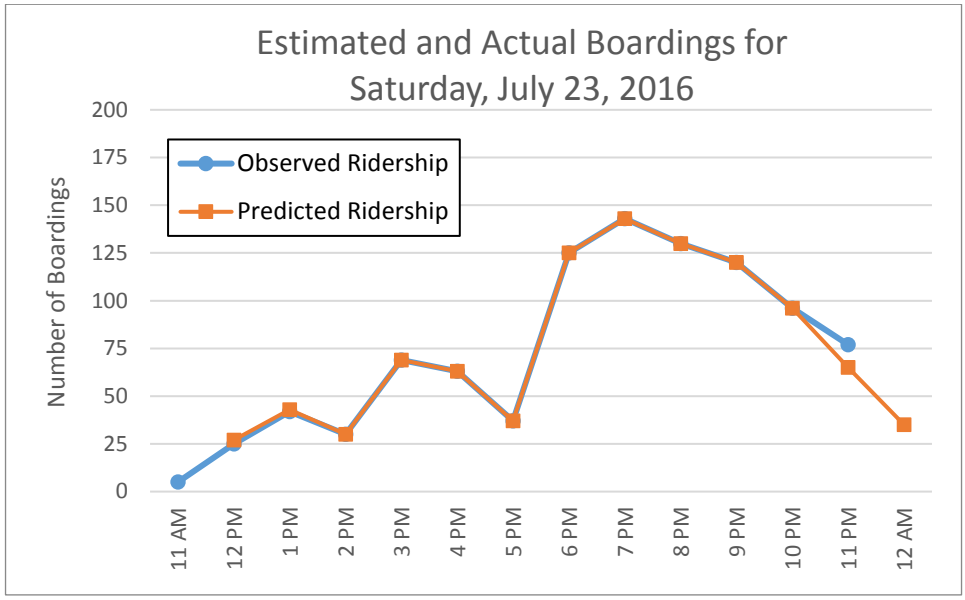
3.2 Ridership Analysis

Ridership was estimated for each of the four recommended improvements, as documented below.

3.2.1 Improvement 1: Shift the Span of Service

Using a trend analysis, the impact of starting service one hour later and ending one hour later was examined. As shown in Figure 3.2-1, ridership will increase slightly in the 12:00 PM hour and decrease slightly during the 11:00 PM hour. This accounts for individuals shifting of departure times based on the new hours of operation for the trolley. Altogether, this change is estimated to generate 21 new trips per day. In a typical week, this can generate 63 new trips (this calculation assumes this change is applied to Friday, Saturday, and Sunday only).

Figure 3.2-1: Estimated Ridership Based on Data from July 23, 2016



3.2.2 Improvement 2: Extend Months of Service

To estimate the ridership associated with providing trolley service in March, April, and May two things needed to be done. First, the mode share for transit needed to be determined (i.e., the percentage of all trips taken by transit on the island). Second, the historical average daily vehicular volume of cars entering Pensacola Beach (via the toll plaza) for the months of March and April needed to be ascertained.

To determine the mode share for transit, daily toll booth volumes and daily transit ridership numbers from the 2016 summer season were used. Based on this data, it was calculated that the trolley has approximately 2% mode share.

Once mode share was calculated, historical traffic volumes at the toll plaza were analyzed for the months of March, April, and May. Based on the average traffic volumes for each month, the 2% mode share for the trolley was applied, along with an average occupancy rate (2.5 people per vehicle).

The results of this analysis are presented in Table 3.2-1.

Table 3.2-1: Estimated Ridership for Improvement 2

	March	April	May
Typical Weekday Ridership	600	600	650
Typical Weekend Day Ridership	800	875	900
WEEKLY TOTAL	**4,800**	**5,025**	**5,300**

3.2.3 Improvement 3: Split Trolley Service into Three Routes

Since this improvement will result in headway changes (i.e., time until next bus) and alignment changes resulting in new areas of service, a two-step approach to estimate ridership was taken.

First, to account for the headway changes at various points of the route, a headway-ridership elasticity was used. Elasticities are used to provide a correlation between two items. In this case, an elasticity of +0.5 (provided in the *Transit Capacity and Quality of Service Manual-Third Edition*) was used which indicates that for a 100% decrease in headway, there is a 50% increase in ridership.

Using the data collected on July 23 and 25, 2016, stops were assigned to one of the three new routes. Stops served exclusively by the new West and East routes will experience an increase in headway as a result of this change (from 30 to 45 minutes). Stops served by both the East and Central routes will experience a decrease in headway (from 30 to 20 minutes). As a result, ridership is expected to experience a decrease at stops served exclusively by either the new West or East routes while ridership is expected to increase at stops served by both the East and Central routes (core area).

Once the elasticity was applied, the additional ridership generated from providing new service north of the boardwalk to the Grand Marlin was estimated. Based on the land uses along the new alignment, and proximity to existing bus stops, a ridership estimate was computed.

Table 3.2-2 summarizes the ridership computations for this improvement for both a typical weekday and a typical weekend day. For a typical week, this improvement is expected to generate approximately 1,018 new trips.

Table 3.2-2: Estimated Ridership for Improvement 3

	Existing Systemwide Ridership	Systemwide change due to…			Total Estimated Systemwide Ridership
		Headway	Extension	Subtotal	
Typical Weekday Ridership	935	-15	+175	+160	1,095 (+160 trips)
Typical Weekend Day Ridership	955	-36	+162	+126	1,081 (+126 trips)
WEEKLY TOTAL*	**6,605**	**-168**	**+1,186**	**+1,018**	**7,623 (+1,018 trips)**

*Note: Values are estimated from typical weekday and weekend day numbers.

3.2.4 Improvement 4: Extend Trolley Service to Gulf Breeze

Estimating ridership for this improvement involved two steps. First, the average daily traffic volumes at the toll plaza (typical weekday and typical weekend day) were ascertained for both the summer season (Memorial Day weekend to Labor Day weekend) and the months of March, April, and May.

Once the average daily traffic volumes were obtained, an average auto occupancy (2.5 people per vehicle) and mode share (1% on weekend, 0.5% on weekdays) was applied to the traffic volumes to estimate the ridership from Gulf Breeze to Pensacola Beach.

Table 3.2-3 presents the result for both the summer season and the months of March, April, and May.

Table 3.2-3: Estimated Ridership for Improvement 4

	March, April, and May	Summer Season (June-September)
Typical Weekday Ridership	150	175
Typical Weekend Day Ridership	425	450
WEEKLY TOTAL	**1,875**	**2,050**

3.3 Capital Cost Analysis

The implementation of Improvements 3 and 4 may require some additional capital funding for vehicle acquisition. This section documents the estimated capital cost for these two improvements.

3.3.1 Improvement 3: Split Trolley Service into Three Routes

Implementation of this improvement will require a third trolley be put into regular revenue service. Collectively, with the three trollies, one trolley will be used to provide service for each of the three new routes (East, Central, and West). A conceptual schedule was developed and is included as Appendix A.

Currently, two of the three new open-air trollies (delivered in 2015) are put into daily revenue service. With the implementation of this improvement, all three of these new trollies will need to be used.

As such, one of the two older trollies (still kept in the ECAT bus yard) will need to be on standby as a spare when one of the three open-air trollies goes out of service for either routine or unscheduled maintenance. Prior to implementation of this improvement, one of these older trollies should be inspected and upgraded as needed prior to the operating season.

If there is a desire to maintain a consistent fleet using a similar, open-air trolley as a spare, approximately $300,000 should be budgeted for vehicle acquisition.

3.3.2 Improvement 4: Extend Trolley Service to Gulf Breeze

Implementation of this improvement will require a fourth trolley be put into regular revenue service. This fourth vehicle will need to be placed on the Central Route in order to keep the headways to under one hour. A conceptual schedule was developed and is included as Appendix B.

For this improvement, another open-air trolley needs to be acquired in order to maintain a consistent fleet. As such, approximately $300,000 should be budgeted for vehicle acquisition for the fourth vehicle (assuming this vehicle was not already acquired as part of implementing Improvement 3). If there is a desire to make the spare consistent with the rest of the fleet, a total of $600,000 should be budgeted.

3.4 Operations and Maintenance Cost Analysis

Based on the costs provided by the Santa Rosa Island Authority (see Appendix C), an hourly rate of $78.88 per vehicle hour (2016 dollars) was used to compute the Operations and Maintenance (O&M) cost of implementing each of the four recommended improvements. The anticipated O&M cost for each improvement is described in greater detail in each subsection.

3.4.1 Improvement 1: Shift the Span of Service

Since the number of vehicle hours remains the same for this improvement (just the hours of operation are shifted by an hour), there is no anticipated change in O&M cost.

3.4.2 Improvement 2: Extend Months of Service

For Improvement 2, the O&M cost was computed for weekends only and for daily service. The results are presented in Table 3.4-1 and Table 3.4-2, respectively. The complete calculations for the O&M cost are included in Appendix D.

Table 3.4-1: Estimated O&M Cost for Improvement 2 (Weekends Only)

	Anticipated O&M Cost	
	Typical Weekend Day	Weekly Total
Improvement 2: Additional Months of Service	$2,300	$7,000

Note: Cost is presented in 2016 dollars.

Table 3.4-2: Estimated O&M Cost for Improvement 2 (Daily Service)

	Anticipated O&M Cost		
	Typical Weekday	Typical Weekend Day	Weekly Total
Improvement 2: Additional Months of Service	$1,500	$2,300	$13,000

Note: Cost is presented in 2016 dollars.

3.4.3 Improvement 3: Split Trolley Service into Three Routes

For Improvement 3, this O&M cost estimate includes the cost of introducing a third trolley into revenue service (see conceptual schedule included in Appendix A). The results, presented in Table 3.4-3, use the existing service as the baseline for comparison. The complete calculations for the O&M cost are included in Appendix D.

Table 3.4-3: Estimated O&M Cost for Improvement 3

	Baseline for Comparison	Anticipated Change in O&M Cost		
		Typical Weekday	Typical Weekend Day	Entire Week
Improvement 3: Split Trolley into Three Routes	Existing Service	+$800	+$1,200	+$6,800

Note: Cost is presented in 2016 dollars.

3.4.4 Improvement 4: Extend Trolley Service to Gulf Breeze

This improvement is contingent on Improvement 3 being implemented first. In addition, it will also require a fourth vehicle be put into revenue service to keep the headways to the Central Route (which provides service to Gulf Breeze) under one hour. A conceptual schedule is included in Appendix B. For Improvement 4, the O&M cost was computed for weekdays, weekends, and the entire week. The results, presented in Table 3.4-4, use Improvement 3 as the baseline for comparison (since this improvement requires Improvement 3 to be implemented first). The complete calculations for the O&M cost are included in Appendix D.

Table 3.4-4: Estimated O&M Cost for Improvement 4

	Baseline for Comparison	Anticipated Change in O&M Cost		
		Typical Weekday	Typical Weekend Day	Entire Week
Improvement 4: Extend to Gulf Breeze	Improvement 3	+$700	+$1,200	+$6,400

Note: Cost is presented in 2016 dollars.

4

Prioritization and Implementation of the Operational Improvements

4.1 Introduction

This chapter presents the prioritization plan for implementing each of the four recommended operational improvements. It also presents special considerations for three improvements that must be addressed prior to implementation.

4.2 Prioritization Plan

Three of the four improvements are "standalone improvements" and can be implemented as early as the 2017 season. They are:

- Improvement 1: Shift the Span of Service
- Improvement 2: Extend the Months of Service
- Improvement 3: Split Trolley Service into Three Routes

The fourth improvement, Improvement 4: Extend Trolley Service to Gulf Breeze, is contingent on Improvement 3 being implemented first.

Improvements 2 through 4 require some special considerations prior to implementation and are discussed further in the next section.

The prioritization order for implementing the improvements is summarized in Table 4.2-1.

Table 4.2-1: Recommended Order for Implementation of Improvements

Rank	Improvement	Implementation Timeframe	Additional Requirements
1	Improvement 1: Shift the Span of Service	Short-term (stand-alone)	
2	Improvement 2: Extend the Months of Service	Short-term (stand-alone)	
3	Improvement 3: Split Trolley Service into Three Routes	Short-term* (stand-alone)	Requires a 3rd vehicle be put into service. This may necessitate acquiring an additional open-air trolley if there is a desire not to use one of the older, enclosed trollies as a spare.
4	Improvement 4: Extend Trolley Service to Gulf Breeze	Longer-term (must be implemented after Improvement 3)	Requires a 4th open-air trolley be acquired and put into service. A fifth open-air trolley may also need to be acquired if there is a desire not to use one of the older, enclosed trollies as a spare.

*Note: Can be implemented in the short-term if no vehicle acquisition is required.

4.3 Special Considerations Prior to Implementation

The following improvements require special consideration prior to being implemented. They are:

- Improvement 2: Extend the Months of Service
- Improvement 3: Split Trolley Service into Three Routes
- Improvement 4: Extend Trolley Service to Gulf Breeze

4.3.1 Improvement 2: Extend Months of Service

One of the challenges with extending the months of service into March, April, and May in peak season destinations such as Pensacola Beach is the uncertainty with the ridership response. In order to reduce risk and slowly build "brand recognition", it is recommended that this improvement be implemented incrementally.

