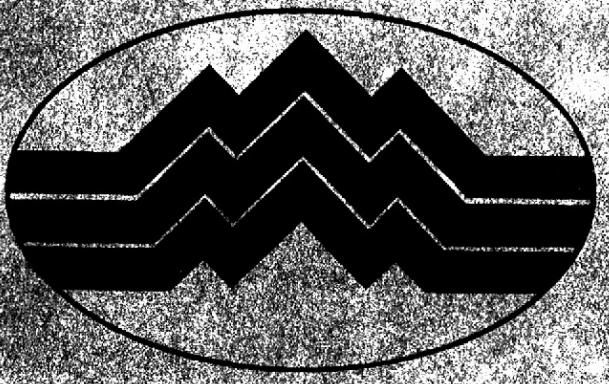

Foothill Transit

SHORT RANGE TRANSIT PLAN

FOR

FISCAL YEAR 1995 - FISCAL YEAR 1998

MAY 4, 1994

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FOOTHILL TRANSIT
SHORT RANGE TRANSIT PLAN
FY 1995 - FY 1998

1. INTRODUCTION

1.1. Service Goals and Objectives

Foothill Transit is a local Transportation Zone which was approved by the then Los Angeles County Transportation Commission (LACTC) on December 2, 1987. The purpose of the Zone creation was to increase local control for the 20 cities, participating in the Zone, over the public transportation services provided to them and explore the cost savings potential of private contracting. The regional transportation provider MTA (formerly SCRTD) was the previous operator of the base service now provided by Foothill Transit.

It is the goal of Foothill Transit to provide efficient transit service that is responsive to the needs of its clients. In addition, it is Foothill Transit's goal to increase service through internal savings (efficiency improvements) and with minimal subsidies. In other words, it is Foothill Transit's goal to assist the Metropolitan Transportation Commission (MTA) in its efforts to obtain the most service for each subsidy dollar spent ("most bang for the buck").

Foothill Transit's service goals and objectives are expressed in its Management By Objectives (MBO) mission statement for FY 1995:

> ***"The mission of Foothill Transit is to be the premier public transportation provider, committed to safety, courtesy, quality, responsiveness and service expansion."***

Foothill Transit has made major improvements to the bus system existing in the San Gabriel Valley since the transfer of the lines from the previous operator. Without receiving additional subsidies from the Los Angeles County Transportation Commission (now MTA), Foothill Transit accomplished the following:

- Received the American Public Transit Association (APTA) award : Outstanding Transit System of North America for 1993.

- Increased the service level provided to the residents of the San Gabriel Valley from less then 300,000 vehicle revenue hours annually (RTD level) to approximately 393,700 hours (FY 1994). An additional 45,000 hours are budgeted for FY 1995. The total improvements represent a 45% increase in the service level provided.

- Kept the fare structure at the $0.85 base fare since it inception in 1987 while the regional operator increased the base fare to $1.10;

- Achieved an audited 50.5% systemwide farebox recovery ratio in FY 1993

- Increased the service level on the commuter express lines into downtown Los Angeles (Lines 495 & 498) by 75%;

- Doubled the service levels on line 178;

- Introduced Saturday Service on nine (9) local lines without any previous Saturday Service;

- Financed annual lease payments, which amounted to over $5.6 million in FY 1993 alone, and numerous other capital purchases out of operating subsidies only (through efficiency savings)

- Kept its entire fleet of 198 buses graffiti-free

2. SHORT TERM SERVICE GOALS (FY 1995 - FY 1998):

In FY 1994 Foothill Transit hired a consulting firm to perform a comprehensive operational analysis (COA) and develop a strategic master plan guiding Foothill Transits future transit expansion plans through the short, immediate and long-term horizon. The highlights of this analysis are discussed below:

2.1 Design Principals: Timed Transfer and Grid Service Patterns

The detailed analysis of the ridership and demographic information collected in the first part of the COA study led to some general design principles Foothill Transit's service restructuring plans should follow:

Travel demand in the Foothill Transit service area has an "everywhere to everywhere" pattern. There is no primary center for the whole valley around which transit can be organized. Since it is impossible to run direct service from

everywhere to everywhere, Foothill Transit must provide a network of **connected** services, much like a network of connected streets, so that some combination of routes is available to serve any desired trip. For this reason, the number one priority is to make transferring as convenient as possible.

Transferring from one route to another is often considered a disincentive. In the current Foothill Transit system, this disincentive is extreme, because connecting services are not coordinated. Transferring from one route to another can mean waiting at a street corner for up to an hour.

There are two strategies for making transferring fast, the **grid** system and the **timed transfer** system.

The **grid** system is the method used in the core areas of Los Angeles. Here, routes operate in a grid pattern with very high frequencies. Because service is so frequent, it is possible to transfer between intersecting routes with virtually no delay.

The **timed transfer** system is recommended wherever service cannot be frequent enough for grid service. In this system, routes running every 15, 30 or 60 minutes are designed to converge on a transit center at the same time. The buses sit together for 5 minutes or so, allowing passengers to transfer from any route to any other. Then the buses all depart. The timed transfer system provides convenient connections between any two routes even where demand is not sufficient for high-frequency service.

The recommended system for Foothill Transit is a **mixture** of timed transfer and grid services. Several key routes would be on 15-minute frequencies, so that grid connections between them would be possible. These include:

- Line 480 (I-10 corridor)
- Line 187 (Foothill/Huntington/Colorado Blvds.)
- Line 280 (Azusa Avenue)
- Line 291 (Garey Avenue)

During peak hours, frequent service would be provided on other key routes as well.

The timed transfer system would consist of a lattice of eight (8) interconnected transit centers or "TransCenters". The proposed timed transfer points would be located in the following areas:

West Covina Fashion Plaza
Eastland Mall
Cal Poly Pomona
Puente Hills Mall
Citrus College (Azusa/Glendora border)
New downtown Pomona Metrolink station (1st & Garey)
Montclair Transcenter (already an Omnitrans timed transfer point)
Duarte (ideally Huntington & Highland)

In most cases, the exact locations are to be determined based on discussions with cities and property owners:

During peak hours, Industry Metrolink station will also be a timed transfer point, with shuttles connecting trains with Industry employers and Puente Hills Mall.

The strategic master plan resulting from the above described timed transcenter concept will increase Foothill Transit's service level from currently 390,000 revenue hours to 527,000 hours over the next four years. Ultimately, the study recommends to expand the system to providing 637,000 hours of service annually.

2.2 Phase I (FY 1994 & FY 1995)

Below we have listed the service enhancements to be implemented in the short term (Phase I). About 50% of these services will be implemented in May 1994 with the remainder to be implemented in October 1994 after the seventeen (17) expansion buses currently on order have been received.

These Phase I service increases amount to a total of 45,000 additional vehicle revenue hours annually which will increase our annual service hours to a projected total of 435,000 hours in FY 1995.

The Phase I changes consist of running time corrections and frequency

improvements on various existing routes to prepare for the implementation of the timed transfer concept. Routes are changed to either 15, 30 or 60 minutes frequency. In addition, Saturday service will be improved and Sunday service implemented on two additional routes. Phase I includes only minimal route changes. The Phase I enhancements are described in detail on the next page:

Foothill Transit
Strategic Master Plan
Phase I Changes

Route	Day	Change	Annual Revenue Hours Added	Peak Buses Added
178	SUN	New Hourly Service	1,472	0
185	M-F	30-min frequency all day (currently 45)	4,508	2
187	M-F	15-min peak frequency, Pasadena-	10,254	6
		Glendora (currently 30)		
		Consistent 30-min peak frequency to		
		Claremont and Pomona (currently 30-60)		
		Limited-stop service in Pasadena		
280	M-F	30-min evening frequency (currently 45)	574	0
280	SAT	30-min frequency (currently 45)	3,715	0
480	M-F	Extend to Montclair	5,700	2
480	SAT	Extend to Montclair; Consistent 30-min	169	0
		evening headway (currently 40)		
482	M-F	30-min midday frequency, El Monte to	5,332	0
		Diamond Bar (currently 60)		
486	M-F	15-min peak frequency, El Monte to Amar	5,776	4
		& Temple (currently 30); 30-min peak		
		service to Cal Poly (currently 60)		
492	M-F	30-minute midday service (currently 45)	5,439	1
492	SUN	New Hourly Service	1,970	0
		TOTAL CHANGE	44,909	15

2.3 Detailed Line-By-Line Discussion of 4 Year Service Plan

Described below are all service changes proposed by the COA on a line-by-line basis. They include a detailed description of Phase I (FY 1994 & FY 1995) as well as the changes recommended for the outyears (FY 1996 - FY 1998).

Line 178/9: Baldwin Park/Valinda
This route is very successful through El Monte, Baldwin Park, and West Covina. It is less productive through Walnut. The new network will provide faster routes from West Covina to Mt. Sac and Cal Poly.

The Line 179 coverage on Lark Ellen would be eliminated, since the expanded Line 488 serves this area. Lines 178 and 179 would be the same from El Monte to Azusa & Amar. From there Line 178 would continue unchanged via Walnut to Cal Poly. New Line 179 would cover the full length of Nogales to Colima (an improvement requested by the public) and then west via Colima and Gale to the Puente Hills Mall TransCenter. The Industry service now provided by Line 179 would be provided by a new Line 702 described below.

Line 184: Santa Anita-Monrovia-Duarte
This new local route would fill several holes in the Monrovia/Duarte route network. The route would link Santa Anita Fashion Park with central Monrovia via Colorado, also serving the high school. The route would continue serving a portion of Royal Oaks in Duarte and end at Duarte TransCenter.

Line 185
See Line 285.

Line 186: Baldwin Park Blvd.
This new local route would serve Baldwin Park Blvd. from downtown Baldwin Park to the Kaiser facility at I-10, continuing to El Monte via Valley Blvd.

Line 187: Foothill/Huntington/Colorado
Major service upgrades are proposed on this very heavily used route. The following changes are recommended:

Between Lake Avenue and Rosemead Blvd. in Pasadena, this route should make "limited stops". That is, it should stop only at Lake, Hill, Allen, Sierra Madre, San

Gabriel, and Rosemead. MTA Line 188 provides half-hourly local service along this segment, and most Foothill ridership currently occurs at these major transfer points. Deleting the less-used stops will reduce duplication with MTA and will also speed up this route at its busiest point.

Foothill Transit should work with the City of Duarte and the City of Hope to find an alternative to the current deviation to serve City of Hope. Ultimately, Line 187 should operate straight through Duarte on Huntington. This is a busy segment of the route, and large numbers of people are currently being carried out of the way to serve the relatively small City of Hope ridership. The route is also missing some of Duarte's major activity centers. The proposed network would use Line 272 to serve City of Hope and provide a half-hourly timed connection with Line 187 at Huntington & Highland. Line 187 and proposed Line 184 would also provide this link. A still better arrangement would be for Duarte and City of Hope to develop a local shuttle from Huntington to City of Hope which actually penetrates the City of Hope campus. The current on-street method of serving City of Hope requires awkward routings, provides no bus turnarounds, and is too far from the major buildings to be attractive.

At Citrus College, route 187 would be on Foothill instead of Alosta between Citrus and Barranca, to serve the Citrus College TransCenter.

