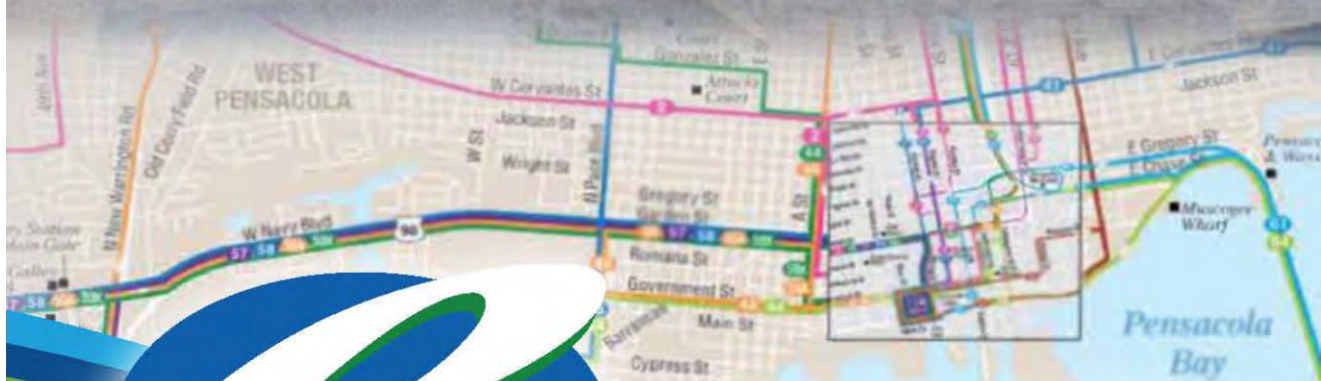


**ESCAMBIA COUNTY AREA TRANSIT**

# **ANNUAL REPORT 2015**

**Rosa L. Parks Transit Complex**



**ECAT**

**Submitted June 2016**

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## Executive Summary

Over the next few years, our overall focus will be on changing the culture of all of our employees—at every level—to be more **customer-focused** and more **safety-focused**. Changing the culture of the organization will take longer than a year to fully change; however, our goals for 2016 will serve as a strong foundation for our continued transformation. A major focus of that transformation will be to continue training and developing our employees. We will also continue develop performance metrics that will allow us to be informed on an ongoing basis about what is occurring in the organization. We will share those performance metrics with all employees.

### Our system-wide goals for 2016 are as follows:

#### Improve our overall customer service focus

##### ***Strategies to attain this goal include:***

- Establishing a strong focus on customer service, and communicate the goals of the system to all employees on an ongoing basis
- Discussing the overall customer service philosophy at every staff meeting
- Providing customer service posters throughout the organization to reinforce to employees the importance of customer service
- Training all employees on customer service, and provide refresher training on a quarterly basis

#### Change the system's culture to become more safety-focused

##### ***Strategies to achieve this goal include:***

- During all aspects of each operational day, in every employee review, and at every management and employee meeting, **safety must be the first and most important item discussed**
- Providing safety and situational training that places safety first and prepares them for real-world situations
- Implementing proactive management involvement, including assessing accident data/trends, ensuring employee accountability, and creating an active safety culture

#### Improve overall operating efficiency

##### ***Strategies to achieve this goal include:***

- Ensuring active supervisor monitoring of operator performance and vehicle routes to ensure all operational issues are identified and corrected as quickly as possible
- Establishing an ongoing monitoring of time points to ensure route completion and on-time performance
- Developing a process to ensure that work schedules are managed at the appropriate levels.
- Updating all policies and procedures and ensure that they are consistently applied organization wide and that there is also consistent appropriate documentation

## Maintenance

### Maintenance Department Overview

ECAT operates and maintains a current fleet of the following:

• 10 x 2010 Gillig Fixed Route Buses	• 2 x 2002 Supreme Trolleys - Santa Rosa Island Authority (SRIA)
• 5 x 2007 Gillig Fixed Route Buses	• 3 x 2016 Classic Trolley Trolleys used for Pensacola Beach (seasonal)
• 6 x 2006 Gillig Fixed Route Buses	• 2 x GMC Cutaways 1 x Chevrolet Cutaway
• 1 x 1999 Gillig Fixed Route Buses	• 11 x Support Vehicles- Maintenance, Safety, Operation Supervisors
• 3 x 1998 Gillig Fixed Route Buses	• 26 Escambia County Community Transit (ECCT) vehicles
• 6 x 2014 Eldorado Fixed Route Buses • 1 x 2015 Eldorado Fixed Route Bus • 7 x 2015 Champion Fixed Route Cutaway Buses 4 of these are dedicated to UWF	
<b>Total of 38 Fixed Route Buses</b>	

In addition to maintaining ECAT vehicles, ECAT currently maintains and services some 250 plus additional County fleet vehicles for at least 17 County Departments in addition to the 5 current Non-County customers consisting of approximately 50 fleet vehicles.

All maintenance work is performed in-house, with the exception of warranty repairs, alignments and some tire repair procedures. The ECAT Maintenance Facility consists of:

- 1 paint and 6 repair bays at the main ECAT Maintenance Facility
- 4 maintenance bays at the Outside Services Maintenance Facility
- 1 gas only fueling location for all county-owned vehicles
- 1 large bus diesel fuel island
- 1 bus wash facility (buses only)

### Major Accomplishments

#### Facility Maintenance and Improvements

##### **System-Wide Bus Stop Maintenance and Repair**

Beginning in the fall of 2015, ECAT Maintenance took responsibility for all bus stop maintenance and repair that was previously performed by Martin Mency.