This incremental approach would provide a one or two year trial of weekend only service (Friday, Saturday, and Sunday) in March and April which will assess ridership demand. After the trial period is over, if the ridership is strong, daily service can be implemented in these months, similar to the rest of the operating season. If ridership is not sufficient, the service can be discontinued.

4.3.2 Improvement 3: Split Trolley Service into Three Routes

As mentioned previously, implementation of this improvement will require a third vehicle be put into regular revenue service. Currently, two of the three new open-air trollies (delivered in 2015) are put into daily revenue service. With the implementation of this improvement, all three of these new trollies will need to be used.

As such, one of the older trollies (still kept in the ECAT bus yard) will need to be on standby as spares when one of the three open-air trollies goes out of service for either routine or unscheduled

maintenance. Prior to implementation of this improvement, the trolley should be inspected and upgraded as needed prior to the operating season. Alternatively, if there is a desire to maintain a consistent fleet using a similar, open-air trolley as a spare, approximately $300,000 should be budgeted for vehicle acquisition.

4.3.3 Improvement 4: Extend Trolley Service to Gulf Breeze

Implementing this improvement has four requirements:

1. Improvement 3 must already be implemented
2. Acquisition of at least one new trolley (two if a consistent fleet with spare is desired)
3. Feasibility study to identify preferred park and ride location
4. The Bob Sikes Toll Plaza needs to be converted to all-electronic tolling

Vehicle Acquisition
As mentioned previously, implementation of this improvement will require a fourth trolley be put into regular revenue service. This fourth vehicle will need to be placed on the Central Route in order to keep the headways to under one hour.

For this improvement, another open-air trolley needs to be acquired in order to maintain a consistent fleet. As such, approximately $300,000 should be budgeted for vehicle acquisition for the fourth vehicle (assuming this vehicle was not already acquired as part of implementing Improvement 3). If there is a desire to make the spare consistent with the rest of the fleet, a total of $600,000 should be budgeted.

Toll Plaza Conversion
Once the toll plaza has been converted to all-electronic tolling, traffic conditions must be assessed to determine whether or not congestion is still present at the toll plaza. If it is not, no further action is needed to implement this improvement. If there is, further due diligence will be needed.

The success of the park and ride service depends on quick and reliable travel times to/from Pensacola Beach. If congestion persists at the toll plaza, there is no incentive for drivers to park their cars and board the trolley at Gulf Breeze, especially if they can wait in the traffic in the comfort of their own cars. In order to make the trolley a more competitive and attractive option, a contraflow lane will need to be setup.

Since congestion occurs primarily in the beachbound direction in the morning, trollies headed for Pensacola Beach would utilize a proposed contraflow lane that is created by converting one of the two northbound lanes. This contraflow lane would be used by trollies headed to Pensacola Beach and authorized emergency vehicles. Trollies headed to Gulf Breeze would utilize the remaining northbound lane, which is shared with other vehicles.

Some work will need to be done to implement this contraflow lane, including identifying necessary geometric improvements (i.e., modifications to medians), installing appropriate signage, and coordinating with the local police department to provide a schedule for opening and closing the contraflow lane.

Feasibility Study for Park and Ride Location
As documented in Section 2.5, two sites have been identified as potential candidates for park and ride service on Gulf Breeze. The feasibility of using these sites to provide park and ride service will need to

further studied at the next phase; however, a cursory evaluation that has been performed as part of this study has identified the preferred site for park and ride service as the Publix Shopping Center.

Once the feasibility study has been completed, an agreement would need to be worked out between the landowner(s) and Escambia County Area Transit (the operator of the service) prior to commencing the service.

Incremental Implementation
Similar to Improvement 2, it is recommended that improvement be implemented incrementally in order to test ridership demand for the service. This incremental approach would provide a one or two year trial of weekend only service (Friday, Saturday, and Sunday) to Gulf Breeze. After the trial period is over, if the ridership is strong, daily service can then be implemented. If ridership is not sufficient, the service can be discontinued.

5 Recommended Infrastructure Improvements

5.1 Introduction

In addition to identifying operational improvements, it is also important to identify applicable improvements to the infrastructure (i.e., bus stops) for the trolley service. Good infrastructure makes the trolley inviting to ride, improves the waiting experience, and makes it accessible for individual of all ages and abilities. This section documents the recommended infrastructure improvements.

5.2 Bus Stop Inventory

An inventory of all 35 existing bus stops was conducted on October 25, 2016. This inventory looked at amenities available at each stop, general accessibility, and overall operations at each bus stop. The table showing the results of this effort, as well as the photos for each stop are included in Appendix E.

5.2.1 Recommendations

Since this is just and inventory and not a comprehensive evaluation of each bus stop, it is recommended that a bus stop assessment/evaluation study be undertaken to better understand what improvements should be made at each stop and to identify necessary improvements to bring stops to ADA compliance.

This bus stop assessment/evaluation can help identify:

- Whether the existing infrastructure meets ADA code
- Which bus stops warrant additional amenities
- Which amenities (and at which stops) should be replaced/upgraded
- Whether any stops should be relocated to improve traffic operations or passenger safety

In addition, this effort can help to prioritize improvements based on urgency of need and available funding.

6 Conclusion

6.1 Conclusion

This report presented the four improvements that were developed, along with anticipated ridership and capital and O&M cost. It also presented a prioritization plan for implementing the improvements and identified special considerations for each of them.

These four recommended improvements are as follows:

- Improvement 1: Shift the Span of Service
- Improvement 2: Extend the Months of Service
- Improvement 3: Split Trolley Service into Three Routes
- Improvement 4: Extend Trolley Service to Gulf Breeze

The anticipated weekly ridership and change in weekly O&M cost for each improvement is summarized in Table 6.1-1 below.

Table 6.1-1: Summary of Ridership and O&M Costs for each Improvement

Improvement Number	Baseline for Comparison	Weekly Ridership	Change in Weekly O&M Cost	Anticipated Capital Cost
1-Shift the Span of Service	Existing Service	+63	No added cost	No added cost
2-Extend the Months of Service	Existing Service	+4,800 (March) +5,025 (April) +5,300 (May)	+$13,000	No added cost
3-Split Trolley Service into Three Routes	Existing Service	+1,018	+$6,800	+$300,000*
4-Extend Trolley Service to Gulf Breeze	Improvement 3	+1,875 (March, April, and May) +2,050 (Summer Months)	+$6,400	+$600,000**

*Note: Assumes acquisition of one new trolley to serve as a spare. This cost can be eliminated by using one of the old trollies as a spare.
**Note: Assumes acquisition of two new trolleys (one for revenue service, one for spare). Assumes a new trolley was not acquired for Improvement 3.

To summarize, Improvements 1, 2, and 3 can be implemented as early as the 2017 season with minimal effort. The last improvement, Improvement 4: Extend Trolley Service to Gulf Breeze, will require vehicle acquisition and additional due diligence prior to implementation (if a contraflow lane must be established). This due diligence work includes identifying necessary geometric improvements (i.e., modifications to medians), installing appropriate signage, and coordinating with the local police department to provide a schedule for opening and closing the contraflow lane.

Appendix A:

Conceptual Schedule for Improvement 3

Conceptual Schedule for Improvement 3 - Weekends

Western Route

Eastbound			Westbound	
Fort Pickens Gate	Casino Beach	Boardwalk	Boardwalk	Fort Pickens Gate
			12:00 PM	12:15 PM
12:23 PM	12:38 PM	12:43 PM	12:45 PM	1:00 PM
1:08 PM	1:23 PM	1:28 PM	1:30 PM	1:45 PM
1:53 PM	2:08 PM	2:13 PM	2:15 PM	2:30 PM
2:38 PM	2:53 PM	2:58 PM	3:00 PM	3:15 PM
3:23 PM	3:38 PM	3:43 PM	3:45 PM	4:00 PM
4:08 PM	4:23 PM	4:28 PM	4:30 PM	4:45 PM
4:53 PM	5:08 PM	5:13 PM	5:15 PM	5:30 PM
5:38 PM	5:53 PM	5:58 PM	6:00 PM	6:15 PM
6:23 PM	6:38 PM	6:43 PM	6:45 PM	7:00 PM
7:08 PM	7:23 PM	7:28 PM	7:30 PM	7:45 PM
7:53 PM	8:08 PM	8:13 PM	8:15 PM	8:30 PM
8:38 PM	8:53 PM	8:58 PM	9:00 PM	9:15 PM
9:23 PM	9:38 PM	9:43 PM	9:45 PM	10:00 PM
10:08 PM	10:23 PM	10:28 PM	10:30 PM	10:45 PM
10:53 PM	11:08 PM	11:13 PM	11:15 PM	11:30 PM
11:38 PM	11:53 PM	11:58 PM	12:00 AM	12:15 AM
12:23 AM	12:38 AM	12:43 AM	12:45 AM	1:00 AM

Hours of Service: 13:00:00

Conceptual Schedule for Improvement 3 - Weekends

Central Route

Eastbound			
Grand Marlin	Boardwalk	Casino Beach	Native Café
12:00 PM	12:07 PM	12:11 PM	12:18 PM
12:45 PM	12:52 PM	12:56 PM	1:03 PM
1:30 PM	1:37 PM	1:41 PM	1:48 PM
2:15 PM	2:22 PM	2:26 PM	2:33 PM
3:00 PM	3:07 PM	3:11 PM	3:18 PM
3:45 PM	3:52 PM	3:56 PM	4:03 PM
4:30 PM	4:37 PM	4:41 PM	4:48 PM
5:15 PM	5:22 PM	5:26 PM	5:33 PM
6:00 PM	6:07 PM	6:11 PM	6:18 PM
6:45 PM	6:52 PM	6:56 PM	7:03 PM
7:30 PM	7:37 PM	7:41 PM	7:48 PM
8:15 PM	8:22 PM	8:26 PM	8:33 PM
9:00 PM	9:07 PM	9:11 PM	9:18 PM
9:45 PM	9:52 PM	9:56 PM	10:03 PM
10:30 PM	10:37 PM	10:41 PM	10:48 PM
11:15 PM	11:22 PM	11:26 PM	11:33 PM
12:00 AM	12:07 AM	12:11 AM	12:18 AM
12:45 AM	12:52 AM	12:56 AM	1:03 AM

Westbound		
Via De Luna Dr/10th Ave	Boardwalk	Grand Marlin
12:20 PM	12:26 PM	12:33 PM
1:05 PM	1:11 PM	1:18 PM
1:50 PM	1:56 PM	2:03 PM
2:35 PM	2:41 PM	2:48 PM
3:20 PM	3:26 PM	3:33 PM
4:05 PM	4:11 PM	4:18 PM
4:50 PM	4:56 PM	5:03 PM
5:35 PM	5:41 PM	5:48 PM
6:20 PM	6:26 PM	6:33 PM
7:05 PM	7:11 PM	7:18 PM
7:50 PM	7:56 PM	8:03 PM
8:35 PM	8:41 PM	8:48 PM
9:20 PM	9:26 PM	9:33 PM
10:05 PM	10:11 PM	10:18 PM
10:50 PM	10:56 PM	11:03 PM
11:35 PM	11:41 PM	11:48 PM
12:20 AM	12:26 AM	12:33 AM

Hours of Service: 13:03:00

Note: Shaded areas denote segment of the route that is shared with the Eastern Route.

Conceptual Schedule for Improvement 3 - Weekends

Summary of Total Vehicle Hours

Route	Revenue Hours	Non-Revenue Hours		Total Vehicle Hours
		Number of Vehicles	Deadhead Time*	
Western	**13:00:00**	1	1:30	14:30:00
Eastern	**13:28:00**	1	1:30	14:58:00
Central	**13:03:00**	1	1:30	14:33:00
Total				44:01:00

*Includes 45 minutes each way to/from bus yard.