The segment between Claremont and Pomona would be deleted and replaced by Line 292. The new routing would use Indian Hill instead of Claremont Blvd. to access Claremont TransCenter, then continue via the present Line 492 route to serve Montclair Plaza and Montclair TransCenter.

Ultimately, Line 187 should be a high-frequency grid route, with service every 15 minutes all day, so that fast connections can be made with all intersecting services.

Line 191: NW Pomona

This new route will replace a portion of present Line 192 in northwest Pomona, providing timed connections to many other routes at both downtown Pomona TransCenter and Cal Poly TransCenter. Service every 30 minutes peak, 60 minutes midday.

Lines 192/194
These routes would be replaced by a variety of new and restructured routes, including 191, 193, 195, 291, and 292.

Line 193: Pomona Blvd./9th Street
This new route replaces a portion of present Line 194 and provides new service to the neighborhood southwest of downtown Pomona. It also provides new service to the many employers along Pomona Blvd. It provides timed connections to many other routes at both downtown Pomona TransCenter and Cal Poly TransCenter. Service every 30 minutes peak, 60 minutes midday.

Line 195: Reservoir/Phillips Ranch
This new route will replace a portion of present Lines 293 and 194 along Reservoir and through Phillips Ranch, linking these areas to both Pomona TransCenter and Cal Poly TransCenter, with timed connections at both ends. Service every 30 minutes peak, 60 minutes midday.

Line 199: Mission
This new route would replace Line 480 along Mission, running from Cal Poly TransCenter through Pomona TransCenter and on to Holt & Indian Hill. This would be a **high-frequency** route, with service every 15 minutes all day.

MTA Line 270: Peck Road
Although ridership information was not provided as part of this study, this route appears to be under-served to meet current ridership demand. The irregular headways operated on this route also make connections difficult. Foothill and MTA should discuss possibilities for enhancing this corridor, at least between Monrovia and El Monte, where it interacts primarily with Foothill routes.

Line 272: Pasadena-Brea
This entirely new service would fill in a number of missing links in the Foothill route structure. From Brea Mall, the route would operate via Brea Canyon, Industry Metrolink, Mt. Sac, Eastland TransCenter, West Covina TransCenter, Baldwin Park Metrolink, Maine Avenue, Rivergrade (during peak hours), Buena Vista, City of Hope, Duarte TransCenter. From here, the route would continue by replacing present MTA Line 177, if MTA abandons that service. However, instead of serving Royal Oaks as MTA currently does, the recommended route would run along Huntington, Myrtle/Ivy (serving the Monrovia Central Business District) and

Foothill to East Pasadena. The exact routing and terminus in Pasadena would depend on MTA service plans.

During peak hours, this route would serve the Rivergrade area of Irwindale, providing access to/from Baldwin Park Metrolink station. Monrovia/Duarte employers could also use this route as a Metrolink feeder, although the schedule would not be precisely timed to the trains.

Line 272 would operate every 30 minutes all day, and every 60 minutes on weekends.

Line 274: Puente/Citrus
This route would be streamlined by using the freeway instead of Rowland between West Covina TransCenter and Eastland TransCenter, which is necessary to make timed connections at both points. The north end of the route would be modified to end at Citrus College TransCenter. Service to eastern Glendora would be provided by Line 277. Line 274 would be extended at the south end to serve downtown Whittier, making direct connections with many MTA routes. Rowland Avenue service could be provided by an enhanced West Covina Corridor shuttle. Line 274 would operate every 30 minutes all day, and every 60 minutes on weekends.

Line 276: Sunset
The north end of Line 276 would be replaced by Line 277, while the south end in Industry would be replaced by Line 701. The remaining Line 276 would be a shuttle along Sunset between West Covina TransCenter and Gale Avenue. This line would run every 30 minutes peak, every 60 minutes midday and weekends.

Line 277: San Dimas/Glendora
This route would replace the northern part of Line 276 and the Sierra Madre Avenue portion of Line 488. From Citrus College TransCenter the route would operate via downtown Glendora, Grand Ave., Sierra Madre, Loraine, Foothill (Glendora High School), and the present 276 route through San Dimas and along Covina Blvd. to Eastland TransCenter. Service would be every 30 minutes peak, every 60 minutes midday. Glendora High School students could still reach southern Glendora by a timed transfer to Line 274 (Citrus) or 279 (Grand) at Citrus College TransCenter.

Line 279: Grand Ave.
This route would operate along Grand Avenue between Citrus College and Eastland, making timed connections to many other routes at both ends. Service would be every 30 minutes all day, with hourly service on weekends.

Line 280: Azusa Avenue
This very productive route should ultimately be upgraded to 15 minute service all day with 30 minute service on weekends. At the north end, the route would be extended east via Sierra Madre Avenue and Grand to Citrus College TransCenter. Timed connections to other routes would be provided at Citrus College and Puente Hills Mall.

Line 285: Irwindale/Hacienda
This route is an expansion of present 185, which serves Irwindale and Hacienda Avenues. The route would be extended from Hacienda Heights to Puente Hills Mall and from Azusa to Citrus College. Timed connections would be provided to many routes at Citrus College, West Covina, and Puente Hills Mall TransCenters.

Line 291: Garey
Garey is the busiest north-south transit corridor in the Pomona-Claremont area, and would be upgraded to 15 minute service all day. Between La Verne and McKinley, the route would operate along Orange Grove, to better serve the hospital area. The route would extend from Foothill and White in La Verne to Riverside Drive in Chino, providing new connections to the Omnitrans Chino Hills route. This route should be considered for extension to central Chino, possibly as part of an agreement with Omnitrans. The Claremont portion of the present Line 291 would be replaced by Line 292.

Line 292: Towne/Baseline
This new line would extend from the new downtown Pomona TransCenter via San Antonio and Towne to Foothill. It would then continue via Foothill, Mountain, Baseline, Claremont Blvd., and Sixth Street through the Claremont Colleges, then to Claremont TransCenter and Montclair TransCenter. The new route would provided better access from upper Claremont to the colleges, downtown, and Montclair.

Line 293
This route would be replaced by Line 292 in upper Claremont, Line 480 along Indian Hill south of First, and by Line 195 along Reservoir.

Line 479: Claremont - Cal Poly
This route would extend from Montclair through Claremont along Bonita to Garey, then along Garey and I-10 to Cal Poly TransCenter, making timed connections with many other routes at Montclair and Cal Poly. Service would be every 30 minutes all day. During peak hours, certain trips would continue to/from Los Angeles.

Line 480: I-10 Trunk Express
Line 480 will continue to be the primary 24-hour trunk line service along I-10. In Pomona, however, a revision of the route is recommended. From I-10 and Kellogg to Pomona TransCenter, the route would operate via Cal Poly, South Campus Drive, Ridgeway, and Holt. The route would continue along Holt to Indian Hill, then via the Indian Hill to Claremont. The route would also be extended to serve Montclair Plaza and Montclair TransCenter.

Line 481: Express Trips to Wilshire Blvd.
The Line 481 express trips which bypass downtown Los Angeles and serve the Wilshire corridor will continue to operate until the next Metro Red Line segment is opened. The next Red Line extension will cover the area served by Line 481, and will provide faster times from Union Station to the Wilshire area than Line 481 can provide. When the Red Line extension opens to the Mid-Wilshire area, Line 481 should be phased out.

Line 482: Colima Road
Several adjustments are proposed for this route:

Service to the Whittier Narrows Park & Ride and South El Monte High School would be eliminated, except possibly for school trips as demand warrants. Line 482 would bypass this area via Highway 60. Service in this area has been very unproductive, and is not justifying the delays it imposes on through riders.

In Hacienda Heights, Line 482 would use Halliburton Road between Hacienda and Colima. This would speed up this route on its way to the Puente Hills Mall timed transfer center. Service south of Halliburton on Colima and Hacienda would be covered by Route 285. Southern Hacienda Heights will still have direct Los

Angeles service via MTA Line 471.

The line would end at Cal Poly TransCenter, making connections with many other routes there. Service across Pomona to the county line would be replaced by Lines 480 and 199, with timed connections to Line 482 at Cal Poly. Frequencies would be every 30 minutes all day.

MTA Line 484: Valley
Foothill Transit does not presume any changes to MTA Line 484. However, MTA should consider the following improvements:

Do not run through to Los Angeles on off-peak times when demand is low. Instead, make a timed connection with Line 480 at El Monte station.

Some MTA plans call for deleting the service east of Indian Hill (the county line) and for Omnitrans to take over this segment, forcing a transfer at the county line. If the line must be broken in this area, it should be broken at downtown Pomona TransCenter, not at the county line. This maximizes the opportunity to transfer from local Pomona routes for trips into San Bernardino County.

Line 486: Amar
This very successful route would not be changed. However, some improvements in frequency would be made during peak hours. Peak service should operate every 30 minutes between Los Angeles via Amar to Cal Poly, plus service every 30 minutes from El Monte to Puente Hills Mall. The two services would be offset so that service along Amar west of Temple would be every 15 minutes.

Line 488: Francisquito
The present Line 488 would be restructured as follows:

Upper Glendora service would be replaced by Line 277, which makes timed connections to many other routes at both Citrus College and Eastland.

Grand Avenue service between Glendora and Eastland would be replaced by Line 279, which makes timed connections to many other routes at both Citrus College and Eastland.

Service on Cameron east of Azusa would be replaced by MTA Line 490 and the

West Covina Corridor Shuttle.

The remainder of the route would be as follows: from El Monte station via Ramona, Francisquito to Glendora Ave. in West Covina (like the present route), then continuing on Francisquito to Azusa Avenue, then north on Azusa, west on Cameron to West Covina TransCenter.

This new route provides better coverage to southern West Covina and Valinda between Glendora and Azusa Avenues, with direct service to more of this area from the high school on Cameron. Service would continue to operate into Los Angeles during peak hours. Service would be every 30 minutes all day, every hour on weekends.

MTA Line 490: Ramona/Diamond Bar
No changes to this MTA route are necessary to implement the rest of the service plan. However, the consultant recommends the following improvements and efficiencies:

They recommend not to run through to Los Angeles on off-peak times when demand is low. Instead, they recommend to make a timed connection with Line 480 at El Monte station. Furthermore, they recommend to design the schedule to make timed connections at Eastland TransCenter. It may be appropriate to separate the Diamond Bar segment as a separate route which would permit better timed connections at Cal Poly TransCenter.

Current MTA service cut plans call for deleting 490 service to Orange County. If this is done, Line 272 would replace this link to Brea Mall.

Line 492: Arrow
This route is essentially successful and needs only to be run more frequently. Service every 30 minutes all day is proposed, with timed connections at Montclair TransCenter. Between Garey and Indian Hill, the route would use Arrow instead of Bonita, for faster and more direct operation. Service on Bonita in this area would be replaced by Line 479.

Line 478: Azusa/Glendora Express
This route replaces the Azusa/Glendora elements of Line 494. The line operates from downtown Los Angeles via El Monte station and I-605 to Huntington, then

via Huntington, Foothill to Citrus College.

Line 493: Diamond Bar/Phillips Ranch Express
A new premium Los Angeles express service is proposed replacing the outer portion of Line 495. The AM route would begin at the Phillips Ranch Park-and-Ride on Highway 60, then operate through Phillips Ranch to Diamond Bar Blvd. From there the route would run south along Diamond Bar to the Diamond Bar Park-and-Ride, and along Golden Springs to the Golden Springs interchange on Highway 60. From there then run nonstop to Los Angeles via Highway 60, I-605, and I-10. PM peak service would be the same in the opposite direction. Service would begin with 10 trips each peak hour, with more to be added as demand warrants.