- One additional employee was hired to help perform cleaning, lawn maintenance, and advertising maintenance
- New equipment was purchased to help facilitate all aspects of the service
- ECAT is presently working on restoring and reusing old/existing bus shelters and benches



## ECAT Maintenance Facility is re-certified as an ASE Blue Seal of Excellence Facility

For the **fourth** consecutive year, under First Transit's management, ECAT has been awarded the prestigious ASE's Blue Seal of Excellence Business Recognition. To qualify to be a Blue Seal Certified Facility, a business must meet the specific criteria in two areas:

- At least 75% of technicians performing diagnosis and repairs must be ASE certified
- Each area of service offered must be covered by at least one ASE-Certified Technician
- Total number of ASE Certifications held by our technicians continue to increase
- All ECAT Technicians have been through, and certified, in Preventative Maintenance Inspection



### **Technician Training Program**

Technical training, for all Technicians, both in-house and outsourced, has improved results of ASE tests taken. So far, this year, the techs have received updated factory training from Voith Corp. in transmission repair, lift training from Grey Manufacturer on vehicle lifting, in-house, personal safety training, and updated Preventative Maintenance Inspection (PMI) training. Finally, the in-house, Body Repair Tech received updated painting technique training.

### Preventative Maintenance Inspection Training

The Preventative Maintenance Inspection program trains all technicians on a uniform inspection process aimed to streamline maintenance workloads. Vehicles are thoroughly inspected then defects are categorized to ensure vehicle downtime is minimized. The goal of the process is to reduce down time as a whole and extend miles between road calls progressively.

<b>Road Call Totals</b>			
	<b>FY 2012 - 2013</b>	<b>FY 2013 - 2014</b>	<b>FY 2014 - 2015</b>
<b>Road Calls</b>	105	149	96
<b>Fleet Operating Miles</b>	1,528,557	1,530,271	1,539,173
<b>Miles Between Road Calls</b>	14,5578	10,270	16,030

## **Future Goals & Objectives**

- Continuing ASE Certification for all technicians
- Reduce the number of road calls, as close to zero, as possible
- Public and Employee Parking Lot Improvements
- Recycle, restore, and repair old bus shelters in order to reduce costs
- Improve bus stop maintenance and maintain clean, well-groomed, stops

Maintenance Performance Measure:

- Compilation of an Annual Vehicle Maintenance Replacement Schedule. *See Attachment A*

## Operations

### Operations Department Overview

The Operations Department staff consists of 9 Supervisory positions and 80 Operators. In 2015, Escambia County Area Transit transported passengers on 20 routes, covering over 1.3 million miles

### Department's Major Accomplishments

- On Time performance increased from 85% in 2014 to 89% in 2015
  - The implementation of minor route changes and continued supervision by Road Supervisors contributed to the increase
- The ongoing effort between the Management staff and the ATU 1395 to work together continues to promote a healthy, inclusive work environment
  - Employee grievances were resolved in a timely manner without need for arbitration
- Implementation of passenger technologies included Automatic Passenger Counters (APC), Automated Voice Annunciation (AVA), and Automatic Vehicle Locator (AVL) - Doublemaps
- ECAT added one Express Trolley for the UWF campus to better serve those needing bus service for off campus amenities
- Operations received, and put into service, 3 new Pensacola beach trolleys (July 2015)

### Department's Future Goals & Objectives

- Improve On-time performance goal to 90%
- Review data provided from Comprehensive Analysis and implement as needed
- Reduce customer complaints by 25%
- Investigate and resolve all customer complaints within 72 hours, allowing ECAT to find a resolution in a timely manner and still provide the best possible customer service experience
- Transition UWF from traditional trolleys to a more efficient and contemporary mode of transportation that better reflects the campus climate



#### Operations Performance Measure:

- Compilation of Monthly Employee Complaints –  
*Employee complaints are addressed through the grievance process; there were 5 in 2015.*
- Compilation of Monthly Route Ridership Reports and On-Time Performance. *See attachment B*

## Safety, Security, & Training

### Safety, Security, & Training Department Overview

The Safety, Security, & Training Department manages the safety program which includes: accident investigation; developing employee training; maintaining safety and training; facility security and ensuring compliance with federal, state, and local regulations, and the company policy. Safety, Operations, and Maintenance Departments also meet monthly with our Safety Solutions Team devising ways to reduce accidents.

### Major Accomplishments

#### World Class Safety Olympics

ECAT's Safety Department and First Transit's Regional Safety Department have been working together on a safety program called "World Class Safety Olympics Training: Light the Flame Campaign," in hopes of reducing vehicle accidents and workers compensation injuries.



- The campaign runs April 2015 – March 2016
- Key topics include:
  - Worker attentiveness, understanding one's capabilities, and developing safe behaviors
- Employees who practiced these safety habits, and showed dedication toward the campaign, had the chance to win from a number of prizes including (but not limited to): Bose speakers, a Samsung TV, and an iPad Air 2.



Two ECAT employees won major prizes from the contest, which had over 730 participants. ECAT received 4 gold, 4 silver, and 56 bronze medals overall.

#### Training

In 2015, five employees were chosen to become certified as trainers at the First Transit Training Program in West Palm Beach. Thirteen new operators were hired and completed the four week operating course to become bus drivers and trolley operators.

Training included:

- CDL Training
- Smith System 5 Keys to Safe Driving
- Transportation Safety Institute (TSI) Distracted Driving and Fatigue Driving
- One-on-one behind-the-wheel training in both backing and driving
- Route training



The Safety department has selected four operators and two supervisors to work on reducing preventable accidents by utilizing the First Transit's vigorous training program. Additionally, the Department and Union started a program to recognize years of service and safe driving.

### Emergency Response

The Safety Department provided Emergency Response Training to our staff; including Maintenance, Dispatchers, and administrative personnel for Emergency Response Training.

After violent storms/tornadoes destroyed homes in the Northeast Pensacola area, the Safety Department contributed by transporting affected citizens to nearby shelters.