Conceptual Schedule for Improvement 3 - Weekends

Eastbound			
Boardwalk	Casino Beach	Via De Luna Dr/10th Ave	Dog Park
11:56 AM	11:58 AM	12:03 PM	12:14 PM
12:41 PM	12:43 PM	12:48 PM	12:59 PM
1:26 PM	1:28 PM	1:33 PM	1:44 PM
2:11 PM	2:13 PM	2:18 PM	2:29 PM
2:56 PM	2:58 PM	3:03 PM	3:14 PM
3:41 PM	3:43 PM	3:48 PM	3:59 PM
4:26 PM	4:28 PM	4:33 PM	4:44 PM
5:11 PM	5:13 PM	5:18 PM	5:29 PM
5:56 PM	5:58 PM	6:03 PM	6:14 PM
6:41 PM	6:43 PM	6:48 PM	6:59 PM
7:26 PM	7:28 PM	7:33 PM	7:44 PM
8:11 PM	8:13 PM	8:18 PM	8:29 PM
8:56 PM	8:58 PM	9:03 PM	9:14 PM
9:41 PM	9:43 PM	9:48 PM	9:59 PM
10:26 PM	10:28 PM	10:33 PM	10:44 PM
11:11 PM	11:13 PM	11:18 PM	11:29 PM
11:56 PM	11:58 PM	12:03 AM	12:14 AM
12:41 AM	12:43 AM	12:48 AM	12:59 AM

Westbound		
Dog Park	Via De Luna Dr/10th Ave	Boardwalk
12:23 PM	12:34 PM	12:39 PM
1:08 PM	1:19 PM	1:24 PM
1:53 PM	2:04 PM	2:09 PM
2:38 PM	2:49 PM	2:54 PM
3:23 PM	3:34 PM	3:39 PM
4:08 PM	4:19 PM	4:24 PM
4:53 PM	5:04 PM	5:09 PM
5:38 PM	5:49 PM	5:54 PM
6:23 PM	6:34 PM	6:39 PM
7:08 PM	7:19 PM	7:24 PM
7:53 PM	8:04 PM	8:09 PM
8:38 PM	8:49 PM	8:54 PM
9:23 PM	9:34 PM	9:39 PM
10:08 PM	10:19 PM	10:24 PM
10:53 PM	11:04 PM	11:09 PM
11:38 PM	11:49 PM	11:54 PM
12:23 AM	12:34 AM	12:39 AM
1:08 AM	1:19 AM	1:24 AM

Hours of Service: 13:28:00

Note: Shaded areas denote segment of the route that is shared with the Central Route.

Conceptual Schedule for Improvement 3 - Weekends

Western Route

Eastbound			Westbound	
Fort Pickens Gate	Casino Beach	Boardwalk	Boardwalk	Fort Pickens Gate
			12:00 PM	12:15 PM
12:23 PM	12:38 PM	12:43 PM	12:45 PM	1:00 PM
1:08 PM	1:23 PM	1:28 PM	1:30 PM	1:45 PM
1:53 PM	2:08 PM	2:13 PM	2:15 PM	2:30 PM
2:38 PM	2:53 PM	2:58 PM	3:00 PM	3:15 PM
3:23 PM	3:38 PM	3:43 PM	3:45 PM	4:00 PM
4:08 PM	4:23 PM	4:28 PM	4:30 PM	4:45 PM
4:53 PM	5:08 PM	5:13 PM	5:15 PM	5:30 PM
5:38 PM	5:53 PM	5:58 PM	6:00 PM	6:15 PM
6:23 PM	6:38 PM	6:43 PM	6:45 PM	7:00 PM
7:08 PM	7:23 PM	7:28 PM	7:30 PM	7:45 PM
7:53 PM	8:08 PM	8:13 PM	8:15 PM	8:30 PM
8:38 PM	8:53 PM	8:58 PM	9:00 PM	9:15 PM
9:23 PM	9:38 PM	9:43 PM	9:45 PM	10:00 PM
10:08 PM	10:23 PM	10:28 PM	10:30 PM	10:45 PM
10:53 PM	11:08 PM	11:13 PM	11:15 PM	11:30 PM
11:38 PM	11:53 PM	11:58 PM	12:00 AM	12:15 AM
12:23 AM	12:38 AM	12:43 AM	12:45 AM	1:00 AM

Hours of Service: 13:00:00

Conceptual Schedule for Improvement 3 - Weekends

Central Route

Eastbound			
Grand Marlin	Boardwalk	Casino Beach	Native Café
12:00 PM	12:07 PM	12:11 PM	12:18 PM
12:45 PM	12:52 PM	12:56 PM	1:03 PM
1:30 PM	1:37 PM	1:41 PM	1:48 PM
2:15 PM	2:22 PM	2:26 PM	2:33 PM
3:00 PM	3:07 PM	3:11 PM	3:18 PM
3:45 PM	3:52 PM	3:56 PM	4:03 PM
4:30 PM	4:37 PM	4:41 PM	4:48 PM
5:15 PM	5:22 PM	5:26 PM	5:33 PM
6:00 PM	6:07 PM	6:11 PM	6:18 PM
6:45 PM	6:52 PM	6:56 PM	7:03 PM
7:30 PM	7:37 PM	7:41 PM	7:48 PM
8:15 PM	8:22 PM	8:26 PM	8:33 PM
9:00 PM	9:07 PM	9:11 PM	9:18 PM
9:45 PM	9:52 PM	9:56 PM	10:03 PM
10:30 PM	10:37 PM	10:41 PM	10:48 PM
11:15 PM	11:22 PM	11:26 PM	11:33 PM
12:00 AM	12:07 AM	12:11 AM	12:18 AM
12:45 AM	12:52 AM	12:56 AM	1:03 AM

Westbound		
Via De Luna Dr/10th Ave	Boardwalk	Grand Marlin
12:20 PM	12:26 PM	12:33 PM
1:05 PM	1:11 PM	1:18 PM
1:50 PM	1:56 PM	2:03 PM
2:35 PM	2:41 PM	2:48 PM
3:20 PM	3:26 PM	3:33 PM
4:05 PM	4:11 PM	4:18 PM
4:50 PM	4:56 PM	5:03 PM
5:35 PM	5:41 PM	5:48 PM
6:20 PM	6:26 PM	6:33 PM
7:05 PM	7:11 PM	7:18 PM
7:50 PM	7:56 PM	8:03 PM
8:35 PM	8:41 PM	8:48 PM
9:20 PM	9:26 PM	9:33 PM
10:05 PM	10:11 PM	10:18 PM
10:50 PM	10:56 PM	11:03 PM
11:35 PM	11:41 PM	11:48 PM
12:20 AM	12:26 AM	12:33 AM

Hours of Service: 13:03:00

Note: Shaded areas denote segment of the route that is shared with the Eastern Route.

Conceptual Schedule for Improvement 3 - Weekends

Summary of Total Vehicle Hours

Route	Revenue Hours	Non-Revenue Hours		Total Vehicle Hours
		Number of Vehicles	Deadhead Time*	
Western	**13:00:00**	1	1:30	14:30:00
Eastern	**13:28:00**	1	1:30	14:58:00
Central	**13:03:00**	1	1:30	14:33:00
Total				44:01:00

*Includes 45 minutes each way to/from bus yard.

Conceptual Schedule for Improvement 3 - Weekends

Eastbound			
Boardwalk	Casino Beach	Via De Luna Dr/10th Ave	Dog Park
11:56 AM	11:58 AM	12:03 PM	12:14 PM
12:41 PM	12:43 PM	12:48 PM	12:59 PM
1:26 PM	1:28 PM	1:33 PM	1:44 PM
2:11 PM	2:13 PM	2:18 PM	2:29 PM
2:56 PM	2:58 PM	3:03 PM	3:14 PM
3:41 PM	3:43 PM	3:48 PM	3:59 PM
4:26 PM	4:28 PM	4:33 PM	4:44 PM
5:11 PM	5:13 PM	5:18 PM	5:29 PM
5:56 PM	5:58 PM	6:03 PM	6:14 PM
6:41 PM	6:43 PM	6:48 PM	6:59 PM
7:26 PM	7:28 PM	7:33 PM	7:44 PM
8:11 PM	8:13 PM	8:18 PM	8:29 PM
8:56 PM	8:58 PM	9:03 PM	9:14 PM
9:41 PM	9:43 PM	9:48 PM	9:59 PM
10:26 PM	10:28 PM	10:33 PM	10:44 PM
11:11 PM	11:13 PM	11:18 PM	11:29 PM
11:56 PM	11:58 PM	12:03 AM	12:14 AM
12:41 AM	12:43 AM	12:48 AM	12:59 AM

Westbound		
Dog Park	Via De Luna Dr/10th Ave	Boardwalk
12:23 PM	12:34 PM	12:39 PM
1:08 PM	1:19 PM	1:24 PM
1:53 PM	2:04 PM	2:09 PM
2:38 PM	2:49 PM	2:54 PM
3:23 PM	3:34 PM	3:39 PM
4:08 PM	4:19 PM	4:24 PM
4:53 PM	5:04 PM	5:09 PM
5:38 PM	5:49 PM	5:54 PM
6:23 PM	6:34 PM	6:39 PM
7:08 PM	7:19 PM	7:24 PM
7:53 PM	8:04 PM	8:09 PM
8:38 PM	8:49 PM	8:54 PM
9:23 PM	9:34 PM	9:39 PM
10:08 PM	10:19 PM	10:24 PM
10:53 PM	11:04 PM	11:09 PM
11:38 PM	11:49 PM	11:54 PM
12:23 AM	12:34 AM	12:39 AM
1:08 AM	1:19 AM	1:24 AM

Hours of Service: 13:28:00

Note: Shaded areas denote segment of the route that is shared with the Central Route.

Appendix B:

Conceptual Schedule for Improvement 4

Conceptual Schedule for Improvement 4 - Weekdays

Western Route

Eastbound		
Fort Pickens Gate	Casino Beach	Boardwalk
4:23 PM	4:38 PM	4:43 PM
5:08 PM	5:23 PM	5:28 PM
5:53 PM	6:08 PM	6:13 PM
6:38 PM	6:53 PM	6:58 PM
7:23 PM	7:38 PM	7:43 PM
8:08 PM	8:23 PM	8:28 PM
8:53 PM	9:08 PM	9:13 PM
9:38 PM	9:53 PM	9:58 PM
10:23 PM	10:38 PM	10:43 PM
11:08 PM	11:23 PM	11:28 PM
11:53 PM	12:08 AM	12:13 AM

Westbound	
Boardwalk	Fort Pickens Gate
4:00 PM	4:15 PM
4:45 PM	5:00 PM
5:30 PM	5:45 PM
6:15 PM	6:30 PM
7:00 PM	7:15 PM
7:45 PM	8:00 PM
8:30 PM	8:45 PM
9:15 PM	9:30 PM
10:00 PM	10:15 PM
10:45 PM	11:00 PM
11:30 PM	11:45 PM

Hours of Service: 8:13:00

Conceptual Schedule for Improvement 4 - Weekdays

Eastern Route

Eastbound			
Boardwalk	Casino Beach	Via De Luna Dr/10th Ave	Dog Park
4:00 PM	4:02 PM	4:07 PM	4:18 PM
4:45 PM	4:47 PM	4:52 PM	5:03 PM
5:30 PM	5:32 PM	5:37 PM	5:48 PM
6:15 PM	6:17 PM	6:22 PM	6:33 PM
7:00 PM	7:02 PM	7:07 PM	7:18 PM
7:45 PM	7:47 PM	7:52 PM	8:03 PM
8:30 PM	8:32 PM	8:37 PM	8:48 PM
9:15 PM	9:17 PM	9:22 PM	9:33 PM
10:00 PM	10:02 PM	10:07 PM	10:18 PM
10:45 PM	10:47 PM	10:52 PM	11:03 PM
11:30 PM	11:32 PM	11:37 PM	11:48 PM

Westbound		
Dog Park	Via De Luna Dr/10th Ave	Boardwalk
4:27 PM	4:38 PM	4:43 PM
5:12 PM	5:23 PM	5:28 PM
5:57 PM	6:08 PM	6:13 PM
6:42 PM	6:53 PM	6:58 PM
7:27 PM	7:38 PM	7:43 PM
8:12 PM	8:23 PM	8:28 PM
8:57 PM	9:08 PM	9:13 PM
9:42 PM	9:53 PM	9:58 PM
10:27 PM	10:38 PM	10:43 PM
11:12 PM	11:23 PM	11:28 PM
11:57 PM	12:08 AM	12:13 AM

Hours of Service: 8:13:00

Note: Shaded areas denote segment of the route that is shared with the Central Route.