Line 494: Duarte/Monrovia Express
The enhancement to Line 187 will reduce much of the demand for Line 494 service through Azusa and Glendora. Line 498 will provide express service from Los Angeles to Glendora and new Line 499 will provide the same for San Dimas.

The primary remaining market for this route is to serve Monrovia and Duarte. A more focused **bi-directional** Line 494 is proposed for this purpose. The AM peak route would operate from El Monte station nonstop via I-605 to Los Angeles St., then via Rivergrade and the Line 272 route up through Duarte and Monrovia to end at the Monrovia Park-and-Ride. This route serves many Duarte and Monrovia employers, and would provide outbound service to these employers from the major hub of El Monte station. From the Monrovia Park-and-Ride, the route would continue back inbound via I-210, I-605, I-10 to El Monte station, providing fast access for peak direction commuters. Trips would continue into Los Angeles as demand warrants, but some trips would end at El Monte station with a connection to Line 480.

The City of Duarte should consider developing a Park-and-Ride facility near the intersection of Huntington and I-605. This would be served by Line 478, which is proposed to replace the Azusa/Glendora portion of Line 494.

Line 495: Colima Road Express
This route would be unchanged between Los Angeles and Highway 57. East of Highway 57, this route would be replaced by Line 493.

Line 498: Grand Ave./Glendora Express
Line 499: San Dimas Express
The present Line 498 gets most of its ridership from south of Arrow Highway, and the demand does not warrant running the current 5-10 minute headways all the way to Glendora. To provide wider access to express service, the present Line 498 should be divided into two routes. Line 498 would operate as it does now. New Line 499 would be identical to Line 498 south of Arrow. However, Line 499 would continue east on Arrow, north on Lone Hill to end at the San Dimas Park & Ride. This would provide San Dimas with a viable express service to Los Angeles, since Line 494 is far too slow to serve this purpose.

South of Arrow Highway, Lines 498 and 499 would combine to provide the same level of service that is provided now. North of Arrow on Line 498, and east of Grand on Line 499, service would be every 8-12 minutes at the peak of rush hour, and every 30-40 minutes in the early and later parts of rush hour.

Line 690: Montclair-Claremont-Azusa-Pasadena
Line 691: Azusa-Monrovia-East Pasadena

Line 690 was recently speeded up by the deletion of the low-ridership Monrovia stop, which eliminated the need to weave across congested lanes to and from the median HOV lane. Under the proposed plan, the San Dimas stop would also be eliminated, for still more time savings. This stop would be served by new Line 693 instead. The time saved would also permit Line 690 to be extended to Montclair, where it would make timed connections with many Omnitrans routes, dramatically increasing the catchment area of the service.

Foothill Transit recently implemented a new Line 691, which provides two trips on each peak from Claremont via the Line 690 route to Azusa, then continuing via a stop in Monrovia and ending in East Pasadena. Although East Pasadena is certainly an important destination market, it may not prove sufficient to support this service. If efficiencies are needed, Foothill Transit should consider running Line 691 only from Azusa to East Pasadena. At Azusa, Line 691 could make a reliable timed connection with Line 690, so that passengers from Claremont to East Pasadena could use Line 690 between Claremont and Azusa and Line 691 from Azusa to East Pasadena, without being delayed significantly at the transfer point. This would permit the Line 691 resources to offer more frequent service on this route, at least four trips on each peak instead of two.

Line 693: Pasadena-San Dimas-Cal Poly-Industry-Diamond Bar Express
This new express route would operate **both directions** during each peak hour. The route would run nonstop between Pasadena and San Dimas Park-and-Ride. From San Dimas, the route would continue south via Highway 57. In the morning, southbound trips (from Pasadena) would operate via Cal Poly TransCenter, Valley Blvd., Brea Canyon Road to Industry Metrolink. It would then return northward via Diamond Bar Blvd., serving the Diamond Bar Park-and-Ride before entering the freeway to San Dimas and Pasadena. The afternoon route would be the opposite: from Pasadena via San Dimas to Diamond Bar, returning via Industry and Cal Poly.

This route would serve a wide range of markets. Commuters could use it **from** Pasadena to access the major employers in western Pomona and Industry, all of which would be accessible via timed connections at either Cal Poly or Industry Metrolink. Commuters from the northern part of the valley could also use the San Dimas Park-and-Ride on Lone Hill Road and take Line 693 to reach these employers. The route would also function as an express to Pasadena for residents of Diamond Bar, Walnut, and Pomona, all of whom could access it at the Diamond Bar Park-and-Ride.

METROLINK FEEDERS
Many of the routes described above would provide useful access to Metrolink, especially at Claremont, Montclair, downtown Pomona, and Baldwin Park stations. However, three additional dedicated feeders are proposed to serve employment areas that do not support all-day service. These routes would be timed to meet the trains precisely, and have more flexibility to wait for late trains than other routes do.

Line 701: South Industry Feeder
Between Industry Metrolink and Puente Hills Mall, this route would shuttle back and forth along the route currently served by Line 276 (Gale, Walnut, Lycoming). Service would be timed to the trains but to the extent possible would also make timed connections with the many bus routes available at Puente Hills Mall.

Line 702: North Industry Feeder
Between Industry Metrolink and Puente Hills Mall, this route would shuttle back and forth along Railroad, Rowland, San Jose and Currier, a routing currently served in part by Line 179. Service would be timed to the trains but to the extent possible would also make timed connections with the many bus routes available at

Puente Hills Mall.

Line 711: Irwindale Industrial Feeder
This route would run from Baldwin Park station north via Ramona, Azusa Canyon to Arrow, then east on Arrow, north on Irwindale Avenue to the brewery facility at 1st Street. The route would run in both directions during each peak, permitting employees in this area to take Metrolink from residential origins to the east and access their work sites.

Line 721: Santa Anita Feeder
This route would provide shuttle service from El Monte Metrolink station via Santa Anita Avenue to Huntington, then west via Huntington to Santa Anita Fashion Park, serving the major employers in this area.

2.4 Four Year Service Level Plan

The service levels for the proposed routes would increase over time. The consultant recommends the following three possible service levels:

The **initial** level is the frequency at which services would first be introduced. The initial level is the minimum level at which each service would be worthwhile. The recommended phasing plan would implement all services at the initial level before improving any services above that level. The initial level still includes high frequency service on many routes and adequate headways to ensure that the timed-transfer and peak express systems function effectively. The Initial level increases total revenue hours to over 527,000, a 35% increase over the April 1993 level of 390,000. It increases the fleet requirements to 220 peak buses, a 31% increase over the April 1993 peak fleet of 168. The total fleet, including a 20% spare ratio, would be 265 buses

The initial level of service is still a dramatic expansion, requiring several years to implement. Foothill Transit is currently planning to implement this initial services over the next four years. The chart below shows the initial service levels in detail:

Foothill Transit
Proposed Initial Level of Service
(FY 1995- FY 1998)

		Peak		Midday		Night/Wkd		Owl		Revenue
Route		Freq	Bus	Freq	Bus	Freq	Bus	Freq	Bus	Hours
178/9	Baldwin Pk/Valinda	30(d)	8	30(d)	7	60(f)	4			32,795
184	Santa Anita-Duarte	60	1	60	1					2,805
185	Irwindale/Hacienda	30	6	30	6	60	3			25,935
186	Baldwin Pk Blvd.	60	1	60	1					2,805
187	Foothill/Huntington	15	20	30	10	60	5			53,425
191	NW Pomona	30	2	60	1					3,825
193	Pomona Blvd./9th St	30	2	60	1					3,825
195	Phillips Ranch	60	1	60	1					2,805
199	Mission	15	4	30	2	30	2			13,720
272	Brea-E Pasadena	30	8	30	8	60	4			34,580
274	Citrus/Workman Mill	60	3	60	3	60	3			17,520
276	Sunset	60	1	60	1					2,805
277	San Dimas/Glendora	60	2	60	2					5,610
279	Grand	60	1	60	1	60	1			5,840
280	Azusa Ave	30	4	30	4	30	4			23,360
291	Garey	15	5	15	5	30	2			20,095
292	Towne/Baseline	30	4	60	2					7,650
478	Foothill Exp	30-60	4							4,080
479	Bonita/Cal Poly	30(b)	5	60(a)	1					6,885
480	I-10/Pomona	3-15	37	15	16	30	8	60	3	92,000
482	Colima	30(b)	10	30	7	60	3			31,800
486	Amar	30(c)	13	30(d)	4	30(d)	4			32,540
488	Francisquito	30(b)	7	60	2	60	2			16,780
492	Arrow	30(b)	9	30	6	60	3			28,995
493	Diamond Bar Exp	10-30	8							8,160
494	Monrovia/Duarte Exp	30-60	4							4,080
495	Colima Exp	7-20	12							12,240
498/9	Grand/Arrow Exp	3-20	22							18,000
690/1	Pasadena-Montclair	30	5							4,000
693	Pasadena-Diamond Bar	60	4							4,080
701	S Industry Feeder	60 (e)	1							1,020
702	N Industry Feeder	60 (e)	1							1,020
711	Irwindale Feeder	30 (e)	1							1,020
721	Santa Anita Feeder	60 (e)	1							1,020
Misc.	Supplemental Service		3							2,295
	Total		220		92		48		3	527,120

2.5 Long Term Goals Beyond FY 1998

After the **"initial"** service level has been implemented Foothill Transit would strive to implement the **"recommended"** level. This level completes the network of high-frequency services and also enhances frequency where demand is likely to be most intense. The recommended level increases total revenue hours to over 606,000, a 55% increase over the April 1993 level of 382,000. It increases fleet requirements to 238 peak buses, a 42% increase over the April 1993 fleet of 168 buses. The total fleet need, including a 20% spare ratio, would be 286 buses. Foothill Transit would need additional subsidies and/or steep fare increases to support this level of service.

The **high** service level represents the maximum level of service that is likely to be supportable during a 10-year period. It consists of much more frequent service on most routes, and introduces new limited stop service on the full length of Line 187 during peak hours. This level increases total revenue hours to over 721,000 hours, a 85% increase over the April 1993 level of 390,000. It increases fleet requirements to 293 peak buses, a 75% increase over the April 1993 peak fleet of 168. The total fleet need, including a 20% spare ratio, would be 351 buses.

The implementation of the proposed improvements will take place in stages, as resources permit. No dates are assigned to these stages yet. Staff will be working on the **"initial"** level of service changes in FY 1995. They will be discussed in next year's SRTP in more detail. It is planned to implement this level of service over the next four years. The time line of any stages beyond that is unknown at this time.

3. NON-OPERATIONAL GOALS FOR FY 1995

Marketing:
Foothill Transit will intensify its marketing efforts in FY 1995 to market the Phase I service enhancements and educate the ridership on the concept of timed transfer centers, which is new to Los Angeles County. To assist in this effort, Foothill Transit plans to open its second transit *store* in the southern part of our service territory, possibly Rowland Heights. The first transit store, opened in March 1993 at the Eastland Shopping Center, has exceeded our highest expectations and has become an invaluable tool in marketing our services.

The re-design of our bus stops/bus shelter environment is another project that will be given high attention in FY 1995.