### Reviews and Audits

The department received an exemplary review for an audit, from the Florida Department of Transportation (FDOT), for the System Safety Program Plan (SSPP), and a review of their DOT files with only minor updates to their SSPP Plan. The Bus Agency Safety & Security Review was to determine the transit agency's compliance with the provisions of Rule Chapter 14-90, F.A.C. and Florida Public Transit Office.

It also received a 3.84 out of 4 rating for a review, conducted by the First Transit Safety Department, which includes employee DOT files, Worker Compensation files, FTA Drug files, and hiring and training files.

## Future Goals & Objectives

Workers Compensation - Reduce Workers Compensation Claims by 50%

- ECAT's Safety Director will work with First Transit to identify any risk exposures and determine the level of control. If uncontrolled, they will develop and initiate an action plan.

Vehicle Accident - Reduce Preventable Vehicle Accidents by 50%

- All preventable accidents will be discussed during the Monthly Safety Solutions Meetings. This will assist in recognizing each accident's cause, and prevention techniques to correct deficiencies found using the First Transit's Operator Development Program and the National Safety Council's Defensive Driving Program.



Safety Performance Measure:

- Management Company shall establish and maintain a GIS Layer for all Routes, Stops, Benches, and Shelters. (Minimal Standards approved by County GIS Division)  
*This task was completed Dec 2013 during the ADA Assessment of ECAT Bus Stops that was performed by Fabre Engineering through a contract with the County Traffic Division and GIS Department.*



## Marketing & Community Relations

### Marketing & Community Relations Department Overview

The ECAT Marketing and Community Relations Department is responsible for establishing and maintaining effective communication processes (internal and external) in support of ECAT's goals and marketing objectives.

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.

### Department's Major Accomplishments

#### Department's Major Accomplishments

Escambia County Area Transit (ECAT) was named "Best of the Best" Award is chosen from all first-place award entries in each category, and serves as the top award of the competition. The 2015 Florida Public Transportation Association (FPTA) Marketing Awards were held at the Annual Conference On October 28, 2015 in Daytona Beach, FL.





ECAT received the award for the transit system's year-long community outreach initiative, ECAT Harmony - "Fall in Love with ECAT." ECAT Harmony was an interactive year-long campaign 2014-2015 to raise awareness about the system, encourage people to hop on board, and foster communication between current riders and ECAT.

The ECAT Harmony campaign also took home the statewide "Judges Favorite" Award, given to the project that most effectively caught the attention of panelists. Other top awards for ECAT included:

- First Place Award for Sustaining Campaigns - ECAT Harmony - *"Fall in Love with ECAT"*
- First Place Award for Exterior Bus Graphics - ECAT Military Veteran Tribute Bus
- Third Place Award for Special Event & Campaigns - Earth Day Initiative
- Third Place Award for Potpourri Category - Youth Art Contest & Dump the Pump Day



## Other 2015 Highlights

- Partnered with the School District and the “Dump the Pump” Activities for the ECAT Youth Art Contest
  - Completed Bus Stop Sign Project – Replacing Old Designs with new decals
  - Printed and distributed the newly designed Ride Guides
  - Promoting upcoming New ECAT Technologies through the “This is ECAT” Campaign
  - Continued partnership with Bowstern for marketing campaigns “ECAT Harmony”
- 
- Overall Marketing Activities – Community Outreach and Mobility Management:
    - Over 163 website requests ([www.goecat.com](http://www.goecat.com))
    - On-bus Travel Trainings and Classroom on Wheels– 4 individuals and 18 group presentations with an average of 20 people in each group.
    - ECAT Event Participations – 31 Events such as VA Stand Down and other Community Events
    - Webinars-3
  - Amplified Media Exposure
    - Various Press releases including New Fleet Additions and Military Support
    - Monthly Radio interviews with CAT Country and Regular Advertisements and Magic 106.1
    - Monthly Television and Digital ads through Cox Media
    - Month of February Daily Radio ads WRNE
    - Several News Print Ads including Gosport and PNJ
  - Strategic Community Partnership Development and Networking
    - Disability Summit Council & Council on Aging
    - Escambia Coalition on the Homeless
    - Ride On Program - Commuter Assistance - West Florida Regional Planning Council
    - Colleges & Universities (Pensacola State College & University of West Florida)
    - Local Churches & other Community Organizations ( Kiwanis Club, etc.)
    - Military Organizations (NAS Pensacola, VA Hospital, Gulf Coast Veteran’s Advocacy Council)
    - Local Vocational Programs Such as South East Vocational
  - ECAT Facebook Page
    - Total Impressions: 743,137
    - Total Fans: 1,387
    - “Likes” increased by 47% since 2014
    - ECAT uses social media to announce service changes, promote seasonal programs (Beach Trolley, Summer Wheels, etc.), and encourage ridership by offering incentives to individuals that follow the Facebook page
- 

## Marketing's Goals & Objectives

The primary goal of the Marketing Department is to serve the transit reliant population, while also attracting new riders that choose public transportation over their own private transportation. In pursuit of that goal, the Marketing Department will address several objectives for 2016:

- Increase Brand Awareness and Enhance Public Image of ECAT Services
- Improve Customer Experience and Enhance Ease of Use
- Inform and Educate Local Stakeholder Groups
- Promote Ridership among Target Markets
- Strengthen Customer Relationships



### Marketing Performance Measure:

- Compilation of an Annual Business and Marketing Plan to include a proposed Annual Operating Budget subject to the approval of the Board of County Commissioners.

*Previous Annual Report Submitted to County June 2014. Updated Marketing Strategies Report submitted to County February 2015.*

## Advertising

### Bus Advertising

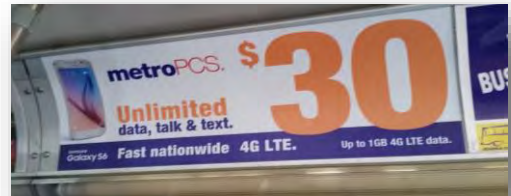
Bus wraps and interior cards offer businesses a unique way to promote their service and/or products offered. We are working with several graphic wrap installation companies to bring these opportunities to the community.