Conceptual Schedule for Improvement 4 - Weekdays

Central Route

	Eastbound					Westbound				
	Publix Shopping Center	Grand Marlin	Boardwalk	Casino Beach	Native Café	Via De Luna Dr/10th Ave	Boardwalk	Grand Marlin	Publix Shopping Center	
(Trolley 1 starts)	4:05 PM	4:13 PM	4:20 PM	4:24 PM	4:30 PM	4:32 PM	4:38 PM	4:44 PM	4:51 PM	
(Trolley 2 starts)	4:35 PM	4:43 PM	4:50 PM	4:54 PM	5:00 PM	5:02 PM	5:08 PM	5:14 PM	5:21 PM	
	5:05 PM	5:13 PM	5:20 PM	5:24 PM	5:30 PM	5:32 PM	5:38 PM	5:44 PM	5:51 PM	
	5:35 PM	5:43 PM	5:50 PM	5:54 PM	6:00 PM	6:02 PM	6:08 PM	6:14 PM	6:21 PM	
	6:05 PM	6:13 PM	6:20 PM	6:24 PM	6:30 PM	6:32 PM	6:38 PM	6:44 PM	6:51 PM	
	6:35 PM	6:43 PM	6:50 PM	6:54 PM	7:00 PM	7:02 PM	7:08 PM	7:14 PM	7:21 PM	
	7:05 PM	7:13 PM	7:20 PM	7:24 PM	7:30 PM	7:32 PM	7:38 PM	7:44 PM	7:51 PM	
	7:35 PM	7:43 PM	7:50 PM	7:54 PM	8:00 PM	8:02 PM	8:08 PM	8:14 PM	8:21 PM	
	8:05 PM	8:13 PM	8:20 PM	8:24 PM	8:30 PM	8:32 PM	8:38 PM	8:44 PM	8:51 PM	
	8:35 PM	8:43 PM	8:50 PM	8:54 PM	9:00 PM	9:02 PM	9:08 PM	9:14 PM	9:21 PM	
	9:05 PM	9:13 PM	9:20 PM	9:24 PM	9:30 PM	9:32 PM	9:38 PM	9:44 PM	9:51 PM	
	9:35 PM	9:43 PM	9:50 PM	9:54 PM	10:00 PM	10:02 PM	10:08 PM	10:14 PM	10:21 PM	
	10:05 PM	10:13 PM	10:20 PM	10:24 PM	10:30 PM	10:32 PM	10:38 PM	10:44 PM	10:51 PM	
	10:35 PM	10:43 PM	10:50 PM	10:54 PM	11:00 PM	11:02 PM	11:08 PM	11:14 PM	11:21 PM	
	11:05 PM	11:13 PM	11:20 PM	11:24 PM	11:30 PM	11:32 PM	11:38 PM	11:44 PM	11:51 PM	(Trolley 1 returns to yard)
	11:35 PM	11:43 PM	11:50 PM	11:54 PM	12:00 AM	12:02 AM	12:08 AM	12:14 AM	12:21 AM	(Trolley 2 returns to yard)

Hours of Service: 15:32:00

Notes:

1) Shaded areas denote segment of the route that is shared with the Eastern Route.

2) Green shading denotes trips covered by trolley 1, orange shading denotes trips covered by trolley 2.

Conceptual Schedule for Improvement 4 - Weekdays

Summary of Total Vehicle Hours

Route	Revenue Hours	Non-Revenue Hours		Total Vehicle Hours
		Number of Vehicles	Deadhead Time*	
Western	**8:13:00**	1	1:30	9:43:00
Eastern	**8:13:00**	1	1:30	9:43:00
Central	**15:32:00**	2	1:30	18:32:00
Total				37:58:00

*Includes 45 minutes each way to/from bus yard.

Conceptual Schedule for Improvement 4 - Weekends

Western Route

Eastbound		
Fort Pickens Gate	Casino Beach	Boardwalk
12:23 PM	12:38 PM	12:43 PM
1:08 PM	1:23 PM	1:28 PM
1:53 PM	2:08 PM	2:13 PM
2:38 PM	2:53 PM	2:58 PM
3:23 PM	3:38 PM	3:43 PM
4:08 PM	4:23 PM	4:28 PM
4:53 PM	5:08 PM	5:13 PM
5:38 PM	5:53 PM	5:58 PM
6:23 PM	6:38 PM	6:43 PM
7:08 PM	7:23 PM	7:28 PM
7:53 PM	8:08 PM	8:13 PM
8:38 PM	8:53 PM	8:58 PM
9:23 PM	9:38 PM	9:43 PM
10:08 PM	10:23 PM	10:28 PM
10:53 PM	11:08 PM	11:13 PM
11:38 PM	11:53 PM	11:58 PM
12:23 AM	12:38 AM	12:43 AM
1:08 AM	1:23 AM	1:28 AM

Westbound	
Boardwalk	Fort Pickens Gate
12:00 PM	12:15 PM
12:45 PM	1:00 PM
1:30 PM	1:45 PM
2:15 PM	2:30 PM
3:00 PM	3:15 PM
3:45 PM	4:00 PM
4:30 PM	4:45 PM
5:15 PM	5:30 PM
6:00 PM	6:15 PM
6:45 PM	7:00 PM
7:30 PM	7:45 PM
8:15 PM	8:30 PM
9:00 PM	9:15 PM
9:45 PM	10:00 PM
10:30 PM	10:45 PM
11:15 PM	11:30 PM
12:00 AM	12:15 AM
12:45 AM	1:00 AM

Hours of Service: 13:28:00

Conceptual Schedule for Improvement 4 - Weekends

Eastern Route

Eastbound			
Boardwalk	Casino Beach	Via De Luna Dr/10th Ave	Dog Park
12:00 PM	12:02 PM	12:07 PM	12:18 PM
12:45 PM	12:47 PM	12:52 PM	1:03 PM
1:30 PM	1:32 PM	1:37 PM	1:48 PM
2:15 PM	2:17 PM	2:22 PM	2:33 PM
3:00 PM	3:02 PM	3:07 PM	3:18 PM
3:45 PM	3:47 PM	3:52 PM	4:03 PM
4:30 PM	4:32 PM	4:37 PM	4:48 PM
5:15 PM	5:17 PM	5:22 PM	5:33 PM
6:00 PM	6:02 PM	6:07 PM	6:18 PM
6:45 PM	6:47 PM	6:52 PM	7:03 PM
7:30 PM	7:32 PM	7:37 PM	7:48 PM
8:15 PM	8:17 PM	8:22 PM	8:33 PM
9:00 PM	9:02 PM	9:07 PM	9:18 PM
9:45 PM	9:47 PM	9:52 PM	10:03 PM
10:30 PM	10:32 PM	10:37 PM	10:48 PM
11:15 PM	11:17 PM	11:22 PM	11:33 PM
12:00 AM	12:02 AM	12:07 AM	12:18 AM
12:45 AM	12:47 AM	12:52 AM	1:03 AM

Westbound		
Dog Park	Via De Luna Dr/10th Ave	Boardwalk
12:27 PM	12:38 PM	12:43 PM
1:12 PM	1:23 PM	1:28 PM
1:57 PM	2:08 PM	2:13 PM
2:42 PM	2:53 PM	2:58 PM
3:27 PM	3:38 PM	3:43 PM
4:12 PM	4:23 PM	4:28 PM
4:57 PM	5:08 PM	5:13 PM
5:42 PM	5:53 PM	5:58 PM
6:27 PM	6:38 PM	6:43 PM
7:12 PM	7:23 PM	7:28 PM
7:57 PM	8:08 PM	8:13 PM
8:42 PM	8:53 PM	8:58 PM
9:27 PM	9:38 PM	9:43 PM
10:12 PM	10:23 PM	10:28 PM
10:57 PM	11:08 PM	11:13 PM
11:42 PM	11:53 PM	11:58 PM
12:27 AM	12:38 AM	12:43 AM
1:12 AM	1:23 AM	1:28 AM

Hours of Service: 13:28:00

Note: Shaded areas denote segment of the route that is shared with the Central Route.

Conceptual Schedule for Improvement 4 - Weekends

Central Route

	Eastbound					Westbound				
	Publix Shopping Center	Grand Marlin	Boardwalk	Casino Beach	Native Café	Via De Luna Dr/10th Ave	Boardwalk	Grand Marlin	Publix Shopping Center	
(Trolley 1 starts)	12:05 PM	12:13 PM	12:20 PM	12:24 PM	12:30 PM	12:32 PM	12:38 PM	12:44 PM	12:51 PM	
(Trolley 2 starts)	12:35 PM	12:43 PM	12:50 PM	12:54 PM	1:00 PM	1:02 PM	1:08 PM	1:14 PM	1:21 PM	
	1:05 PM	1:13 PM	1:20 PM	1:24 PM	1:30 PM	1:32 PM	1:38 PM	1:44 PM	1:51 PM	
	1:35 PM	1:43 PM	1:50 PM	1:54 PM	2:00 PM	2:02 PM	2:08 PM	2:14 PM	2:21 PM	
	2:05 PM	2:13 PM	2:20 PM	2:24 PM	2:30 PM	2:32 PM	2:38 PM	2:44 PM	2:51 PM	
	2:35 PM	2:43 PM	2:50 PM	2:54 PM	3:00 PM	3:02 PM	3:08 PM	3:14 PM	3:21 PM	
	3:05 PM	3:13 PM	3:20 PM	3:24 PM	3:30 PM	3:32 PM	3:38 PM	3:44 PM	3:51 PM	
	3:35 PM	3:43 PM	3:50 PM	3:54 PM	4:00 PM	4:02 PM	4:08 PM	4:14 PM	4:21 PM	
	4:05 PM	4:13 PM	4:20 PM	4:24 PM	4:30 PM	4:32 PM	4:38 PM	4:44 PM	4:51 PM	
	4:35 PM	4:43 PM	4:50 PM	4:54 PM	5:00 PM	5:02 PM	5:08 PM	5:14 PM	5:21 PM	
	5:05 PM	5:13 PM	5:20 PM	5:24 PM	5:30 PM	5:32 PM	5:38 PM	5:44 PM	5:51 PM	
	5:35 PM	5:43 PM	5:50 PM	5:54 PM	6:00 PM	6:02 PM	6:08 PM	6:14 PM	6:21 PM	
	6:05 PM	6:13 PM	6:20 PM	6:24 PM	6:30 PM	6:32 PM	6:38 PM	6:44 PM	6:51 PM	
	6:35 PM	6:43 PM	6:50 PM	6:54 PM	7:00 PM	7:02 PM	7:08 PM	7:14 PM	7:21 PM	
	7:05 PM	7:13 PM	7:20 PM	7:24 PM	7:30 PM	7:32 PM	7:38 PM	7:44 PM	7:51 PM	
	7:35 PM	7:43 PM	7:50 PM	7:54 PM	8:00 PM	8:02 PM	8:08 PM	8:14 PM	8:21 PM	
	8:05 PM	8:13 PM	8:20 PM	8:24 PM	8:30 PM	8:32 PM	8:38 PM	8:44 PM	8:51 PM	
	8:35 PM	8:43 PM	8:50 PM	8:54 PM	9:00 PM	9:02 PM	9:08 PM	9:14 PM	9:21 PM	
	9:05 PM	9:13 PM	9:20 PM	9:24 PM	9:30 PM	9:32 PM	9:38 PM	9:44 PM	9:51 PM	
	9:35 PM	9:43 PM	9:50 PM	9:54 PM	10:00 PM	10:02 PM	10:08 PM	10:14 PM	10:21 PM	
	10:05 PM	10:13 PM	10:20 PM	10:24 PM	10:30 PM	10:32 PM	10:38 PM	10:44 PM	10:51 PM	
	10:35 PM	10:43 PM	10:50 PM	10:54 PM	11:00 PM	11:02 PM	11:08 PM	11:14 PM	11:21 PM	
	11:05 PM	11:13 PM	11:20 PM	11:24 PM	11:30 PM	11:32 PM	11:38 PM	11:44 PM	11:51 PM	
	11:35 PM	11:43 PM	11:50 PM	11:54 PM	12:00 AM	12:02 AM	12:08 AM	12:14 AM	12:21 AM	
	12:05 AM	12:13 AM	12:20 AM	12:24 AM	12:30 AM	12:32 AM	12:38 AM	12:44 AM	12:51 AM	(Trolley 1 returns to yard)
	12:35 AM	12:43 AM	12:50 AM	12:54 AM	1:00 AM	1:02 AM	1:08 AM	1:14 AM	1:21 AM	(Trolley 2 returns to yard)

Hours of Service: 25:32:00

Notes:

1) Shaded areas denote segment of the route that is shared with the Eastern Route.

2) Green shading denotes trips covered by trolley 1, orange shading denotes trips covered by trolley 2.

Conceptual Schedule for Improvement 4 - Weekends

Summary of Total Vehicle Hours

Route	Revenue Hours	Non-Revenue Hours		Total Vehicle Hours
		Number of Vehicles	Deadhead Time*	
Western	**13:28:00**	1	1:30	14:58:00
Eastern	**13:28:00**	1	1:30	14:58:00
Central	**25:32:00**	2	1:30	28:32:00
Total				58:28:00

*Includes 45 minutes each way to/from bus yard.