Maintenance:
Foothill Transit is planning to hire a fleet maintenance manager to oversee the proper maintenance of our most valuable asset, our fleet of 215 buses.

Planning:
On the planning side, the identification of specific sites for the transit centers and their designs will be a major effort to support the implementation of the "initial" service level discussed above. The completion of our facility feasibility study and the potential land acquisition for a facility site will be another focus of staff's attention.

Administration:
The conclusion of the 13c negotiations to allow for the flow of the federal capital funds to support our bus leases will be crucial to free up operating dollars for the full implementation of the "initial" level of service over the next four years.

Also, MTA requested Foothill Transit to house the central computer system for the fare debit card system which will require the addition of one fare debit card clerk.

Finally, we are planning to improve our MIS capabilities by bringing existing MIS consulting services under the management contract.

4. INTER-AGENCY COORDINGATION

Foothill Transit coordinates all its activities with other transit operators and other public agencies. Described below are only some of the areas where inter-agency coordination efforts take place:

4.1 Inter-Operator Co-operation

Foothill Transit is an integral part of the *METRO system* established in Los Angeles County. Schedules and routes are coordinated to avoid duplication of service and *inter-agency transfers* between all systems are allowed at minimal costs ($0.10).

To further improve the transparency of the bus system in Los Angeles County, Foothill Transit and the regional operator SCRTD recently developed a *joint monthly pass* which allows the pass holder to transfer easily between the two systems without any transfer charges.

Foothill Transit is also participating in the *fare debit card* demonstration project together with Montebello and Culver City Municipal Bus Lines. The ultimate goal of this current demonstration period is to have one fare medium valid on all bus systems in LA County.

In addition, Foothill Transit is a member of the Los Angeles County Transit Operators (LACTOA) which developed the *LACTOA-ID* which facilitates the purchase of all discounted fares and passes on all transit systems in Los Angeles County.

Metro Access is another improvement in inter-agency coordination. Metro-Access is the coordinated effort of all fixed route transit providers to implement the requirements of the ADA to provide complementary para-transit service to the disabled passengers.

Finally, *inter-county integration of bus service* is a new recent effort as well. As discussed above, Foothill Transit will be extending several routes to Montclair to improve the inter-connectivity between Los Angeles and San Bernadino County

4.2 Coordination with other Modes

Recent changes in Los Angeles County's public transportation landscape are the start-up of light-rail, commuter rail and heavy rail. Foothill Transit has frequently been asked to provide dedicated connections to Metrolink from various areas. In several cases, the agency has tried to modify existing routes to connect with Metrolink for both home-end and work-end connections.

Unfortunately, there appears to be little market at this time for **home-end** connections. Ridership at home-end connection points such as Baldwin Park, Covina, and Pomona stations is extremely low. In these locations, transit is competing with Park-and-Ride for access, and since parking is free, there is no way to make transit more convenient. If parking costs were instituted at stations, or if

capacity became limited, this situation might change.

On the other hand, there may be a significant untapped market for **work-end** connections, which would make it easier to use Metrolink to reach Foothill area jobs. This market would be dramatically enhanced with the addition of more reverse-commute service on Metrolink, though the single track configuration of most of the system makes that difficult. Even in the current peak-direction-only pattern, there is sufficient demand to warrant an effort at expanded work-end feeder services.

There are two ways of providing Metrolink bus connections. One method is to use existing bus routes which provide the necessary linkage, and to adjust their schedules to connect with the trains. The other method is to provide wholly separate services whose only purpose is the Metrolink connection. The latter method provides "dedicated" services which can typically be more responsive; for example, they can wait for a train if it is late. On the other hand, these buses must be filled exclusively by Metrolink passengers; because of this, it is harder to make these routes productive.

Foothill Transit has used the first method to the extent possible. However, the new timed transfer structure will make it more difficult to adjust schedules for Metrolink, since timed transfer requires precise scheduling of all the routes to make the critical bus-to-bus connections, whose ridership potential is vastly greater than what will be gained from Metrolink connections. For this reason, it will usually not be possible to provide timed connections between Metrolink and **low-frequency** local routes, except where these connections just happen to work out.

In the proposed plan, then, there will be two possible strategies for connecting with Metrolink. One is to connect to Metrolink with **high-frequency** routes, so that even though the connection is not timed, a connection can be made fairly quickly. The other is to provide exclusive dedicated feeder routes solely for Metrolink patrons. The following policy is recommended:

Dedicated feeder routes should be provided wherever they have the potential to achieve productivity standards. We recommend several such routes for **experimental** implementation, to be eliminated if productivity standards are not met within one year. The recommended experimental routes are all work-end feeders. They include services to Industry employers from Industry Metrolink, and services

to Irwindale employers from Baldwin Park Metrolink.

Where high frequency routes (15 minute peak frequencies or better) are available to make a desired work-end connection, these routes should be marketed for that purpose, even if they are not precisely timed to the trains. Service to Cal Poly and Pomona industrial areas from the new Downtown Pomona Metrolink station, for example, would be provided by the high frequency Line 480. Service from Baldwin Park Metrolink to Duarte and Monrovia employers will also be possible in this form.

The best Metrolink connections can be provided where Foothill is offering timed transfer at locations that are also Metrolink stations. This will be the case at Montclair and at the new downtown Pomona station. Here, so many connections are available at the same time each half hour that it may be in Metrolink's interest to adjust trains schedules to access all of these connections. **However, timed transfer connection times cannot be adjusted in response to Metrolink schedule changes.** Because many bus routes serve more than one timed transfer point, all the timed connections in the Foothill area are connected to each other. Changing a timed connection at one transit center would require changing the schedule of virtually every route in the system, disrupting other connections elsewhere.

Several Bus routes were extended, aligned and/or revised schedules were developed to meet the trains at the stations. All these service enhancements have been funded from Foothill Transit's internal efficiency savings, i.e. Foothill Transit has not requested any reimbursement for the additional costs incurred. A transfer agreements has been developed between METROLINK and Foothill Transit's bus service which allows rail passengers to transfer to bus without any additional cash payments.

4.3 Coordination With Other Public Agencies

Continued cooperation and coordination with other public agencies is also ensured through Foothill Transit's active participation in BOS, LACTC's Bus Operator Subcommittee, SCAG and AQMD (Regulation XV, Emission).

Finally, as a member of the California Transit Association (CTA), the American Public Transit Administration, West Covina Chamber of Commerce and other public/private partnerships Foothill Transit stays in touch with the ever changing

transportation environment and community needs.

5. PERFORMANCE MEASURES AND STANDARDS

5.1 Comparison with MTA Operations

When creating the Zone the former LACTC required that an evaluation study be performed which compared the following four performance measures:

- Total Cost
- Cost per Vehicle Revenue Hour
- Cost per Passenger
- Subsidy per Passenger

The Zone guidelines stipulated that Zone must demonstrate a 25% savings (when compared to RTD) for ***one*** of these four criteria, in order the be successful. During all four years of the Evaluation Study Ernst & Young found the Zone exceeded this standard in ***all four*** performance measures in each of three years under study. For FY 1992, the Zone Evaluation Study found that the cost savings were between 48% (cost per vehicle service hour) and 67% (Subsidy per Passenger).

5.2. *Comparison with Other Operators in Los Angeles County*

While Foothill Transit's performance measures and standards were initially geared towards a comparison with MTA Operations only, the focus has now shifted towards a comparison with all other transit operators in the County who, in general, all operate at much lower cost than the regional operator. It is Foothill Transit's goal to compare favorably with all other fixed route operators, especially with the other systems of similar size such as Long Beach Transit, Santa Monica Bus Lines and LADOT.

As of this date, only the audited TPM data for FY 1993 is available for such a comparison. This analysis concentrates on several of these indicators which are most easily to compare.

- *Cost per Vehicle Service Hour:*
  Foothill Transit is the lowest operator for express service ($58.16), it is the third lowest operator for local service (($43.83) and it ranks fifth lowest on the systemwide level. It should be noted that Foothill Transit will never be the lowest on a systemwide level due to the large portion of express service that is provided. This is unlikely to change due to the suburban type of service that is operated with demanded with its large demand for commuter express service into downtown Los Angeles.

- *Passenger Revenue over Operating Cost*
  In FY 1993 Foothill Transit had the highest systemwide ratio at 48%. followed by Santa Monica at 45% and MTA at 32%.

  More detailed graphs are found on the following pages.

5.3 Other Performance Measures & Standards

Foothill Transit monitors the seven TPM performance indicators on a monthly/quarterly basis. Furthermore, operational service quality indicators such as complaints, accidents and on-time performance, as well as road calls are monitored and reported to the Executive Board on a monthly basis. In addition, as part of our Comprehensive Operational Analysis, the consultant was asked to develop Foothill Transit specific performance standards. These standards should take into account the type of service Foothill Transit is operating, be line-specific, and distinguish between established and new service. As of this date, only a draft report has been issued. Once it is finalized, it will be brought to the Executive Board for review and adoption. We will be reporting on these standards in next year's SRTP.