#### Exterior Bus Advertising

- Total buses wrapped – 10 (all styles)
- Total number available for wrap - 9
- Total number of clients - 5 (some have multiple wraps)
- Average contract length – 2 years

#### Interior bus Advertising

- Total interior Advertising contracts – 3
- Total Pending Contracts (if applicable) - N/A
- Average contract length – 6 months



### Bench & Shelter Advertising

Benches and shelters work as mini billboards, offering an affordable Out-Of-Home advertising medium for businesses to draw attention to their services. These can be fixed location or rotated around the service area. During most of 2015, the bench and shelter advertising was managed by Martin-Mency, a private contractor. In October 2015, Escambia County transitioned to bring the bench and shelter advertising in-house with ECAT managing the entire advertising program.

#### As of October 2015

- Total number of shelters – 59
- Total number of benches – 270

#### Since October 2015

- Total number of shelters/benches – 375 (14% increase since Oct)
  - 226 of those have ads sold (60%)
- Partnered with 31 clients for advertising
- Average advertising contract length is 1 year
- 



## Advertising Goals & Objectives

#### Advertising Future Goals

- Expand advertising opportunities by:
  - Increase buses wrapped to  $\geq 50\%$  and bench and shelter advertising to  $\geq 75\%$
- Projected Income Goal: Increase Advertising Income by 10%



## Customer Service

The Customer Service Department consists of (1) supervisor, three (3) full time representatives, and one (1) part time representative.

### Major Accomplishments

- In June 2015, Customer Service implemented a more conducive Lost & Found procedure that effectively helps to locate lost items.
- Customer Service has also developed a more stream-lined method of tracking complaints.
- Customer Service Representatives now have computer access by which they can track ECAT buses, as well as obtain more accurate route information for passengers.
- Customer Service Representatives are now more involved in community engagement events.
- “How To” instructional videos have been created to aide customers in familiarizing themselves with policies and procedures as well as ensuring their overall safety and security.



## Customer Service Goals & Objectives

### Customer Service Future Goals

- To provide more frequent training on phone etiquette
- To continue to develop and maintain optimal customer relations
- Decrease customer complaints by 15%



Customer Service Performance Measure:

- Compilation of Monthly Customer Complaints. *See attachment C*



## Finance & Administration

### Finance & Administration Overview

The Finance and Administration department is responsible for Human Resources, Payroll, Grant Administration, and all Financial and Accounting functions.

### Major Accomplishments

#### Finance Grant Activity

- Received various FDOT Grants in the amount of \$2,731,458, which is an increase of \$254,510 from the previous year.
- Received various grants of Operating Assistance from the Federal Transit Administration (FTA) in the amount of \$2,143,811.
- Applied for and received \$790,000 in 5307 funds for the purchase of 3 Fixed Route Vehicles.
- Applied and received \$190,000 for funding for 2016 TDP Update

#### Purchase Activity

- Purchased 4 El Dorado buses for fixed route service
- Purchased 7 Champion Defender 29' Buses for fixed route service
- Purchased 4 Champion Cutaway vehicles for Paratransit service
- Purchased 2 Entervans vehicles for Paratransit service
- Received 3 Grand Trolley vehicles for Pensacola Beach service
- Purchased 30 additional shelters and 100 benches
- Completed installation of New Technologies: Wi-Fi, Kiosks, APC, AVL, and AVA
- Completed installation of Routematch software for Paratransit service

### Future Goals & Objectives

ECAT is continually updating the Capital Improvement Program (CIP) that will enable ECAT to replace several needed fixed route vehicles that are past their useful life – (FTA Definition). We will continue to review the current fleet compared to the fleet needs identified in the analysis to determine the type, configuration, and number of vehicles that are required to meet the system needs, as well as, for future service improvements.

#### **Additional Goals:**

- Conduct quarterly finance meetings with County Finance and Budget Department's Staff
- Continue to monitor cost, service needs, and other possible improvements to improve efficiencies of financial needs.

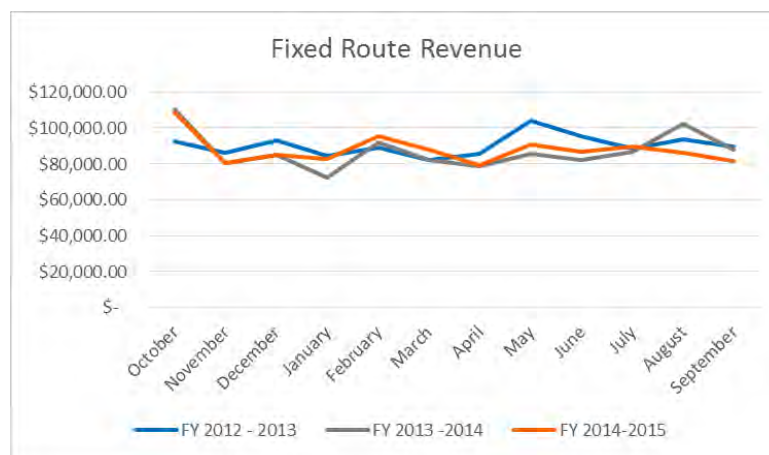
## Farebox Ridership Data

- Farebox Recovery for FY 2014 – 2015 : 11.64%
- Farebox Revenue for FY 2013 - 2014 : \$1,045,696.73
- Fixed Route Ridership for FY 2013 - 2014 : 1,314,282

There was a slight increase in expenses for FY 2013-2014 due to the following: Salary Increase/Medical Plan (ECAT/ATU 1395 negotiated contract signed November 2013) and expenses incurred during flooding April 2014.