Appendix C:
Historical Trolley O&M Costs

EXHIBIT B

Cost of Service

Operating costs for Fiscal 2016 are budgeted as follows:

Variable and Fixed Costs	2016	2015	2014
Operations……..	$106,766.		
Maintenance……	$36,518.		
Insurance……..	$19,614.		
General Administration……	$7,000.		
Management Fee…….	$27,300.		
Totals ……	**$197,198.00**	**$169,101.00**	**$177,022.00**

*** Hours: 2016 = 2500 2015 = 2112 2014 = 2020**

Variable Costs	2016	2015	2014
Operations	$106,766.	$65,410.	$73,535.
Maintenance	$36,315.	$70,852.	$70,650.
Totals:	**$143,284.00**	**$136,262.00**	**$144,185.00**

Fixed Costs	2016	2015	2014
Management Fee	$27,300.	$21,839.	$21,839.
General Admin.	$7,000.	$5,500.	$5,487.
Insurance	$19,614.	$5,500.	$5,511.
Totals: ……	**$53,914.00**	**$32,839.00**	**$32,837.00**

***Hourly Rates:**	**2016 = $78.88**	**2015 = $80.07**	**2014 = $87.63**
***Riders:**	**“ = 88,889**	**“ = 88,120**	**“ = 67,686**
***Cost per rider**	**“ = $2.21**	**“ = $1.92**	**“ = $ 2.62**

Appendix D:

Complete Calculations of O&M Costs

Computed O&M Costs for Improvements 2, 3, and 4

	Existing Vehicle Hours	Days per Week	Hourly Rate ($ per Vehicle Hour)	Daily Cost	Rounded Daily Cost	Weekly Cost	Weekly Cost Rounded
Improvement 2: Extend Months of Service							
Weekends	29:00:00	3	$78.88	$2,288	$2,300	$6,863	$7,000
Weekdays	19:00:00	4	$78.88	$1,499	$1,500	$5,995	$6,000
Entire Week	163:00:00	7	$78.88	N/A	N/A	$12,857	$13,000

	Baseline for Comparison	Existing Vehicle Hours	Proposed Vehicle Hours	Change in Number of Vehicle Hours	Change in Number of Hours (Rounded)	Days per Week	Hourly Rate ($ per Vehicle Hour)	Daily Increase in Cost	Rounded Daily Cost	Weekly Increase in Cost	Weekly Cost Rounded
Improvement 3: Split Trolley into Three Routes											
Weekends	Existing Service	29:00:00	44:01:00	15:01:00	15.00	3	$78.88	$1,183	$1,200	$3,550	$3,600
Weekdays		19:00:00	28:59:00	9:59:00	10.00	4	$78.88	$789	$800	$3,155	$3,200
Entire Week		163:00:00	247:59:00	84:59:00	85.00	7	$78.88	N/A	N/A	$6,705	$6,800
Improvement 4: Extend to Gulf Breeze											
Weekends	Improv. 3	44:01:00	58:28:00	14:27:00	14.50	3	$78.88	$1,144	$1,200	$3,431	$3,500
Weekdays		28:59:00	37:58:00	8:59:00	9.00	4	$78.88	$710	$700	$2,840	$2,900
Entire Week		247:59:00	327:16:00	79:17:00	79.50	7	$78.88	N/A	N/A	$6,271	$6,400

Appendix E:
Results from Bus Stop Inventory

Pensacola Beach Congestion Management Plan - Transit Component
Bus Stop Inventory

Trolley Stop		Amenities Available										Picture Numbers
#	Name	Bus Stop Sign	Sign with Trolley Schedule /Info	Bench	Tiki Shelter	Trash Can	Bus Bay	Landing Pad	Lighting (Directly or Nearby)	Connection to Sidewalk	Comments	
1	Ft Pickens Gate (S)	X	X	X	X	X	X	X	X	No Sidewalk		1-3
2	Tristan Towers (N)	X	X	X	X	X	X	X	X	X		7-9
3	Tristan Towers (S)	X	X			X	X	X*	X	No Sidewalk	*Could be improved	5-6
4	La Fitte Cove (N)	X	X	X	X	X	X		X	X		10-11
6	Emerald Dolphin (N)	X	X	X	X	X	X	X	X	X	Trail should go behind stop	12-13
7	Emerald Dolphin (S)	X	X			X	X			No sidewalk		14-15
8	Santa Rosa Dunes (N)	X	X			X	X		X	X		16, 18
9	The Cross (S)	X	X			X			X	No sidewalk		19-20
10	Holiday Inn Express (N)	X	X			X	X		X			21-22
11	Holiday Inn Express (S)	X	X			X				No sidewalk	AT&T Utility Box used as landing pad	23-24
12	Margaritaville (N)	X	X	X	X	X			X	X	Trail should go behind stop	27-29
13	Margaritaville (S)	X	X			X				No sidewalk	No connection to hotel (could be moved to entrance)	25-26
16	Boardwalk Lot	X	X	X	X	X		X*		No sidewalk	Parking lot is the pad	75-76
17	Gulfside Pavilion (S)	X	X	X	X	X		X		X		30-31
18	Gulfside Pavilion-Beach	X	X					X		X	Landing pad too narrow to qualify	32-33
19	Hilton Hotel (S)	X	X	X	X	X			X	X		34-35
20	SRIA Lot (N)	X	X	X	X	X		X		No Sidewalk		73-74
21	Holiday Inn Resort (S)	X	X			X			X	X	-Sprinklers are issue -Close to previous stop -Bus blocks crosswalk	36-37
22	Holiday Inn Resort (N)	X	X			X			X	X		38-39
23	Beach Club (S)	X	X	X	X	X			X	X		40-41

Pensacola Beach Congestion Management Plan - Transit Component
Bus Stop Inventory

Trolley Stop		Amenities Available										Picture Numbers
#	Name	Bus Stop Sign	Sign with Trolley Schedule /Info	Bench	Tiki Shelter	Trash Can	Bus Bay	Landing Pad	Lighting (Directly or Nearby)	Connection to Sidewalk	Comments	
24	Beach Club (N)	X	X	X	X	X			X	X		42-43
27	Springhill Suites (S)	X	X	X	X	X		X		X		44-45
28	Water Tank (N)	X	X	X	X	X						46-47
29	Avenida 14 (S)	X	X	X	X	X	X	X		X		48-49
30	Avenida 14 (N)	X	X	X		X	X	X		X		50-51
32	Fire Station (N)	X	X	X	X	X	X	X		X		71-72
33	Churches Ave 18 (S)	X	X	X	X	X	X	X		X		52-53
34	Church Ave 18 (N)	X	X	X	X	X	X	X		X		54-55
35	Avenida 21 (S)	X	X	X	X	X	X	X		X		56-57
36	Entrada 1 (N)	X	X	X	X	X	X	X		X		69-70
37	Regency (S)	X	X	X	X	X	X	X		X		58-59
38	Regency (N)	X	X	X	X	X	X*			X	*Old driveway used as bay	60-62
39	Calle Hermosa (E)	X	X	X	X	X	X*			No Sidewalk	*Substandard	63-64
40	Seashore Dr (N)	X	X	X	X	X	X	X		X		65-66
42	Portofino (N)			X	X	X	X	X				67-68

Stop: 1 Ft Pickens Gate (S)



Photo ID: 1



Photo ID: 2



Photo ID: 3

Stop: 2 Tristan Towers (N)



Photo ID: 7



Photo ID: 8



Photo ID: 9

Stop: 3 Tristan Towers (S)



Photo ID: 5



Photo ID: 6

Stop: 4 La Fitte Cove (N)



Photo ID: 10



Photo ID: 11

Stop: 6 Emerald Dolphin (N)



Photo ID: 12



Photo ID: 13

Stop: 7 Emerald Dolphin (S)



Photo ID: 14



Photo ID: 15

Stop: 8 Santa Rosa Dunes (N))



Photo ID: 16



Photo ID: 18

Stop: 9 The Cross (S)



Photo ID: 19



Photo ID: 20

Stop: 10 Holiday Inn Express (N)



Photo ID: 21



Photo ID: 22

Stop: 11 Holiday Inn Express (S)



Photo ID: 23



Photo ID: 24

Stop: 12 Margaritaville (N)



Photo ID: 27



Photo ID: 28



Photo ID: 29

Stop: 13 Margaritaville (S)



Photo ID: 25



Photo ID: 26

Stop: 16 Boardwalk Lot



Photo ID: 75



Photo ID: 76

Stop: 17 Gulfside Pavilion (S)



Photo ID: 30



Photo ID: 31

Stop: 18 Gulfside Pavilion-Beach



Photo ID: 32



Photo ID: 33

Stop: 19 Hilton Hotel (S)



Photo ID: 34



Photo ID: 35

Stop: 20 SRIA Lot (N)



Photo ID: 73



Photo ID: 74

Stop: 21 Holiday Inn Resort (S)



Photo ID: 36



Photo ID: 37

Stop: 22 Holiday Inn Resort (N)



Photo ID: 38



Photo ID: 39

Stop: 23 Beach Club (S)



Photo ID: 40



Photo ID: 41

Stop: 24 Beach Club (N)



Photo ID: 42



Photo ID: 43

Stop: 27 Springhill Suites (S)



Photo ID: 44



Photo ID: 45

Stop: 28 Water Tank (N)



Photo ID: 46



Photo ID: 47

Stop: 29 Avenida 14 (S)



Photo ID: 48



Photo ID: 49

Stop: 30 Avenida 14 (N)



Photo ID: 50



Photo ID: 51

Stop: 32 Fire Station (N)



Photo ID: 71



Photo ID: 72

Stop: 33 Churches Ave 18 (S)



Photo ID: 52



Photo ID: 53

Stop: 34 Church Ave 18 (N)



Photo ID: 54



Photo ID: 55

Stop: 35 Avenida 21 (S)



Photo ID: 56



Photo ID: 57

Stop: 36 Entrada 1 (N)



Photo ID: 69



Photo ID: 70

Stop: 37 Regency (S)



Photo ID: 58



Photo ID: 59

Stop: 38 Regency (N)



Photo ID: 60



Photo ID: 61



Photo ID: 62

Stop: 39 Calle Hermosa (E)



Photo ID: 63



Photo ID: 64

Stop: 40 Seashore Dr (N)



Photo ID: 65



Photo ID: 66

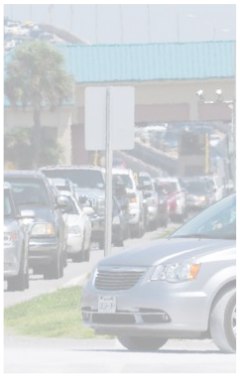
Stop: 42 Portofino (N)



Photo ID: 67



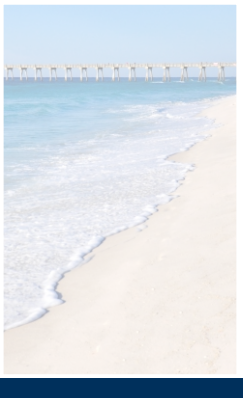
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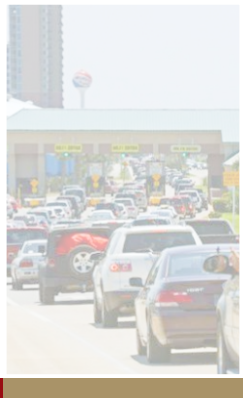












www.volkert.com

Pensacola Beach
Congestion Management Plan

Pensacola Beach
Congestion Management Plan

BOARD OF COUNTY COMMISSIONERS
Special Meeting

Board Chambers
Suite 100
Ernie Lee Magaha Government Building - First Floor
221 Palafox Place

http://www.myescambia.com/pensacola-beach/congestion-management-plan

May 30, 2017
5:30 p.m.

VOLKERT E&PR vhb NOVA ENGINEERING AND ENVIRONMENTAL

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Public Involvement

- Meeting #1 – Public Kick-off Meeting @ Pensacola Beach Community
  - April 28, 2016
  - Attendees: 94 signed-in
  - Written Comments Received: 77
  - One on One Stakeholder Meetings: 18







Public Involvement

- Meeting #2 – Public Input Meeting @ Pensacola Beach Community
  - October 25, 2016
  - Attendees: 97 signed-in
  - Written Comments: 40
  - One on One Stakeholder Meetings: 9







Public Involvement

- Meeting #3 – Public Town Hall Meeting @ Downtown Board Chambers
  - February 23, 2017
  - Attendees: 49 signed-in
  - Written Comments: 11







Short Term Improvement Projects – Aerial View



PENSACOLA BEACH CONGESTION
MANAGEMENT PLAN
SHORT TERM DESIGN/CONSTRUCTION PROJECTS

VOLKERT
6601 N. DAVIS HWY. SUITE 53
PENSACOLA, FL 32504
Telephone (850) 477-1485

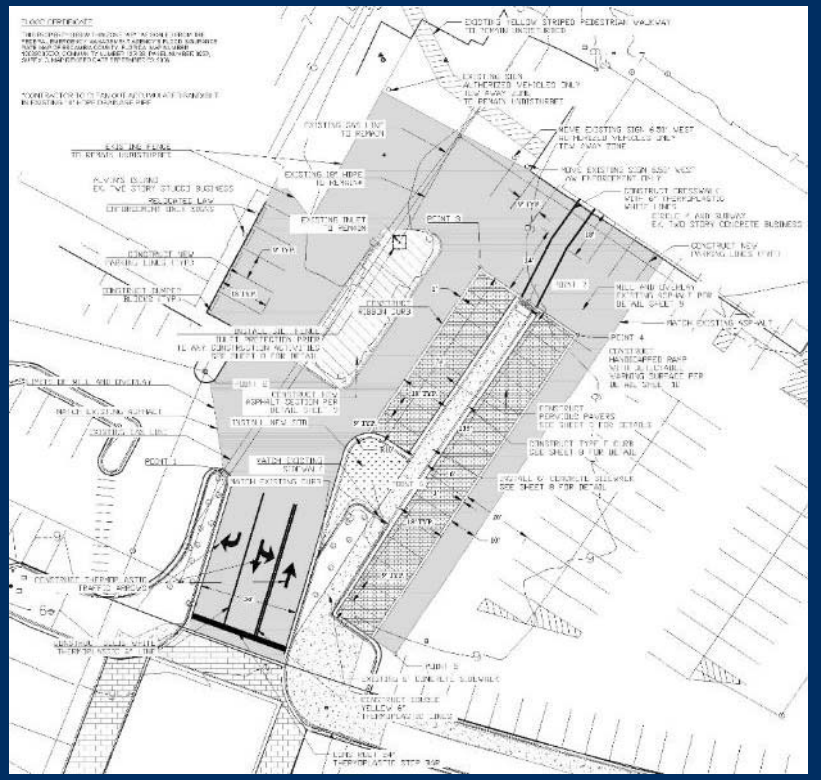
DESIGNED: L.A.ADAM
DRAWN BY: L.A.ADAM
CHECKED BY: W.WARNER
DATE: SEPTEMBER, 2011
PROJECT MANAGER: W.WARNER
QUALITY MANAGER: W.WARNER
DISTRICT: 4
NO. DATE DESCRIPTION
1 6/4/09 COMMENTS
APPROVED
DATE
DESIGN VARIANCE: N/A