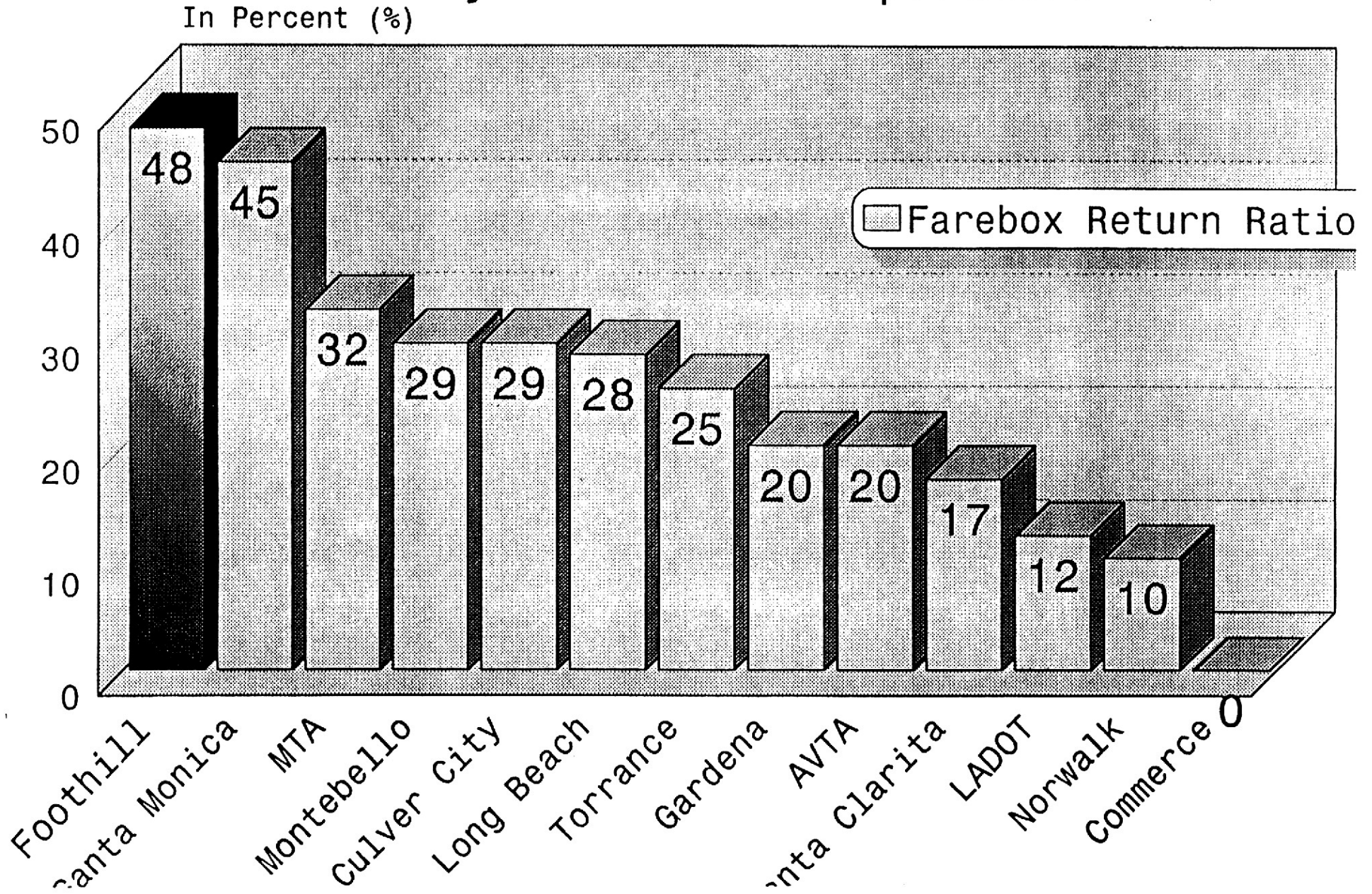
6. PURCHASED TRANSPORTATION

Foothill Transit's entire bus operation and vehicle maintenance are "purchased transportation service". The service is currently provided by two competing private providers, Mayflower Contract Services and Laidlaw Transit.