Farebox Information			
Month	FY 2012 - 2013	FY 2013 -2014	FY 2014-2015
October	\$ 92,698.21	\$ 110,541.74	\$ 108,509.13
November	\$ 86,006.94	\$ 80,699.72	\$ 80,443.72
December	\$ 92,985.84	\$ 85,145.43	\$ 85,138.13
January	\$ 84,498.24	\$ 72,476.54	\$ 82,756.06
February	\$ 89,081.34	\$ 91,851.99	\$ 95,667.21
March	\$ 82,219.79	\$ 82,076.76	\$ 87,986.31
April	\$ 85,840.18	\$ 78,498.01	\$ 79,164.22
May	\$ 104,022.49	\$ 85,320.19	\$ 90,597.35
June	\$ 95,168.58	\$ 82,278.23	\$ 86,910.57
July	\$ 88,704.66	\$ 86,621.16	\$ 89,910.03
August	\$ 93,420.59	\$ 102,180.70	\$ 85,994.88
September	\$ 89,671.32	\$ 88,006.26	\$ 81,319.55
<b>Farebox Revenue Totals</b>	<b>\$ 1,084,318.18</b>	<b>\$ 1,045,696.73</b>	<b>\$ 1,054,397.16</b>
<b>Operating Expenses</b>	<b>\$ 8,276,841.00</b>	<b>\$ 8,984,762.00</b>	<b>\$ 9,739,920.15</b>
<b>Farebox Recovery Ratio</b>	<b>13.10%</b>	<b>11.64%</b>	<b>10.83%</b>

*Farebox Recovery Ratio- Ratio of passenger fares (revenue generated from carrying passengers in regularly scheduled service) to total operating expenses.*



### Finance and Administration Performance Measure:

- Within (6) months, Management Company shall implement the Escambia County Transit Development Plan  
*Finance Department submitted the 2014 ECAT TDP Annual Report to FDOT in September 2014 as required by Sections 33.9.135, and 339.155, Florida Statutes.*