TRANSMITTAL NUMBER:
PROJECT NUMBER: 635500.WR
CONTRACT NUMBER:
SHEET 1 OF 1

Short Term Improvement Projects

- Ingress/Egress to Circle K Parking Area
- Design Completed: July 2016
- CST Completed: February 2017

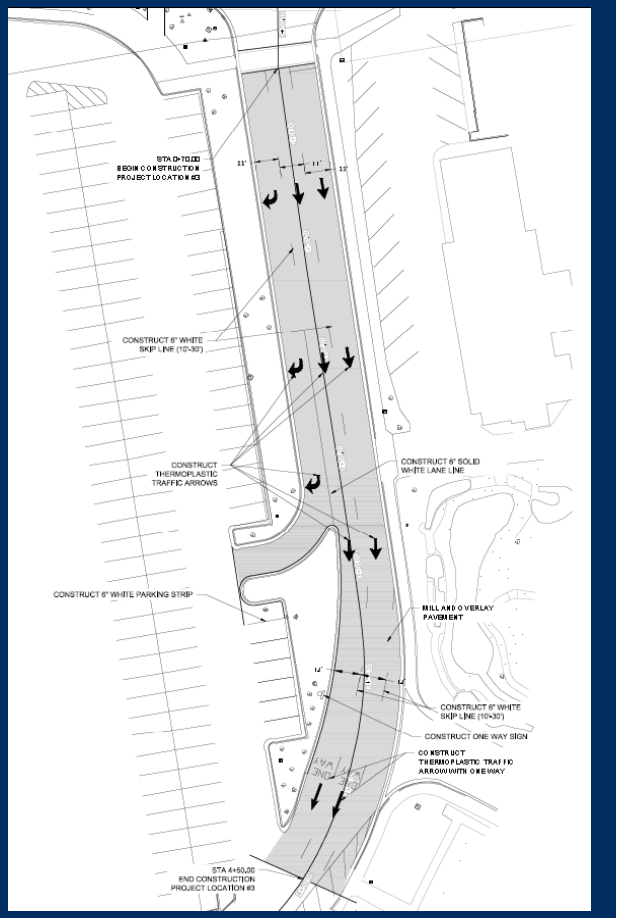




Short Term Improvement Projects

- Ingress/Egress to Casino Beach Parking
- Design Completed: November 2016
- CST: March – May 2017





Short Term Improvement Projects

- Pedestrian Crosswalk Upgrades
- Design Completed: November 2016
- CST: March – May 2017





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Long Term Congestion Alternatives

- Consultants were tasked with recommending:
  - Long Term Alternatives at Signalized Intersection (New Signalized Configuration, Roundabouts, “Flyover” / OverPass, etc.)
  - Analyzing the existing transit operations and options for expansion, modifications, and new opportunities for consideration
  - Evaluating the signal timing at Fort Pickens and Via De Luna Intersection for optimal traffic management (seasonal timing modifications, time of day plans, etc.)
  - Other improvements projects that would relieve vehicular traffic (e.g. Multi-use paths, Park ‘N Rides, etc.)

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Long Term Congestion Alternatives

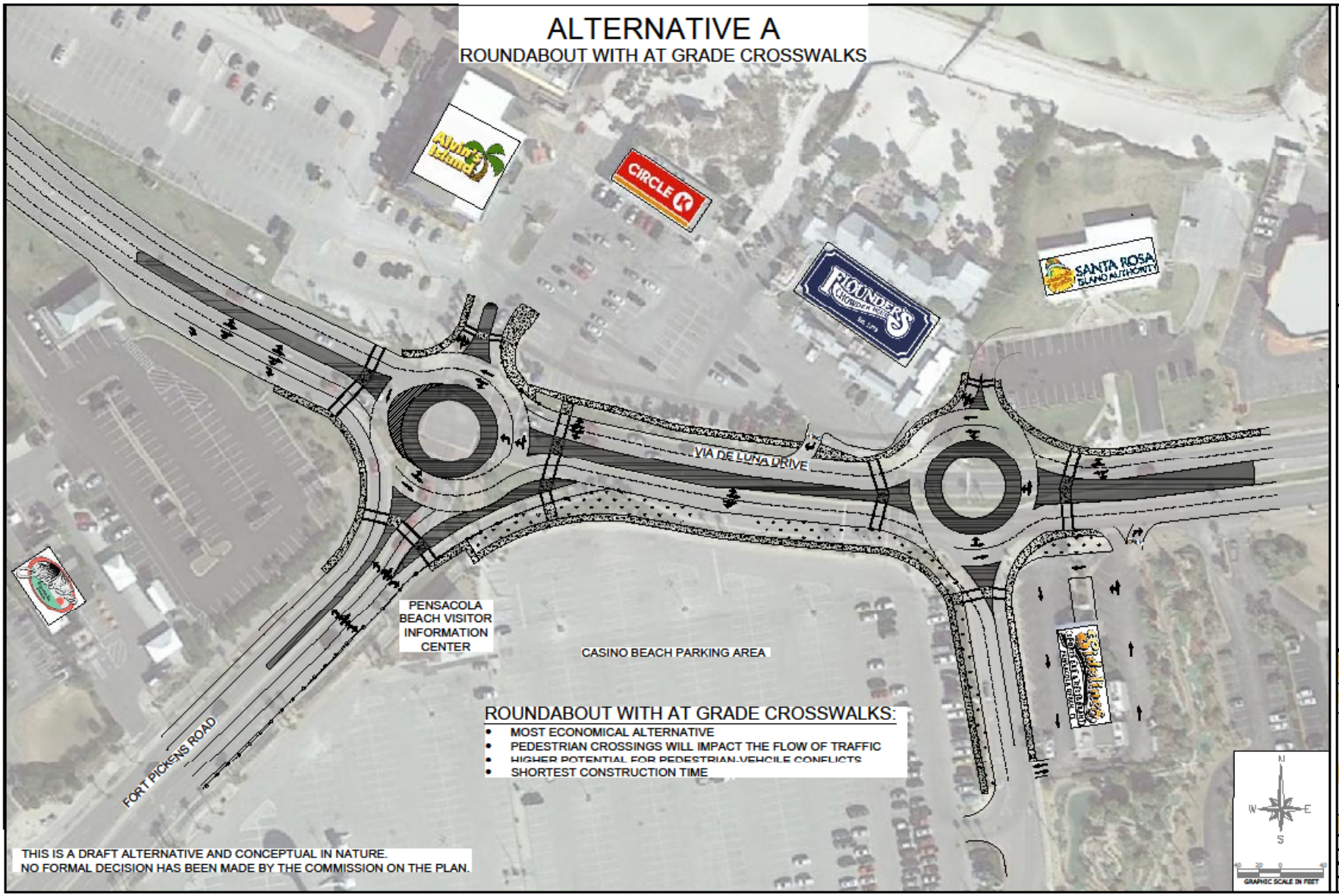
- Many alternatives considered
  - Public input
  - Operations
  - Safety
- Roundabouts
  - Consistent Flow
  - Proven Safer
  - Reduces Speeds
  - Fits traffic patterns



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ALTERNATIVE A

ROUNDABOUT WITH AT GRADE CROSSWALKS



THIS IS A DRAFT ALTERNATIVE AND CONCEPTUAL IN NATURE.
NO FORMAL DECISION HAS BEEN MADE BY THE COMMISSION ON THE PLAN.

PENSACOLA BEACH
CONGESTION MANAGEMENT PLAN
ROUNDABOUT WITH AT GRADE CROSSWALKS
ALTERNATIVE A

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635500.WR.

SHEET 1 OF 1



PENSACOLA BEACH CONGESTION MANAGEMENT PLAN

ALTERNATIVE A: ROUNDABOUT WITH AT GRADE CROSSWALKS

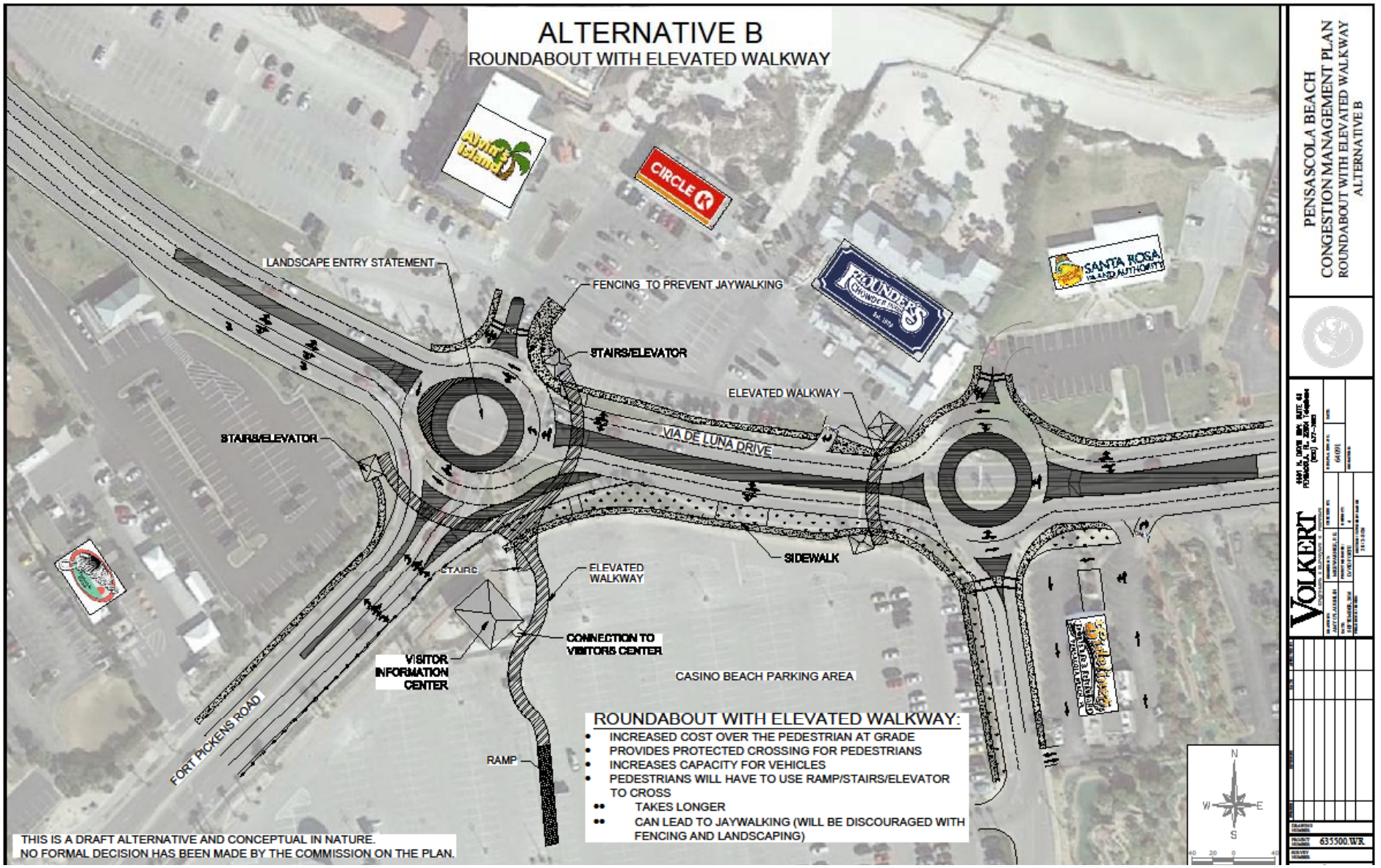
FEBRUARY 2017

301 SCHUBERT DRIVE - PENSACOLA, FLORIDA 850-479-4653 WWW.JERRYPATEDESIGN.COM

ESCAMBIA COUNTY FLORIDA

Jerry Pate Design

VOLKERT


ALTERNATIVE B
ROUNDABOUT WITH ELEVATED WALKWAY
LANDSCAPE ENTRY STATEMENT
FENCING TO PREVENT JAYWALKING
STAIRS/ELEVATOR
ELEVATED WALKWAY
STAIRS/ELEVATOR
VIA DE LUNA DRIVE
SIDEWALK
STAIRS
ELEVATED WALKWAY
CONNECTION TO VISITORS CENTER
VISITOR INFORMATION CENTER
CASINO BEACH PARKING AREA
FORT PICKENS ROAD
RAMP
ROUNDABOUT WITH ELEVATED WALKWAY:
INCREASED COST OVER THE PEDESTRIAN AT GRADE
PROVIDES PROTECTED CROSSING FOR PEDESTRIANS
INCREASES CAPACITY FOR VEHICLES
PEDESTRIANS WILL HAVE TO USE RAMP/STAIRS/ELEVATOR TO CROSS
TAKES LONGER
CAN LEAD TO JAYWALKING (WILL BE DISCOURAGED WITH FENCING AND LANDSCAPING)
THIS IS A DRAFT ALTERNATIVE AND CONCEPTUAL IN NATURE.
NO FORMAL DECISION HAS BEEN MADE BY THE COMMISSION ON THE PLAN.
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PENSACOLA BEACH
CONGESTION MANAGEMENT PLAN
ROUNDABOUT WITH ELEVATED WALKWAY
ALTERNATIVE B
VOLKERT
635500.WR.