Laidlaw Transit is operating all peak-only commuter express lines (494, 495, 498

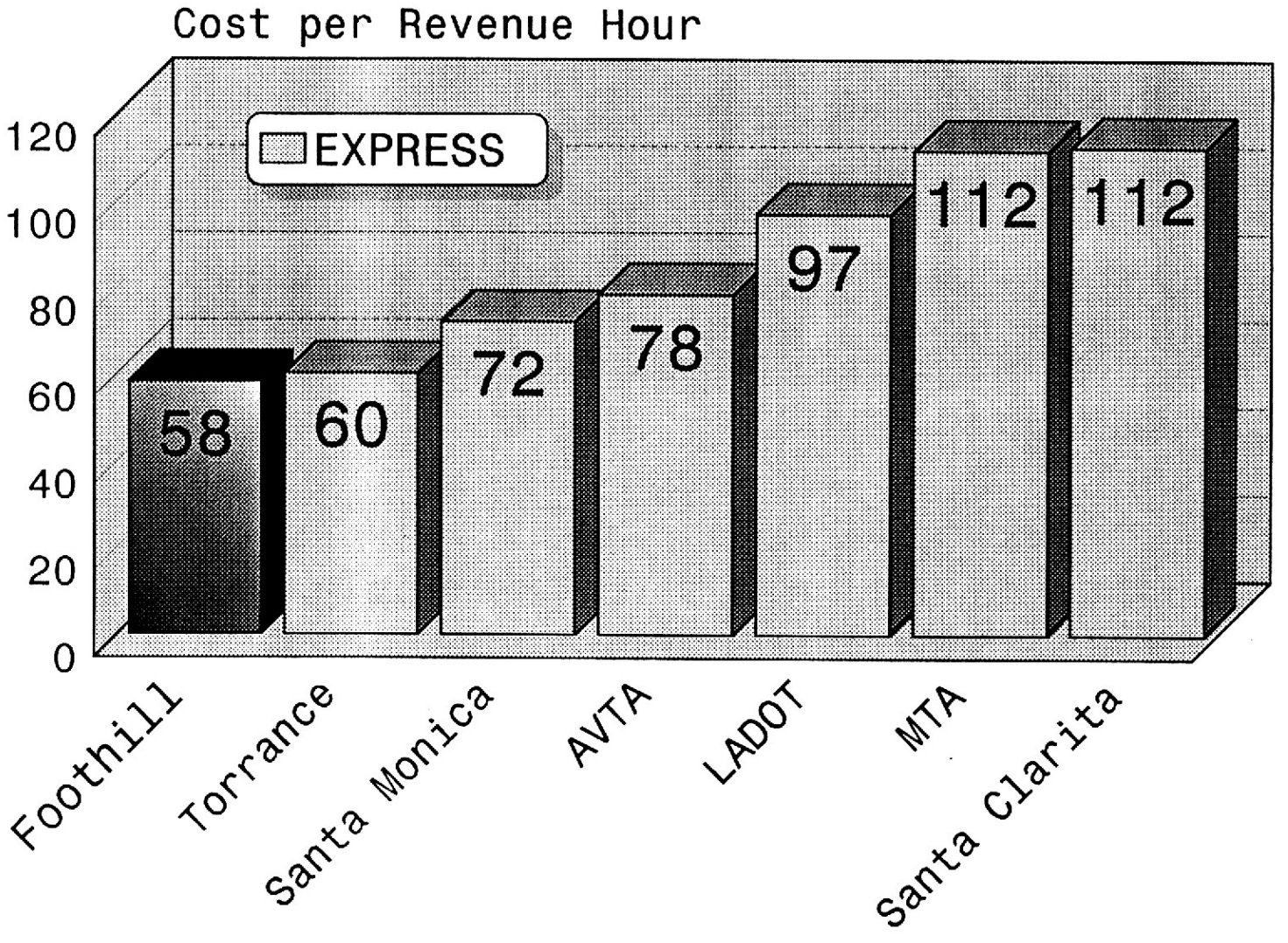
Farebox Return

LA County Fixed Route Operators



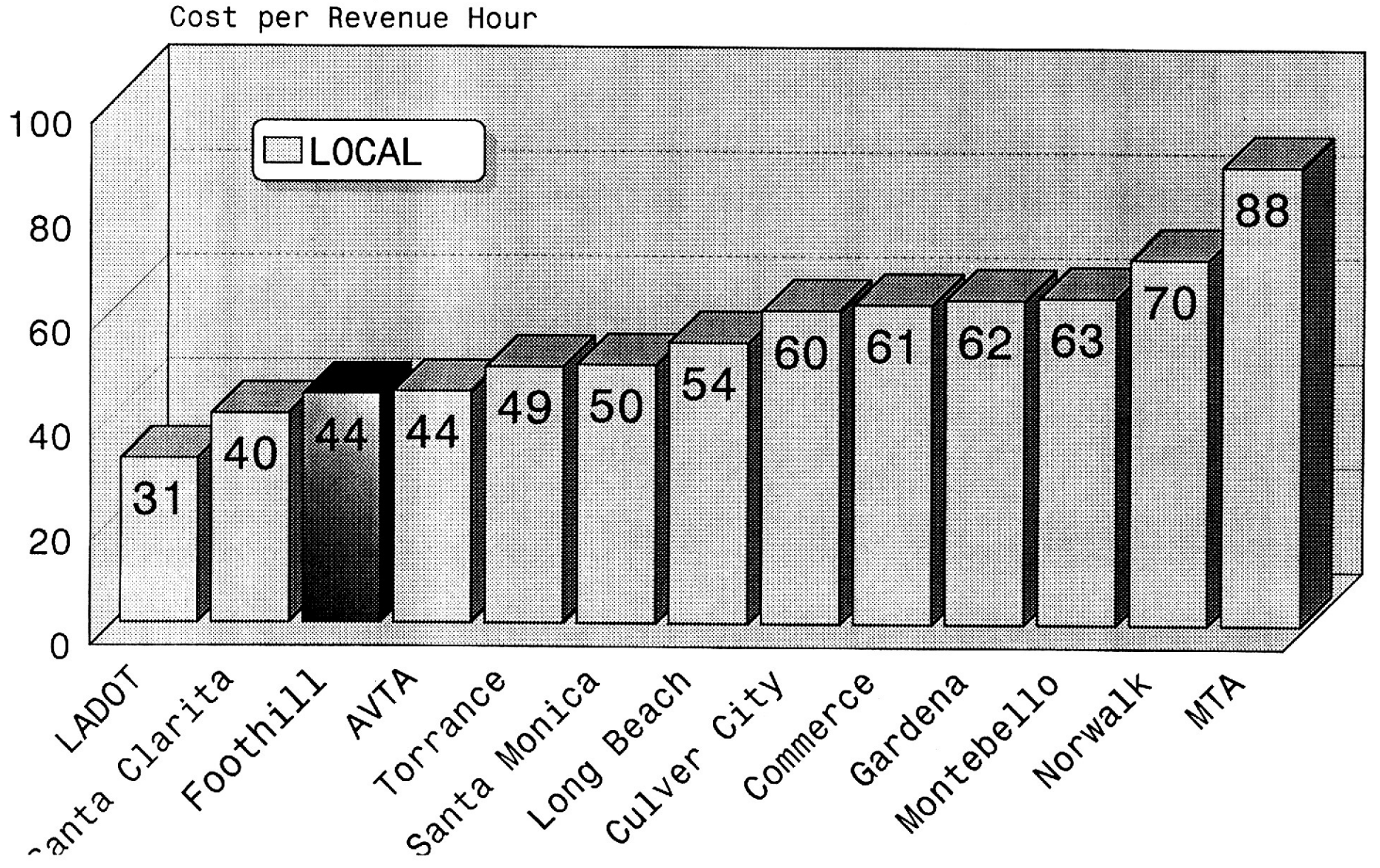
Audited FY 1993

LA County Fixed Route Operators

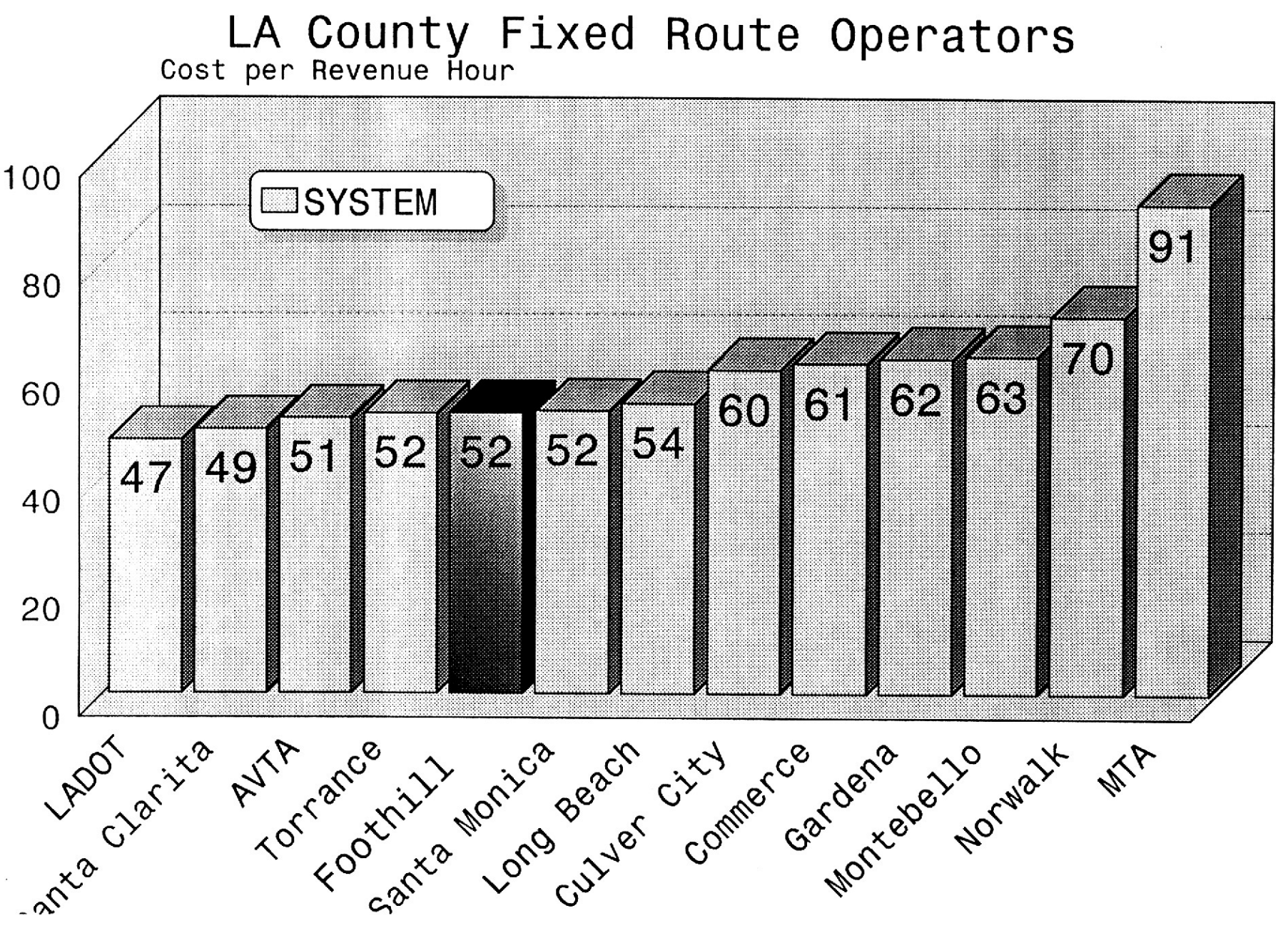


Audited FY 1993

LA County Fixed Route Operators



Audited FY 1993



and 690), the all-day express lines Line 486 and 488 and, a local/express line 492, and the local lines 192/194, 291/293. They are operating approximately 145,000 hours of vehicle revenue service annually and currently have 103 of Foothill's 198 exiting bus fleet.

Mayflower Contract Services is operating the majority of Foothill Transit's local service (Routes 178/179, 185, 187, 274/276, 280), and the limited express lines 480/481 and 482. They are operating approximately 245,000 hours of vehicle revenue service with a fleet of 95 buses.

The administration of Foothill Transit is also under contract. The contract is held by Forsythe and Associates which has held the contract since Foothill Transit started operating the service in FY 1988.

A detailed description of Foothill Transit's privatization effort is discussed in our Private Sector Update.

7. OVERVIEW OF EXISTING CONDITIONS

7.1 Operations

Fixed Route Bus Service:
FY 1994 has been a very exiting year which was marked by the first *full year* of the full implementation of Foothill Transit. The Foothill Transit Zone application assumed that Foothill Transit would operate fourteen (formerly) SCRTD routes and the six routes of the Bus Service Continuation Project (BSCP). Thus, Foothill Transit is currently operating the following lines:

Fourteen (14) Lines Transferred from MTA (SCRTD):
Local: 178,185, 187, 274/276, 280
Express: 480/481, 482, 486, 488, 495 & 498

Six (6) Bus Service Continuation Lines (BSCP):
Local: 192/194, 291/293
Local/Express: 492
Express 494

One (1) New Line:
Express: 690/691

In summary, Foothill is operating a total of 21 lines. We are currently operating on a service level of approximately 390,000. With the next major service increase in May 1994, Foothill Transit will be operating a base service level of 413,000 vehicle revenue hours annually. In addition, we are budgeting an additional 22,000 vehicle revenue to be implemented in FY 1995 after the 17 expansion buses have arrived. In other words, Foothill Transit will be operating a total of approximately 435,000 hours in FY 1995.

Administration of Dial-A-Ride System
In FY 1994 Foothill Transit started administering the Monrovia Dial-A-Ride System as part of our MOE efforts. With the success of this transition, we hope to be able to assist also other member cities with their dial-a-ride programs.

Bus Stop Maintenance:
While Foothill Transit contracted during the initial four years of its service with SCRTD for the maintenance of its bus stops, Foothill Transit took over this function in FY 1993. Bringing this function in-house did not only substantially reduce the cost of this function but also improved our ability to respond and enhanced our visibility to our passengers. Foothill Transit's MIS efforts have developed a computerized bus stop maintenance program assisting them in their efforts. Foothill Transit has two people assigned to maintain approximately 2,200 bus stops.

Scheduling/Planning:
While Foothill Transit relied in the past on outside consultants to plan and schedule all service adjustments and service increases, Foothill Transit decided in FY 1993 to hire one person to have this essential function done in-house. Bringing this function in-house did not only provide substantial cost savings but also increased our ability to respond quickly when immediate service changes are needed. Assisted by our recently purchased automized scheduling software, this person will be instrumental in implementing our timed transfer concept.

7.2 Marketing

A strong marketing program is essential to the success of a new transit agency which constantly improves and increases its service. Major concerns of the marketing department are the information of all service changes to our customers and the improvement of customer convenience.

Highlights of the FY 1994 activities in this department were:

- Increase in *Pass/Sales Corporate and Retail* Outlet resulting in a 50% increase in pass sales
- Successful implementation of *Joint SCRTD/Foothill pass*
- Implementation of *bi-lingual busbook*, which conveniently holds all schedules and a system map in one convenient medium
- Successful implementation of *Foothill Transit Store* project at Eastland shopping center
- Newsletter "footnotes" which is distributed on our buses
- Implementation of Pass Mail-out Program
- Increased outreach to the businesses community

Since some of these functions are fairly new they are discussed in more detail below.

Schedule Distribution:
While Foothill Transit contracted during the initial four years of its service with MTA for the distribution of its schedules, Foothill Transit took over this function in FY 1993. The decision to bring this function in-house was less driven by our desire to reduce costs, but rather by our strive to

- ensure a better stocking of all current schedules at the existing outlets,
- our need to increase the number of distribution outlets, and
- increase our visibility to our passengers.

Foothill Transit has currently one person assigned full-time to distribute the schedules. This person has been very successful in reaching the above goals.

Pass/Sales
Over the past years Foothill Transit increased the number of pass outlets from 46

in FY 1991 to 156 in FY 1994. In order to increase the number of retail outlets reach also to the business community two staff are assigned to this task.

Transit Store:
In March 1993 Foothill Transit opened its first transit store as a demonstration project which later was funded by MTA for a 2-yr period. It is located in the Eastland Shopping Center where many Foothill Transit, MTA and local shuttle services pass through. Its purpose is to increase customer convenience by selling passes (Foothill, MTA, Joint MTA/Foothill, Metrolink) and providing schedule information. It is staffed by two staff to cover the extended opening hours six days a week. The store is connected to MTA's CCIS system which allows staff to provide detailed trip planning not only for Foothill Transit but all other transit system in the region. The demand for this service has exceeded our own expectation. It is currently selling about 800 passes at a total value of more than $40.000 per month. In addition, the store receives approximately 10,000 phone calls and 5,000 walk-ins for information per month.

7.3 Administration

Mayor highlights of the administrative work plan for FY 1994 were:

- Conversion to State Controller's Chart of Accounts
- Refinancing of all outstanding debt through first public COP offering saving $1.7 million,
- Major progress with the 13c Labor Agreement
- Submission of Second federal grant submission for Section 9/ISTEA funds
- Development of Title VI Program
- Development of EEO Plan
- Purchase of 17 Expansion Buses
- Transfer of Service from ATE/Ryder to Mayflower Contract Services
- Repayment of County Loan
- Implementation of Fare Debit Card Program

7.4 Existing Facilities and Equipment

Facilities:
Foothill Transit does not have its own bus maintenance facilities. Foothill Transit's bus fleet is stored and maintained at the yards operated by its two contractors. The contractors have one facility each, located in El Monte (Mayflower) and Upland (Laidlaw Transit). The space conditions are tight and do not allow for alternative fueling facilities.

Foothill Transit is currently in the process procuring consultant services for a facility feasibility study and site alternative analysis. This study is planned to start in May 1994 to be completed by the end of this year. This study will explore the benefits of reducing operating costs and enhancing our ability to control the maintenance of our substantial bus assets.

The administration of Foothill Transit under Forsythe and Associates is handled out of the administrative offices located at 100 North Barranca Avenue in West Covina. The office space is leased.

Buses:
Foothill Transit has currently a fleet of 198 buses on hand. An additional 17 expansion buses are on order and expected to arrive in August 1994. With this purchase our total fleet will be 215 buses.

Of our total fleet of 215 buses, 209 are financed through Certificates of Participation COP's. Foothill Transit has a relatively young bus fleet with an average fleet age of 4.2 years. Its oldest bus subfleet, consisting of sixteen 40 ft commuter express bus coaches, is seven years old. Build in 1987, they are not scheduled for replacement until FY 1999 which is beyond the four year SRTP planning period. It should be noted though that our express buses are used extensively, approximately 6,000 miles/month which amounts to approximately twice the miles on which FTA's 12 year replacement cycle is built. Given the high mileage on our buses we hope that our consciencous maintenance plan will ensure that we are able to hold on to these buses until their scheduled replacement year in FY 1999.

Out of Foothill Transit's fleet of 215 coaches, 200 are 40ft transit coaches, eight are 35 ft coaches and seven (7) 28 ft coaches. All coaches are wheelchair lift

equipped and in good condition. In FY 1993 Foothill Transit retro-fitted 112 buses which had only manual curtains with the ADA approved MINI-MEGA MAX electronic headsigns. In addition Foothill Transit owns the radio system on its buses.

With the service increases to be implemented in May 1994, Foothill Transit's peak vehicle requirements will increase to 181 peak buses leaving only 17 vehicles as spares. This amounts to a spare ratio of only 9.4% systemwide. With the entire implementation of the Phase I service enhancements later this year after the new buses have arrived, Foothill Transit's peak fleet will increase to 190 buses, leaving 25 vehicles as spares and increasing our spare ratio to 13.2%. This spare ratio is very low considering that not all buses can be used on all lines. It is an ambitious plan contingent on an excellent maintenance program.

Other Rolling Stock

In addition, Foothill Transit owns three (3) vans and two (2) maintenance trucks and one regular vehicle for route supervision, schedule distribution and bus stop maintenance. Since they are fairly new they will not be replaced during the SRTP planning period.

Other Equipment:

Foothill Transit owns its Local Area Network and various PC's which were purchased primarily in FY 1993. Finally, Foothill Transit owns the furniture and telephone system at its West Covina offices.

8. MAINTENANCE PROGRAM

Each of our two contractors (ATE/Ryder; Laidlaw) maintains and operates approximately 50% of Foothill Transit's bus fleet of (soon to be) 215 buses. Each of the contractor has a detailed maintenance program. Copies of which are attached to this SRTP.