## ATTACHMENT INDEX

Attachment A .....10 Year Vehicle Replacement Schedule

Attachment B ..... Ridership and On-Time Performance

Attachment C .....Customer Complaints

## Attachment A

## 10 Year Vehicle Replacement Schedule

ECAT 10 Year Vehicle Replacement Schedule												
	MFG YR	MAKE	Model	VIN. #	Lic. #	Pass Cap	Fleet #	2015	2016	2017	2018	2019
ECAT	2002	Supreme	Trolley	4UZAUBV12CK13909	207853	32	105					
ECAT	2002	Supreme	Trolley	4UZAUBVX2CK13911	207855	32	106					
ECAT	2002	Supreme	Trolley	4UZAUBV82CK13910	207854	32	107					
ECAT	1996	Freightliner	Trolley	4UZABFAD1TC74960	151669	24	1967	\$ 110,000.00				
ECAT	1996	Freightliner	Trolley	4UZABFAD1TC742961	151670	24	1968		\$ 110,000.00			
ECAT	1996	Freightliner	Trolley	4UZZ69M2XT2308013	72723	22	2003			\$ 110,000.00		
ECAT	1996	Freightliner	Trolley	4UZZ69M2XT2308318	72724	22	2004				\$ 110,000.00	
ECAT	1996	Gillig	30/96TBM11	15GCA2113T1087428	Disposed	29	9613					
ECAT	1996	Gillig	30/96TBM11	15GCA2115T1087429	Spare	29	9614					
ECAT	1996	Gillig	30/96TBM11	15GCA2111T1087430	Spare	29	9615					
ECAT	1996	Gillig	30/96TBM11	15GCA2113T1087431	Spare	29	9616					
ECAT	1996	Gillig	30/96TBM11	15GCA2115T1087432	Spare	29	9617					
ECAT	1996	Gillig	30/96TBM11	15GCA2110T1087113	Disposed	29	9618					
ECAT	1996	Gillig	30/96TBM11	15GCA2112T1087114	Disposed	29	9619					
ECAT	1996	Gillig	30/96TBM11	15GCA2114T1087115	Disposed	29	9620					
ECAT	1998	Gillig	M11-T30-96	15GCA211W1088846	46396	29	9823	\$ 400,000.00				
ECAT	1998	Gillig	M11-T30-96	15GCA2110W1088847	126226	29	9824	\$ 400,000.00				
ECAT	1998	Gillig	M11-T30-96	15GCA2112W1088848	126227	29	9825		\$ 400,000.00			
ECAT	1999	Gillig	PHANTOM	15GCB2112X1089299	V485972	35	9926		\$ 400,000.00			
ECAT	1999	Gillig	PHANTOM	15GCB2115X1089300	V485971	35	9927			\$ 400,000.00		
ECAT	1999	Gillig	PHANTOM	15GCB2117X1089301	V485974	35	9928			\$ 400,000.00		
ECAT	1999	Gillig	PHANTOM	15GCB2119X1089302	Disposed	35	9929					
ECAT	2006	Gillig	G29E102R2	15GGE291161090830	TA0402	28	0631				\$ 400,000.00	
ECAT	2006	Gillig	G29E102R2	15GGE291361090831	TA0403	28	0632				\$ 400,000.00	
ECAT	2006	Gillig	G29E102R2	15GGE291561090832	TA0404	28	0633					\$ 400,000.00
ECAT	2006	Gillig	G29E102R2	15GGE291761090833	TA0405	28	0634					\$ 400,000.00
ECAT	2006	Gillig	G29E102R2	15GGE291961090834	TA0408	28	0635					\$ 400,000.00
ECAT	2006	Gillig	G29E102R2	15GGE291061090835	TA0409	28	0636					
ECAT	2007	Gillig	G29E102R2	15GGE291171091282	TA4420	28	0737					
ECAT	2007	Gillig	G29E102R2	15GGE291371091283	TA4421	28	0738					
ECAT	2007	Gillig	G29E102R2	15GGE291571091284	TA4428	28	0739					
ECAT	2007	Gillig	G29E102R2	15GGE291771091285	TA4429	28	0740					
ECAT	2007	Gillig	G29E102R2	15GGE291071091287	TA4434	28	0742					
ECAT	2010	Gillig	G27E102N2	15GGE2710A1092080	161563	28	1043					
ECAT	2010	Gillig	G27E102N2	15GGE2710A1092081	214390	28	1044					
ECAT	2010	Gillig	G27E102N2	15GGE2710A1092082	164300	28	1045					
ECAT	2010	Gillig	G27E102N2	15GGE2710A1092083	160297	28	1046					
ECAT	2010	Gillig	G27E102N2	15GGE2710A1092084	164294	28	1047					
ECAT	2010	Gillig	G27E102N2	15GGE2710A1092085	164299	28	1048					
ECAT	2010	Gillig	G27E102N2	15GGE2710A1092086	164298	28	1049					
ECAT	2010	Gillig	G27E102N2	15GGE2710A1092087	164297	28	1050					
ECAT	2010	Gillig	G27E102N2	15GGE2710A1092088	164290	28	1051					
ECAT	2010	Gillig	G27E102N2	15GGE2710A1092089	TA4433	28	1052					
ECAT	2014	EIDorado	BRT	1N9MNA63EC084264	TA9962	29	1453					
ECAT	2014	EIDorado	BRT	1N9MNA63EC084265	TA9960	29	1454					
ECAT	2014	EIDorado	BRT	1N9MNA63EC084266	TA9961	29	1455					
ECAT	2015	Champion	Defender	5WEXW5KK4FH665255	TD8654	22	1501					
ECAT	2015	Champion	Defender	5WEXW5KK4FH665258	TD7343	22	1502					
ECAT	2015	Champion	Defender	5WEXW5KK1FH665259	TD7342	22	1503					
ECAT	2015	Champion	Defender	5WEXW5KK6FH665256	TD9560	22	1504					
ECAT	2015	Champion	Defender	5WEXW5KK8FH665257	TD9559	22	1505					
ECAT	2015	Champion	Defender	5WEXW5KK8FH665260	TD9558	22	1506					
ECAT	2015	Champion	Defender	5WEXW5KK2FH665254		22	1507					
Non passenger-transport vehicles												
ECAT	2009	GMC	C4500	1GBE4V1929F413105	158493	18	1001					
ECAT	2009	GMC	C4500	1GBE4V1959F413096	158494	18	1002					
ECAT	2010	Chevrolet	C5500	1GBG5U1988F414766	203819		1003					
ECAT	2001	Ford	F250	1FDNF20F31ED78916	196081	3	UNIT 16					
ECAT	2004	Ford	F150	1FTPX12564NC07770	222022	5	UNIT 3					
ECAT	1993	Ford	F450 S/D	2FDLF47MOPCB38583	136204	3	UNIT 6					
ECAT	2000	Chevrolet	Silverado 1500	2GCEC19V3Y1360767	192140	5	UNIT 1					
ECAT	2002	Ford	F150	1FTRX17L52KD70151	207802	3	UNIT 17					
ECAT	2006	Ford	Freestar	2FMZA51696BA63797	236789	9	UNIT 18					
ECAT	2006	Chevrolet	Malibu	1G1ZS51896F262035	240113	5	UNIT 20					
ECAT	2013	Dodge	Grand Caravan	2C4RDGBG2DR703674	196094	7	31					
ECAT	2013	Dodge	Grand Caravan	2C4RDGBG4DR703675		7	32					
ECAT	2012	VP	MV-1	523MF1B63CM101211	Disposed	4+2 WC	33S					
ECAT	2006	Chevrolet	Malibu	1G1ZS518X6F277594	240114	5	UNIT 19	\$ 22,000.00				
ECAT	2012	VP	MV-1	523MF1B65CM101422	TB8578	4+2 WC	34S			\$ 49,000.00		
ECCT	2014	450	Chewy	1GB3G2CG9E1208624		11	1435					\$ 85,000.00
ECCT	2014	450	Chewy	1GB3G2CGOE1208219		11	1436					\$ 85,000.00
ECCT	2014	450	Chewy	1GB3G2CG1E1208049		11	1437					\$ 85,000.00
ECCT	2014	450	Chewy	1GB3G2CG7E1207651		11	1438					
ECCT	2014	450	Chewy	1GB3G2CG7E1208637		11	1439					
ECCT	2014	450	Chewy	1GB3G2CG6E1209245		11	1440					
ECCT	2014	450	Chewy	1GB3G2CG1E1208679		11	1441					
ECCT	2014	450	Chewy	1GB3G2CG0E1207975		11	1442					
ECCT	2014	450	Chewy	1GB3G2CG4E1207722		11	1443					
ECCT	2014	450	Chewy	1GB3G2CG0E1209869		11	1444					
ECCT	2014	450	Chewy	1GB3G2CG0E1209404		11	1445					
ECCT	2014	450	Chewy	1GB3G2CG3E1209557		11	1446					
ECCT	2014	450	Chewy	1GB3G2CG5E1209611		11	1447					
								\$ 932,000.00	\$ 910,000.00	\$ 959,000.00	\$ 910,000.00	\$ 1,455,000.00