PENSACOLA BEACH CONGESTION MANAGEMENT PLAN

ALTERNATIVE B: ROUNDABOUT WITH ELEVATED WALKWAY

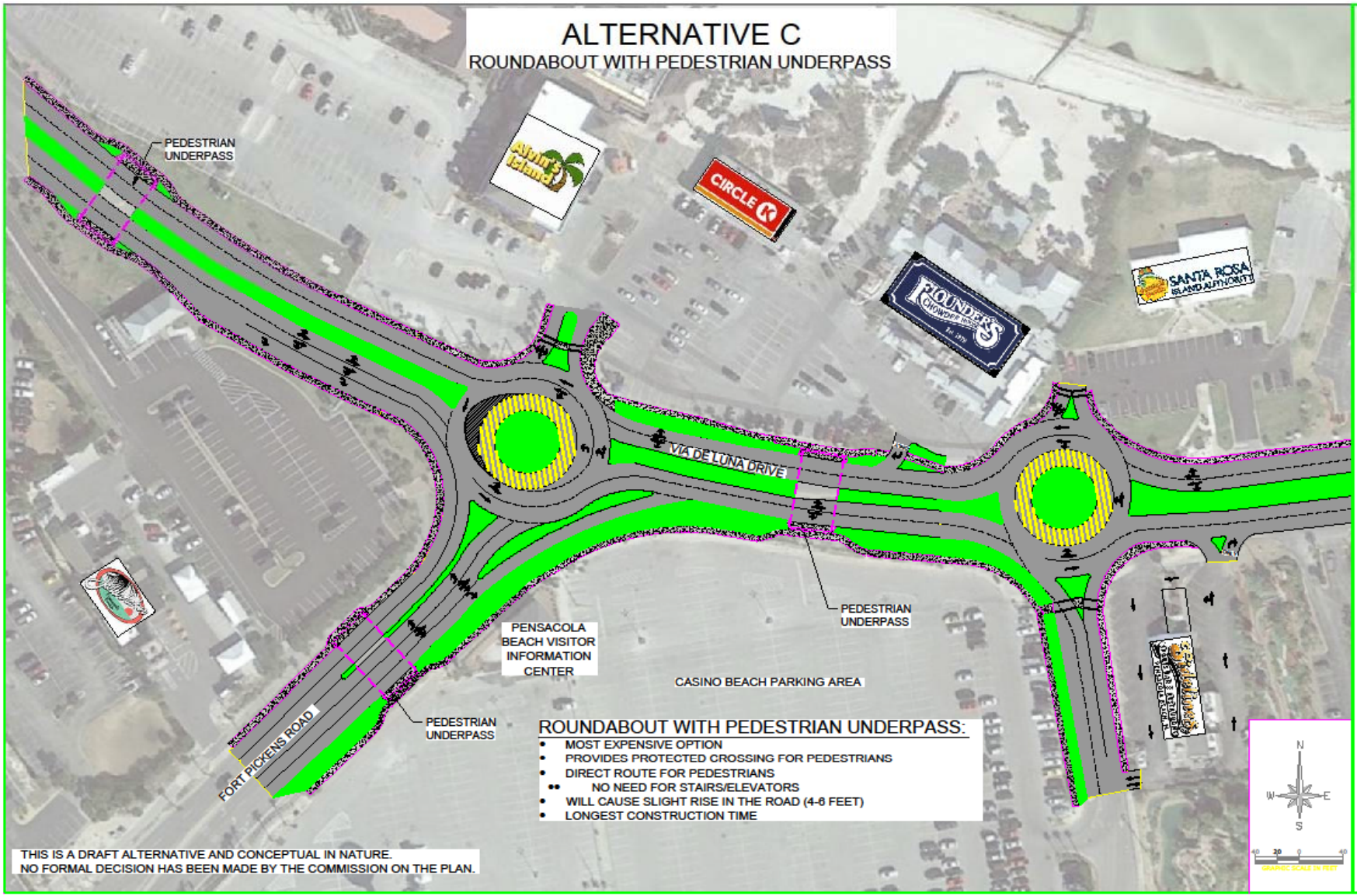
FEBRUARY 2017

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PENSACOLA BEACH
CONGESTION MANAGEMENT PLAN
ROUNDABOUT WITH PEDESTRIAN UNDERPASS
ALTERNATIVE C

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1 OF 1



PENSACOLA BEACH CONGESTION MANAGEMENT PLAN

ALTERNATIVE C: ROUNDABOUT WITH PEDESTRIAN UNDERPASS

FEBRUARY 2017

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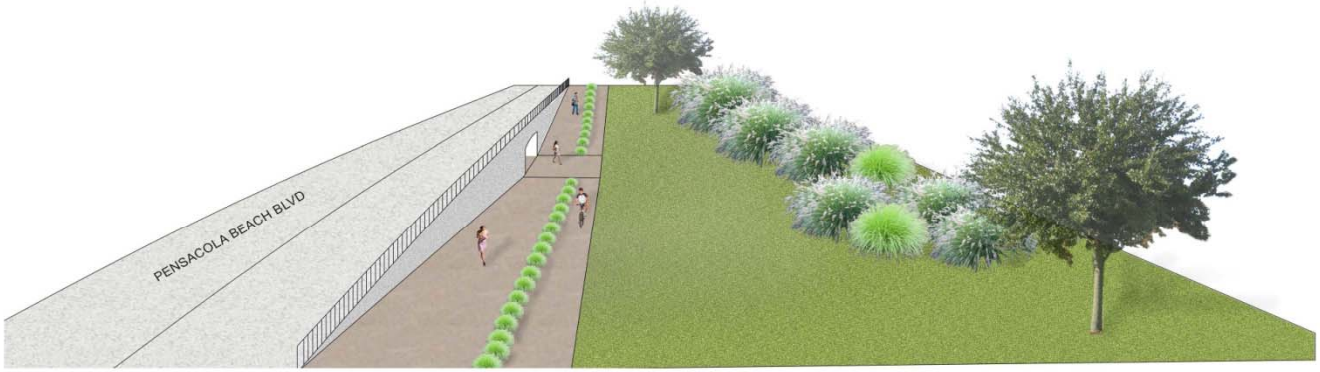
ESCAMBIA COUNTY FLORIDA

Jerry Pate Design

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Approx. 20-30’ wide
and 50’ long



PENSACOLA BEACH CONGESTION MANAGEMENT PLAN

ALTERNATIVE C: ROUNDABOUT WITH PEDESTRIAN UNDERPASS

FEBRUARY 2017

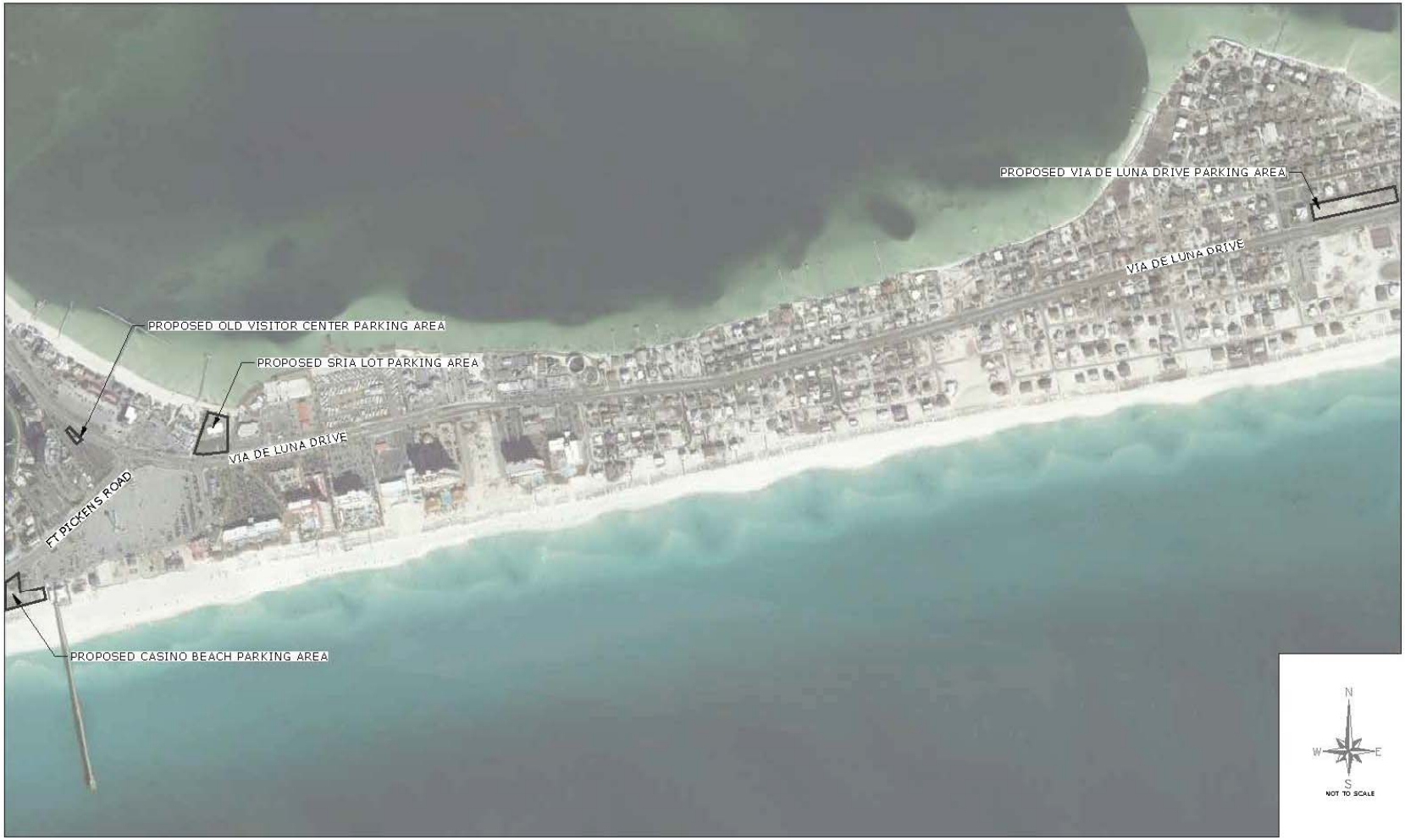
301 SCHUBERT DRIVE - PENSACOLA, FLORIDA 850-479-4653 WWW.JERRYPATEDESIGN.COM

Parking & Additional Parking Options

- Currently, 2,323 approximate public spaces; cannot support the traffic demands during peak times.
  1. Public property near fire station along Via DeLuna
  2. Public property near sheriff's substation at Casino Beach
  3. Public property near Old Visitors Center Building
  4. Public property where current office is located
     - Option 1 – surface parking
     - Option 2 – parking garage

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Proposed Parking Area Locations