Furthermore, Foothill Transit monitors the condition of the fleet using the following methods

- regular oil analyses
- a random maintenance inspection of 1/3 of our fleet annually by a fleet

maintenance consultants
- monthly monitoring of roadcalls and accidents which are also reported to the Executive Board

Finally, Foothill Transit purchased recently a computerized vehicle maintenance monitoring system which will further improve our ability to monitor the maintenance of our buses and keep good historical data essential during the transfer of service from one contractor to another. The addition of a fleet maintenance manager, solely dedicated to this task, will also improve our abilities in this area. This person is budgeted in FY 1995.

9. COMPLIANCE WITH FEDERAL/STATE AND LOCAL REQUIREMENTS

9.1 SB 759 Performance Audit

As a fairly new operator, Foothill Transit participated in the MTA's most recent triennial performance evaluation covering FY 1989 - FY 1991 for the first time. A progress report on the tri-ennial performance audit is included in on Table L-8.

9.2 FTA, SCAG, and MTA Comments

No comments were received by any of these agencies in response our prior SRTP's.

9.3 FTA 504 Accessible Transit Service

Foothill Transit was not in existence when the 504 Plan was mandated from all transit operators. not have an adopted 504 Plan. The federally mandated 504 Plan has been superseded by the Americans with Disabilities Act of 1991. Foothill Transit is in full compliance of the ADA. All buses are wheelchair-lift equipped and all major bus stops are being called out by our bus operators. ADA approved bus stop signs will be developed in FY 1995. The complementary paratransit service is provided by the MTA through its subsidiary the CTSA.

9.4 Proposition A Warranties

The Proposition A Discretionary Guidelines list eight operator warranties. Below is a brief discussion on how Foothill Transit attempts to meet these warranties:

1. *Coordinate and Cooperate with other Transit Operators in the development of an integrated countrywide transportation system*

   The following efforts were made:

- Inter-Agency Transfer Agreements exists between all L.A. County Bus Operators
- Inter-Agency Transfer Agreement with Metrolink was developed
- Joint SCRTD/Foothill Monthly Pass was developed
- Feeder Service to all Metrolink stations was provided at no additional charge to the MTA
- Largest Participant in MTA's Faredebit Card Demonstration Project
- Metro symbol displayed on all Foothill Buses

2. *Make every effort to improve upon existing span and control of transit service*

This is discussed in detail under short and long-term goals. As discussed there Foothill Transit will operate in FY 1995 435,000 vehicle service hours representing a 62% increase over the service levels provided by the prior operator of the service.

3. *Ensure that service quality improvement are implemented whenever possible*

The following efforts were made

- See detailed discussion of service increases, schedule adjustments discussed throughout SRTP which lead to the tremendous service increases implemented by Foothill Transit
- New Busbook was implemented for the convenience of our riders
- Bus Stop Maintenance and Schedule Distribution was improved
- Electronic Headsigns were installed in all our buses
- Pass Sales program has been tremendously successful

- Transit Store Project was implemented and will be expanded in FY 95
- Pass Mail out Program will be implemented in May 1994
- 1-800-RIDEINFO telephone number was implemented

4. *Ensure that existing level of service is maintained and that major service changes are subject to the adopted Service Notification Policy*

- With the exception of Line 690, Foothill Transit has been only increased, never decreased its service level. Public Hearings have been held and all affected operators and agencies have been notified of all major changes

5. Make every effort to ensure that the total number of linked passengers is maintained or increased

- Foothill Transit's ridership has been up substantially in each of our years of operation. Capturing linked passengers versus unlinked passengers is very difficult though since a large proportion of our riders use monthly passes. But since the total number of passes sold have been climbing steadily, it can be safely assumed that the total number of linked passengers is climbing as well.

6. Certify that we are not effectively precluded from contracting service

- Foothill is not only not effectively precluded from contracting, it's base philosophy is to competitively procure all services. Therefore, 100 percent o its service is contracted.

7. *Make every effort to control operating costs within CPI on an average over time*

   Foothill's audited figures for FY 1993 show that we have exceeded CPI which was due primarily to the delay in the transfer of the last line (488) to Foothill Transit. Over time Foothill Transit has kept its costs well below the CPI level. Foothill Transit is fully committed to continuing this trend in the future.

8. *Agree to secure the local contribution requirement as described in Section 8.3.*

- Initially Foothill Transit's Local Contribution was met by the County through the bus purchase of seven buses. Foothill Transit has met with its member cities to discuss means how the MOE can be met. (Defacto, we have always been meeting it, since most of our member cities maintain dial-a-ride systems that are fully funded by Prop A Local Return but which are not included In Foothill Transit's budget. But, to meet the warranty in its literal meaning, Foothill Transit will be starting administering some of these systems and include their expenses in its budget. In FY 1994 Foothill Transit' started administering the Monrovia Dial-A-Ride system. In addition, Foothill Transit contributes to its MOE requirements with revenues from its profit on its special services it provides, advertisement and interest revenues.

  Foothill Transit's audited MOE for FY 1993 was 2.1%. It is expected to increase to 3.3% in FY 1994. Additional increases to meet the 5% requirements are budgeted in FY 1995.

10. FOUR YEAR PLAN DESCRIPTION

10.1 Operations

Fixed Route Bus Service

A detailed discussion of our operating goals can be found earlier in this report. As discussed Foothill Transit will increase its service by approximately 45,000 vehicle hours to a total of 435,000 annually. As discussed above, we are planning to implement the " initial" level of service coming from our recent COA study whch would increase our service to 475,000 (FY 1996), 515,000 (FY 1997) and 545,000 (FY 1998). It is planned to fund these service increases from Prop A reserves. This service plan is based on the assumption that our capital costs will be paid partially by federal funds.

Dial-A-Ride Administration

To meet its Maintenance of Effort requirements, Foothill Transit started administering the Monrovia Dial-A-Ride in FY 1994. This service, which costs approximately $330,000 annually, is entirely Prop A Local Return funded. Discussions are currently under way with our other member cities to take over the administration of other dial-a-ride services and or bus stop maintenance and/or

shelter program. Foothill Transit is fully committed to make every effort to meet the MOE stipulations of the MOU. Our FY 1995 shows $1.2 million in expenses/revenues (5%) to meet the MOE requirements.

Opening of Second Transit Store

In March 1993, Foothill Transit opened a transit store in the Eastland Shopping Center which will be funded internally through the end of this fiscal year. The purpose of the transit store is to conveniently provide a pass sales outlet for Foothill Transit, RTD and Joint RTD/Foothill passes with convenient opening hours. Furthermore, it is designed to offers such services as customer information, schedule distribution and trip planning assistance. With the success of he first store Foothill Transit is now planning to open its second store.

Total Operation Budget

Our total fixed route operating budget for FY 1995 will amount to $24.1 million which does not include the estimated MOE expenditures of $1.2 million.

10.2 Capital Plan

Existing Bus Fleet/Bus Financing Cost

Since Foothill Transit's bus fleet of 215 buses is fairly new, no replacement bus purchase is planned until FY 1999 which is beyond the current SRTP planning period. But, since 209 buses are financed through Certificates of Participation over a twelve year period, the bus financing costs of our existing fleet in the amount in the amount of $5.7 million (FY 1995) and $5.9 million annually (FY 1996-FY 1998) has to be budgeted annually.

Foothill Transit's share of the federal capital funds amounting to approximately $2.6 million in FY 1995 will cover only 46% of these costs far below the 80% federal maximum.

Expansion Buses

To allow for the full implementation of the "initial" level of service recommended by the COA, Foothill Transit is planning to purchase an additional 45 expansion buses over the next three years (15 buses in FY 95, 15 buses in FY 96, 15 buses in FY 97) bringing our fleet to a total of 260 buses. Since Foothill Transit's formula share from the capital funds is already insufficient to pay for our existing

bus fleet, Foothill Transit will be forced to fund these expansion buses solely from local Prop A reserves. To pay for these buses, Foothill Transit is planning to issue additional COP's. Foothill Transit has budgeted 250,000 in FY 1995 representing 6 months worth of lease payments for 15 buses. The additional outyear cost of these expansion buses will amount to $900,00 (FY 1996) and $1.4 million in both FY 1997 and FY 1998.

Facility:
Foothill Transit is contemplating the feasibility to have its own bus facility out of which the private contractors would operate the Foothill Transit service. Pending the outcome of the facility feasibility study in December 1994, Foothill Transit has set aside $3,000,000 towards the land acquisition of a facility site. Due to the insufficiency of federal formula funds to fund a facility, Foothill Transit will pursue a Section 3 grant to fund the facility construction. No funds have been set aside in the outyears to fund this facility. Foothill Transit will request a LONP from FTA prior to acquiring the land to assure that the land acquisition can be used as a local match should federal dollars become available to build a facility.

Design of Transit Centers:
Foothill Transit has allocated $500,000 in FY 1995 to design up to eight transit centers needed to implement the earlier described timed transfer system. Funds to construct these transfer centers are still to be found.

Major Bus Components:
Foothill Transit has set aside $250,000 to fund the replacement of major bus components.

Misc. Other Capital
An additional $185,000 has been set-aside for miscellaneous other capital, such as a staff car, furniture, MIS equipment, the fare debit card system and other smaller items.

FY 1994 Carryover Capital Projects:
The following capital projects were approved in FY 1993 but have been delayed in its implementation schedule. The funding for the following projects will be carried forward into FY 1994:

- Installation of New Bus Stop Signs: $450,000
- Bus Shelters $120,000

  Total: $570,000

It is expected that these projects will be combined into a comprehensive redesign project of our entire bus stop environment.

10.3 Financial Plan

Foothill Transit's Financial Plan is built on the following funding assumptions

Prop A Formula Revenues:
Foothill Transit's four year financial plan is based on the assumption that the baseline scenario funding marks as given by LACTC to the operators will hold steady. These are:

$16.4 million in FY 1995
$16.4 million in FY 1996
$17.4 million in FY 1997
$18.4 million in FY 1998

Prop C Recession Allocation:
Foothill Transit's financial plan does not assume any allocation from Prop C.

Prop A Incentive Revenues (Bus Service Continuation Project)
Foothill Transit's financial plan is based on the continuation of the funding of the BSCP Lines (192/194, 291/293/ 492 & 494) in all future years. We have assumed that our current funding will continue at our current funding level of $1.205,445 in FY 1995 will increase by CPI in the outyears.

Prop C Base Restructuring Grants
Foothill Transit's financial plan is also based on the assumption that the $1.361 million granted to Foothill Transit under the *Priority I Base Restructuring Prop C Program* (Service Increases on Line 495 & 498, Saturday Service on Local Lines) will continue *permanently*. Due to the uncertainty of the economic conditions, we are assuming here that this amount will remain constant throughout the planning

period but hope that the funding will be increased in the outyears.

Other Auxiliary Revenues
Foothill Transit expects to receive an additional amount of a minimum of $300,000 in auxiliary revenues from advertising revenues, special services profit and similar sources. However, due to the unpredictability of these revenues, we did not include these revenues in our financial plan.

Fare Revenues
Foothill Transit is ***not*** proposing an increase in its base fare structure for FY 1995 but is contemplating a review of the fare structure in FY 1995 to be implemented in FY 1996 to partially fund our major expansion program.:

Our FY 1995 and all outyear fare revenue assumptions are based on an our historical fare revenues in FY 1994 ($9.5 million) and a budgeted increase of $1 million due to ridership increases. Hence, we estimate $10.5 million in fare revenues in FY 1995. For the outyears we assume an increase of 5% annually in our fare revenues which could result from increased ridership and/or fare increases.