# ECAT 2015 ANNUAL REPORT

## ECAT 10 Year Vehicle Replacement Schedule

	MFG YR	MAKE	Model	VIN. #	Lic. #	Pass Cap	Fleet #	2020	2021	2022	2023	2024
ECAT	2002	Supreme	Trolley	4UZAUBV12CK13909	207853	32	105					
ECAT	2002	Supreme	Trolley	4UZAUBVX2CK13911	207855	32	106					
ECAT	2002	Supreme	Trolley	4UZAUBV82CK13910	207854	32	107					
ECAT	1996	Freightliner	Trolley	4UZABFAD1TC74960	151669	24	1967					
ECAT	1996	Freightliner	Trolley	4UZABFAD1TC742961	151670	24	1968					
ECAT	1996	Freightliner	Trolley	4UZZ69M2XT2308013	72723	22	2003					
ECAT	1996	Freightliner	Trolley	4UZZ69M2XT2308318	72724	22	2004					
ECAT	1996	Gillig	30/96TBM11	15GCA2113T1087428	Disposed	29	9613					
ECAT	1996	Gillig	30/96TBM11	15GCA2115T1087429	Spare	29	9614					
ECAT	1996	Gillig	30/96TBM11	15GCA2111T1087430	Spare	29	9615					
ECAT	1996	Gillig	30/96TBM11	15GCA2113T1087431	Spare	29	9616					
ECAT	1996	Gillig	30/96TBM11	15GCA2115T1087432	Spare	29	9617					
ECAT	1996	Gillig	30/96TBM11	15GCA2110T1087113	Disposed	29	9618					
ECAT	1996	Gillig	30/96TBM11	15GCA2112T1087114	Disposed	29	9619					
ECAT	1996	Gillig	30/96TBM11	15GCA2114T1087115	Disposed	29	9620					
ECAT	1998	Gillig	M11-T30-96	15GCA211W1088846	46396	29	9823					
ECAT	1998	Gillig	M11-T30-96	15GCA2110W1088847	126226	29	9824					
ECAT	1998	Gillig	M11-T30-96	15GCA2112W1088848	126227	29	9825					
ECAT	1999	Gillig	PHANTOM	15GCB2112X1089299	V485972	35	9926					
ECAT	1999	Gillig	PHANTOM	15GCB2115X1089300	V485971	35	9927					
ECAT	1999	Gillig	PHANTOM	15GCB2117X1089301	V485974	35	9928					
ECAT	1999	Gillig	PHANTOM	15GCB2119X1089302	Disposed	35	9929					
ECAT	2006	Gillig	G29E 102R2	15GGE291161090830	TA0402	28	0631					
ECAT	2006	Gillig	G29E 102R2	15GGE291361090831	TA0403	28	0632					
ECAT	2006	Gillig	G29E 102R2	15GGE291561090832	TA0404	28	0633					
ECAT	2006	Gillig	G29E 102R2	15GGE291761090833	TA0405	28	0634					
ECAT	2006	Gillig	G29E 102R2	15GGE291961090834	TA0408	28	0635					
ECAT	2006	Gillig	G29E 102R2	15GGE291061090835	TA0409	28	0636	\$ 400,000.00				
ECAT	2007	Gillig	G29E 102R2	15GGE291171091282	TA4420	28	0737	\$ 400,000.00				
ECAT	2007	Gillig	G29E 102R2	15GGE291371091283	TA4421	28	0738	\$ 400,000.00				
ECAT	2007	Gillig	G29E 102R2	15GGE291571091284	TA4428	28	0739		\$ 400,000.00			
ECAT	2007	Gillig	G29E 102R2	15GGE291771091285	TA4429	28	0740		\$ 400,000.00			
ECAT	2007	Gillig	G29E 102R2	15GGE291071091287	TA4434	28	0742		\$ 400,000.00			
ECAT	2010	Gillig	G27E 102N2	15GGE2710A1092080	161563	28	1043			\$ 400,000.00		
ECAT	2010	Gillig	G27E 102N2	15GGE2710A1092081	214390	28	1044			\$ 400,000.00		
ECAT	2010	Gillig	G27E 102N2	15GGE2710A1092082	164300	28	1045			\$ 400,000.00		
ECAT	2010	Gillig	G27E 102N2	15GGE2710A1092083	160297	28	1046				\$ 400,000.00	
ECAT	2010	Gillig	G27E 102N2	15GGE2710A1092084	164294	28	1047				\$ 400,000.00	
ECAT	2010	Gillig	G27E 102N2	15GGE2710A1092085	164299	28	1048				\$ 400,000.00	
ECAT	2010	Gillig	G27E 102N2	15GGE2710A1092086	164298	28	1049					\$ 400,000.00
ECAT	2010	Gillig	G27E 102N2	15GGE2710A1092087	164297	28	1050					\$ 400,000.00
ECAT	2010	Gillig	G27E 102N2	15GGE2710A1092088	164290	28	1051					\$ 400,000.00
ECAT	2010	Gillig	G27E 102N2	15GGE2710A1092089	TA4433	28	1052					\$ 400,000.00
ECAT	2014	ElDorado	BRT	1N9MNAC63EC084264	TA9962	29	1453					
ECAT	2014	ElDorado	BRT	1N9MNAC63EC084265	TA9960	29	1454					
ECAT	2014	ElDorado	BRT	1N9MNAC63EC084266	TA9961	29	1455					
ECAT	2015	Champion	Defender	5WEWXSXK4FH665255	TD8654	22	1501					
ECAT	2015	Champion	Defender	5WEWXSXK4FH665258	TD7343	22	1502					
ECAT	2015	Champion	Defender	5WEWXSXK1FH665259	TD7342	22	1503					
ECAT	2015	Champion	Defender	5WEWXSXK6FH665256	TD9560	22	1504					
ECAT	2015	Champion	Defender	5WEWXSXK8FH665257	TD9559	22	1505					
ECAT	2015	Champion	Defender	5WEWXSXK8FH665260	TD9558	22	1506					
ECAT	2015	Champion	Defender	5WEWXSXK2FH665254		22	1507					
Non passenger-transport vehicles												
ECAT	2009	GMC	C4500	1GBE4V1929F413105	158493	18	1001					
ECAT	2009	GMC	C4500	1GBE4V1959F413096	158494	18	1002					
ECAT	2010	Chevrolet	C5500	1GBG5U1998F414766	203819		1003					
ECAT	2001	Ford	F250	1FDNF20F31ED78916	196081	3	UNIT 16					
ECAT	2004	Ford	F150	1FTPX12564NC07770	222022	5	UNIT 3					
ECAT	1993	Ford	F450 S/D	2FDLF47MOPCB38583	136204	3	UNIT 6					
ECAT	2000	Chevrolet	Silverado 1500	2GCEC19V3Y1360767	192140	5	UNIT 1					
ECAT	2002	Ford	F150	1FTRX17L52KD70151	207802	3	UNIT 17					
ECAT	2006	Ford	Freestar	2FMZA51696BA63797	236789	9	UNIT 18					
ECAT	2006	Chevrolet	Malibu	1G1ZS51896F262035	240113	5	UNIT 20					
ECAT	2013	Dodge	Grand Caravan	2C4RDGBG2DR703674	196094	7	31					
ECAT	2013	Dodge	Grand Caravan	2C4RDGBG4DR703675		7	32					
ECAT	2012	VP	MV-1	523MF1B63CM101211	Disposed	4+2 WC	33S					
ECAT	2006	Chevrolet	Malibu	1G1ZS518X6F277594	240114	5	UNIT 19					
ECAT	2012	VP	MV-1	523MF1B65CM101422	TB8578	4+2 WC	34S					
ECCT	2014	450	Chev	1GB3G2CG9E1208624		11	1435					
ECCT	2014	450	Chev	1GB3G2CGOE1208219		11	1436					
ECCT	2014	450	Chev	1GB3G2CG1E1208049		11	1437					
ECCT	2014	450	Chev	1GB3G2CG7E1207651		11	1438	\$ 85,000.00				
ECCT	2014	450	Chev	1GB3G2CG7E1208637		11	1439	\$ 85,000.00				
ECCT	2014	450	Chev	1GB3G2CG6E1209245		11	1440	\$ 85,000.00				
ECCT	2014	450	Chev	1GB3G2CG1E1208679		11	1441		\$ 85,000.00			
ECCT	2014	450	Chev	1GB3G2CGOE1207975		11	1442		\$ 85,000.00			
ECCT	2014	450	Chev	1GB3G2CG4E1207722		11	1443		\$ 85,000.00			
ECCT	2014	450	Chev	1GB3G2CGOE1209869		11	1444			\$ 85,000.00		
ECCT	2014	450	Chev	1GB3G2CGOE1209404		11	1445			\$ 85,000.00		
ECCT	2014	450	Chev	1GB3G2CG3E1209557		11	1446			\$ 85,000.00		
ECCT	2014	450	Chev	1GB3G2CG5E1209611		11	1447			\$ 85,000.00		
								\$ 1,455,000.00	\$ 1,455,000.00	\$ 1,540,000.00	\$ 1,200,000.00	\$ 1,600,000.00