PENSACOLA BEACH CONGESTION MANAGEMENT PLAN
TASK 2G - PARKING RECOMMENDATIONS OVERALL AERIAL MAP EXHIBIT

VOLKERT
6981 N. DAVIS HWY. SUITE 53
PENSACOLA, FL 32504 Telephone
(850) 477-7405

DRAWING NUMBER
PROJECT NUMBER 635500.WR.
SURVEY NUMBER
SHEET 1 OF 1

SRIA property near fire station along Via DeLuna



NOT TO SCALE



NOT TO SCALE

Provides 167 parking spaces

PENSACOLA BEACH CONGESTION MANAGEMENT PLAN
TASK 2G-PARKING RECOMMENDATIONS
VIA DE LUNA DRIVE
PARKING EXHIBIT RENDERING

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PROJECT NUMBER 635500 WR

SHEET 2 OF 10

Public property near Sheriff's Substation at Casino Beach



NOT TO SCALE



NOT TO SCALE

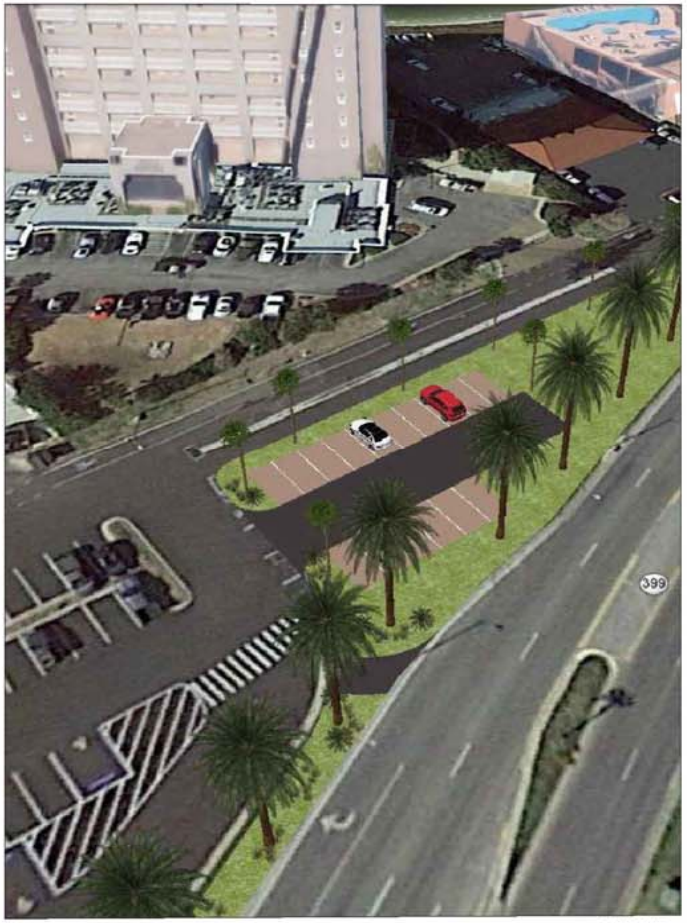
Provides 135 parking spaces

PENSACOLA BEACH CONGESTION MANAGEMENT PLAN
TASK 2G-PARKING RECOMMENDATIONS
CASINO BEACH
PARKING EXHIBIT RENDERING

VOLKERT

PROJECT NUMBER 635500 WR

SHEET 4 OF 10



NOT TO SCALE

Old VIC Office Parking Area



NOT TO SCALE

Provides 16 parking spaces and additional access to existing public parking

PENSACOLA BEACH CONGESTION MANAGEMENT PLAN
TASK 2G-PARKING RECOMMENDATIONS
PENSACOLA BEACH OLD VISITOR CENTER
PARKING EXHIBIT/RENDERING

VOLKERT

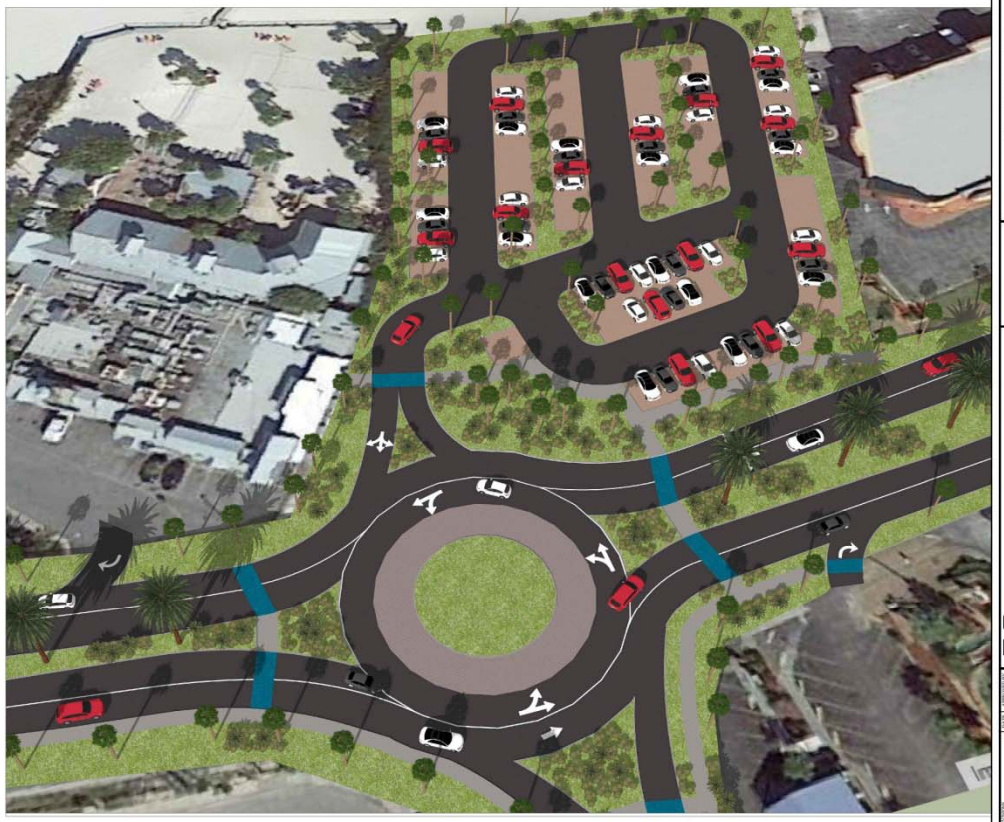
635500.WR

SHEET 6 OF 10

SRIA Office Site – Surface Parking



NOT TO SCALE



NOT TO SCALE

Provides 108 parking spaces

PENSACOLA BEACH CONGESTION MANAGEMENT PLAN
TASK 2G-PARKING RECOMMENDATIONS
SRIA LOT SURFACE PARKING
PARKING EXHIBIT RENDERING

VOLKERT
6601 N. DAVIS HWY., SUITE 53
PENSACOLA, FL 32504
Telephone: (850) 477-7485

DRAWING NUMBER
PROJECT NUMBER 635500.WR
SURVEY NUMBER
SHEET 8 OF 10

SRIA Office Site – Parking Garage



NOT TO SCALE



NOT TO SCALE

Provides 368 parking spaces

PENSACOLA BEACH CONGESTION MANAGEMENT PLAN
TASK 2G-PARKING RECOMMENDATIONS
SRIA LOT PARKING GARAGE
PARKING EXHIBIT RENDERING

VOLKERT
6001 N. DAVIS HWY., SUITE 33
PENSACOLA, FL 32504
Telephone: (850) 477-7486

DRAWING NUMBER
PROJECT NUMBER 635500 WR
SHEET NUMBER SHEET 10 OF 10

Possible Parking #’s

Existing	Fire Station	Casino Beach	Old VIC	SRIA Site	Total
2,323	167	136	16	108*	2,750
2,323	167	136	16	368**	3,010
				* Surface Parking ** Parking Garage	* 15.5% ** 22.8%

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Proposed Transit Improvements

- Adjust hours of service to better match observed ridership
- Adjust months of operations to better match peak season
- Modify schedule and/or alignment to accommodate ferry
- Split route to improve on-time performance
- Extend trolley off island

Roundabout Alternative Cost Estimates

- Alternative A = $4,000,000
  - At Grade Crosswalks
- Alternative B = $10,000,000
  - Elevated Walkway
- Alternative C = $15,000,000
  - Pedestrian Underpass

Transit & Parking Area Cost Estimates

- Transit = $600,000
- Fire Station Parking Area = $709,750
- Casino Beach Parking Area = $728,000
- Old VIC Office Parking Area = $68,000 (does not consider relocation of building)
- SRIA Office Parking Area (does not consider SRIA Office)
  - Surface Parking = $459,000
  - Parking Garage = $5,600,000

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Pensacola Beach Congestion Management Plan – Phasing / Recommendations

- Phase 1- Ingress/Egress to Circle K / Ingress / Egress to Casino Beach Parking Area / Pedestrian Crosswalk Improvements- Work completed

  Construction Costs- $554,487.58

  Completed 5/21/7

Phase 2- Additional Parking- Casino Beach Parking Area near Sheriff's Substation / Old Visitors Center / Parking Area Near Fire Station

319 Additional Parking Spaces

Estimated Costs

Construction Costs- $1,505,750.00

Contingencies- $225,862.50

CEI- $138,529.00

Engineering/Design/Permitting-$198,000

Total- $2,068,141.50

Phase 3- Preferred Option- Alternative C- Roundabouts w/ Pedestrian Underpasses

Estimated Costs

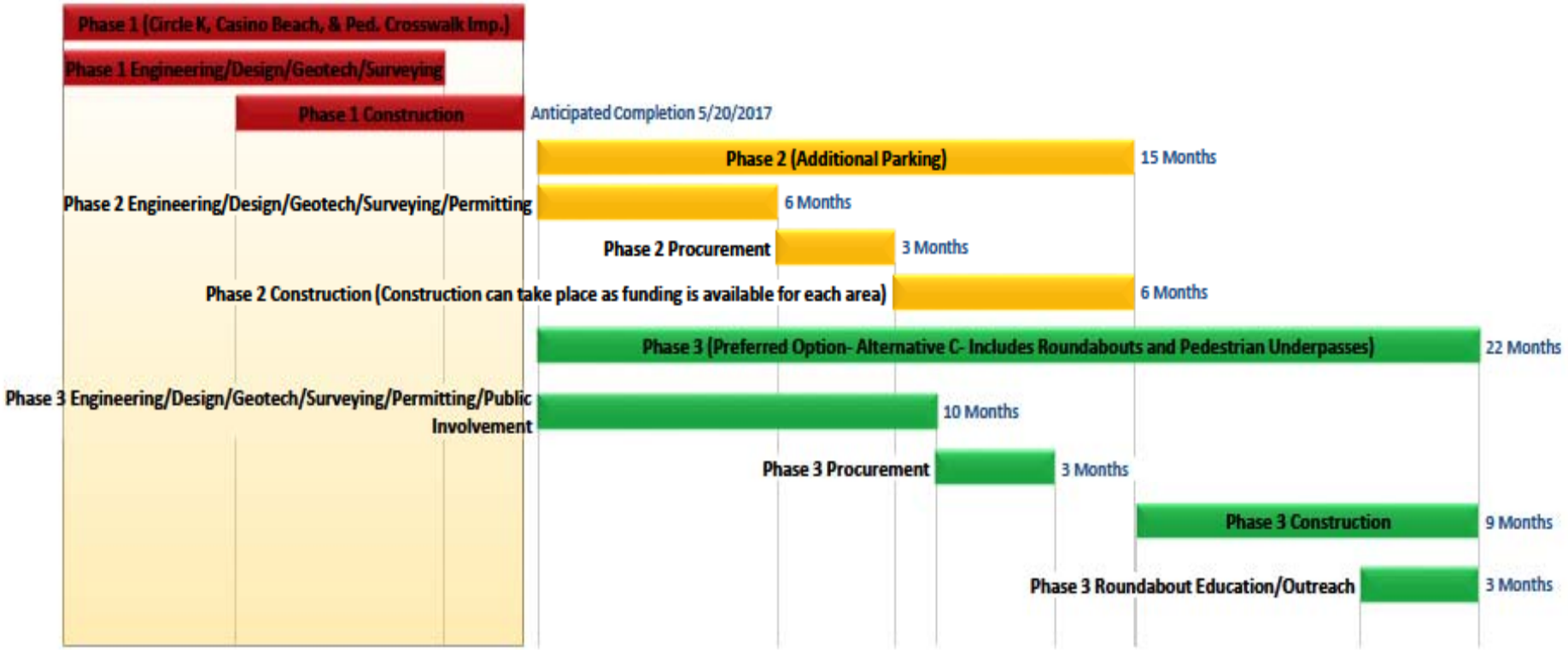
Construction Costs- $11,500,000.00

Contingencies- $1,725,000.00

CEI- $1,058,000.00

Engineering/Design/Permitting-$1,389,000.00

Total- $15,672,000.00


Phase 1 (Circle K, Casino Beach, & Ped. Crosswalk Imp.)
Phase 1 Engineering/Design/Geotech/Surveying
Phase 1 Construction
Anticipated Completion 5/20/2017
Phase 2 (Additional Parking)
15 Months
Phase 2 Engineering/Design/Geotech/Surveying/Permitting
6 Months
Phase 2 Procurement
3 Months
Phase 2 Construction (Construction can take place as funding is available for each area)
6 Months
Phase 3 (Preferred Option- Alternative C- Includes Roundabouts and Pedestrian Underpasses)
22 Months
Phase 3 Engineering/Design/Geotech/Surveying/Permitting/Public Involvement
10 Months
Phase 3 Procurement
3 Months
Phase 3 Construction
9 Months
Phase 3 Roundabout Education/Outreach
3 Months

Past & Future Projects

- 4-Laning – Via DeLuna – 2004 (SRIA)
- Multi-Use Path – 1980's (SRIA)
- Toll Plaza Upgrades – Electronic Tolling - 2016
- Pensacola Beach Blvd. Access Road – 2017/18
- Pensacola Bay Ferry Passenger Service – 2018

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Board Recommendation

That the Board consider the following two Actions:

1) Accept the Pensacola Beach Congestion Management Plan.

2) Provide input and/or direction to Staff on which plan recommendations to pursue possible funding opportunities for future Board consideration.