Attachment B**Ridership and On Time Performance****Total Passenger Ridership: FY 2014-2015**

	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul 15	Aug 15	Sep 15	Total
<b>Total Bus Services</b>	132,859	101,059	108,433	106,857	102,988	112,704	106,715	103,333	105,613	108,872	109,521	108,929	<b>1,307,883</b>
<b>Total Trolley Services</b>	13,123	9,632	5,348	10,233	10,969	8,915	10,861	6,457	21,845	42,743	26,527	15,746	<b>182,399</b>
<b>Grand Total</b>	145,982	110,691	113,781	117,090	113,957	121,619	117,576	109,790	127,458	151,615	136,048	124,675	<b>1,490,282</b>

**On Time Performance: FY 2014-2015**

Quarter	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Oct 14 – Dec 14	Jan 15 – Mar 15	Apr 15 – Jun 15	Jul 15 – Sep 15
<b>Percentage</b>	<b>82.13 %</b>	<b>86.46 %</b>	<b>79.03 %</b>	<b>92.13 %</b>

## Attachment C

### Customer Complaints

Complaints	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Total
Discourtesy	6	10	12	6	10	16	10	10	13	7	4	12	116
Careless Driving	7	7	6	5	5	1	2	6	3	3	1	8	54
Pass-Up	10	4	5	8	9	3	4	5	4	2	5	8	67
Carry-By	0	1	2	0	1	3	1	0	0	0	0	1	9
Early	1	2	1	2	4	1	0	2	0	0	0	4	17
Late	5	2	9	2	2	4	3	2	3	0	1	3	36
Service	8	11	4	8	6	6	2	0	3	1	0	8	57
Scheduling/Routing	1	6	3	6	0	0	1	0	0	0	0	0	17
Heating/Cooling	0	0	0	0	0	0	0	0	0	0	0	1	1
Equipment	0	0	0	1	2	0	0	0	0	0	0	0	3
Accident	1	0	3	1	2	2	0	1	1	3	0	2	16
ADA Complaints	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Totals</b>	<b>39</b>	<b>43</b>	<b>45</b>	<b>39</b>	<b>41</b>	<b>36</b>	<b>23</b>	<b>26</b>	<b>27</b>	<b>16</b>	<b>11</b>	<b>47</b>	<b>393</b>
Other	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Total
Miscellaneous	7	6	7	10	7	6	8	3	6	4	2	0	66
Compliments	0	5	0	2	3	7	5	2	2	2	3	1	32
<b>Total</b>	<b>7</b>	<b>11</b>	<b>7</b>	<b>12</b>	<b>10</b>	<b>13</b>	<b>13</b>	<b>5</b>	<b>8</b>	<b>6</b>	<b>5</b>	<b>1</b>	<b>98</b>