Federal Capital Funds
Our financial plan assumes that Foothill Transit will start receiving federal capital funds amounting to over $17.8 million over the four year planning period which includes $6.6 million in federal grants that have not been drawn down yet due to the pending 13c agreement.

Prop A Set-Aside Reserve Account
Foothill Transit's Prop A Set-Aside account held by MTA, which reserves Foothill Transit's unused Prop A allocation, is estimated to be $7. 4 million at the end of FY 1994. Based on our assumption that we will be able to draw down federal capital funds, this reserve will decrease to $7.0 million by the end of FY 1998.

It should be noted that these Prop A Reserves are not uncommitted. They are needed to financially sustain the phase I service expansion plans discussed in detail earlier and partially fund the replacement of our aging bus fleet starting in FY 2000.

Should Foothill Transit be unable to draw down federal capital funds, all Prop A Reserves will be depleted by FY 1996 and result in an operating deficit starting in

FY 1997. Foothill Transit has provided two L-Table scenarios showing Foothill Transit's financial position with/without federal capital funds.

Summary:
Summarizing these scenarios, we would like to stress the following points. Foothill Transit's service expansion plan builds on the realization of the funding marks for FY 1995 - FY 1998 and the actual receipt of federal capital funds. Without the receipt of federal capital funds there will be an operating deficit in FY 1997. Hence, the receipt of federal capital dollars is essential to our goals.

LIST OF TABLES

SHORT RANGE TRANSIT PLAN FY 1994-FY 1998

CURRENT FARE STRUCTURE: FY 1994
TABLE L-1

Transit System: Foothill Transit
Prepared By: Birgit Gabig
Date: 25-Mar-94

Fare Categories Identical Peak/Off Peak	Local Fixed Route Service		Local Demand Responsive Service		Express Fixed Route Service	
	Base	Zone	Base	Zone	Base	Zone
Regular Adult	$0.85	-	-	-	$0.85	$0.35
Transfer (Within System)	$0.10	-	-	-	$0.10	-
Transfer (To Other System)	$0.10	-	-	-	$0.10	-
Persons With Disabilities(1)	$0.40	-	-	-	$0.40	-
Elderly(1)	$0.40	-	-	-	$0.40	-
Student (K-12)	$0.85	-	-	-	$0.85	$0.35
Student (College)	$0.85	-	-	-	$0.85	$0.35
Discount	-	-	-	-	-	-
FOOTHILL PASSES						
- Regular Adult	$32	-	-	-	$44	$12
- Student (K-12)	$12	-	-	-	$12	-
- Student (College)	$15	-	-	-	$15	-
- Elderly/Disabled(1)	$7	-	-	-	$7	-
JOINT SCRTD/FOOTHILL PASS						
- Regular Adult	$52	-	-	-	$66	$14
- Student (K-12)	$30	-	-	-	$30	-
- Student (College)	$22	-	-	-	$22	-
- Elderly/Disabled(1)	$12	-	-	-	$7	-

(1) Same definitions as SCRTD
Note: In additon, we have a $0.60 cash fare for students (K-12) and college using METROCARD.

FLEET INVENTORY AS OF DECEMBER 31, 1993
TABLE L-2

Transit System: Foothill Transit
Prepared By: Birgit Gabig
Date: 13-Apr-94

Bus #	Year Built	Manufac-turer	Model	Seats	Length	Width	Type of Fuel	NUMBER OF VEHICLES: Total Vehicles Owned & Leased*	Vehicles Fixed Route Service	Used For Demand Respon. Service	Vehicles In Active Service	Vehicles With Major Rehab	Projected Year Of Replacement: Program Year	Projected Year Of Replacement: Expend. Year	Veh. With Wheel Chairs
F-200-216	1987	Gillig	Phantom	43	40 feet	96 inches	Diesel	16	16	0	16	0	1999	1999	16
F-217-233	1988	Gillig	Phantom	43	40 feet	96 inches	Diesel	17	17	0	17	0	1999	1999	17
F-300-305	1989	Gillig	Phantom	43	40 feet	96 inches	Diesel	6	6	0	6	0	2000	2001	6
F-600-629	1989	Gillig	Phantom	45	40 feet	96 inches	Diesel	30	30	0	30	0	2000	2001	30
F-700-738	1989	Gillig	Phantom	45	40 feet	96 inches	Diesel	39	39	0	39	0	2000	2001	39
F-900-907	1991	Gillig	Phantom	37	35 feet	96 inches	Diesel	8	8	0	8	0	2002	2003	8
F-100-106	1991	Gillig	Spirit	24	28 feet	96 inches	Diesel	7	7	0	7	0	2002	2003	7
F-250-263	1991	Gillig	Phantom	43	40 feet	96 inches	Diesel	14	14	0	14	0	2002	2003	14
F-630-648	1991	Gillig	Phantom	45	40 feet	96 inches	Diesel	19	19	0	19	0	2002	2003	19
F-750-768	1991	Gillig	Phantom	45	40 feet	96 inches	Diesel	19	19	0	19	0	2002	2003	19
F-800-822	1992	Gillig	Phantom	45	40 feet	96 inches	Diesel/Trap	23	23	0	23	0	2003	2004	23
TOTAL NUMBER OF VEHICLES								198	198	0	198	0			198

Notes:
All vehicles with the exception of 6 buses are financed by Foothill Transit through Certificates of Participation (1993 Sutro A).
An additional 17 expansion buses are currently on order and are expected to be delivered in October bringing our fleet to 215.

Transit System: Foothill Transit
Prepared by: Birgit Gabig
Date: 13-Apr-94

HISTORICAL FLEET CHARACTERISTICS
Table L-3

	Local Fixed Route			Express Fixed Route			System Total		
	1992 Audited	1993 Audited	1994 Estimated	1992 Audited	1993 Audited	1994 Estimated	1992 Audited	1993 Audited	1994 Estimated
Peak-Hour Fleet	38	46	55	108	116	126	146	162	181
Spares for Maintenance	8	12	8	22	24	9	30	36	17
Spare Ratio(*)	21%	26%	15%	20%	21%	7%	21%	22%	9%
Energy Contingency Reserve	0	0	0	0	0	0	0	0	0
Inactive Fleet	12	0	0	10	0	0	22	0	0
Total Vehicles	58	58	63	140	140	135	198	198	198
New Expansion Vehicles	30	0	0	44	0	0	74	0	0
New Replacement Vehicles	0	0	0	0	0	0	0	0	0

(*) Spare ratio = spares for maint./peak-hour fleet
FY 94 does not include 17 new expansion buses budgeted in FY 1994 which will be received in August.
FY 1993 numbers reflect service increase scheduled for 5/1/94.

Transit System: Foothill Transit
Prepared by: Birgit Gabig
Date: 13-Apr-94

PROJECTED FLEET CHARACTERISTICS
Table L-4

	Local Fixed Route				Express Fixed Route				System Total			
	1995 Planned	1996 Planned	1997 Planned	1998 Planned	1995 Planned	1996 Planned	1997 Planned	1998 Planned	1995 Planned	1996 Planned	1997 Planned	1998 Planned
Peak-Hour Fleet	57	62	67	73	133	138	143	147	190	200	210	220
Spares for Maintenance	11	12	14	12	26	28	30	28	37	40	44	40
Spare Ratio(*)	19%	19%	21%	16%	20%	20%	21%	19%	19%	20%	21%	18%
Energy Contingency Reserve	0	0	0	0	0	0	0	0	0	0	0	0
Inactive Fleet	0	0	0	0	3	0	6	0	3	5	6	0
Total Vehicles	68	74	81	85	162	166	179	175	230	245	260	260
New Expansion Vehicles	15	5	5	0	17	10	10	0	32	15	15	0
New Replacement Vehicles	0	0	0	0	0	0	0	0	0	0	0	0

FY 1995 expansion buses (32) include 17 buses purchased in FY 1994 that will be delivered in August and an additional 15 buses budgeted in FY 1995.

(*) Spare ratio = spares for maint./peak-hour fleet

TABLE L-5
HISTORICAL AND PROJECTED FINANCIAL STATUS
SOURCE AND APPLICATION OF FUNDS FOR CAPITAL AND OPERATIONS
BY YEAR OF EXPENDITURE
Scenario I: With Federal Capital Funds

Mode: Bus	FY 1992 AUDITED	FY 1993 AUDITED	FY 1994 ESTIMATED	FY 1995 PLANNED	FY 1996 PLANNED	FY 1997 PLANNED	FY 1998 PLANNED
'OURCES OF FUNDS FOR CAPITAL							
FEDERAL CAPITAL GRANTS							
UMTA Section 3	$0	$0	$0	$0	$0	$0	$0
UMTA Section 18	0	0	0	0	0	0	0
FAU Grants	0	0	0	0	0	0	0
Prior Year Federal	0	0	0	6,565,000	0	0	0
UMTA Section 9 (incl. unprogrammed FY 94)	0	0	0	2,627,126	2,730,000	2,866,500	3,009,800
STATE CAPITAL GRANTS AND SUBVENTIONS							
TDA Carryover Prior Yrs	0	0	0	0	0	0	0
TDA current from unallocated	0	0	0	0	0	0	0
TDA from Reserves	0	0	0	0	0	0	0
Other State	0	0	0	0	0	0	0
LOCAL CAPITAL GRANTS							
System Generated	0	0	0	0	0	0	0
General Fund	0	0	0	0	0	0	0
Prop. A Local Return	0	0	0	0	0	0	0
Other Local	0	0	0	0	0	0	0
Prop A 40% Discretionary	4,296,781	6,534,343	7,920,070	693,624	4,278,654	4,630,205	4,490,486
Prop C 40% Discretionary	0	0	0	0	0	0	0
14 **SUBTOTAL CAPITAL REVENUES**	$4,296,781	$6,534,343	$7,920,070	$9,885,750	$7,008,654	$7,496,705	$7,500,286
15 **TOTAL CAPITAL EXPENSES**	$4,296,781	$6,534,343	$7,920,070	$9,885,750	$7,008,654	$7,496,705	$7,500,286
SOURCES OF FUNDS FOR OPERATING							
FEDERAL GRANTS AND REIMBURSEMENTS							
UMTA Section 9	$0	$0	$0	$0	$0	$0	$0
UMTA Section 18 - Operating	0	0	0	0	0	0	0
UMTA Section 8	0	0	0	0	0	0	0
Other Federal	0	0	0	0	0	0	0
STATE GRANTS AND REIMBURSEMENTS							
TDA Carryover- Prior Year	0	0	0	0	0	0	0
TDA Current from Unallocated	0	0	0	0	0	0	0
STA Current from Unallocated	0	0	0	0	0	0	0
STA Carryover from prior years	0	0	0	0	0	0	0
Other State	0	0	0	0	0	0	0
LOCAL CASH GRANTS & REIMBURSEMENTS							
Passenger Fares	6,198,383	8,789,522	9,500,000	10,500,000	11,025,000	11,576,250	12,155,063
Special Transit Service	623,309	690,295	0	0	0	0	0
Charter	0	0	0	0	0	0	0
Auxiliary Transportation Revenue	115,178	276,960	186,450	0	0	0	0
Non-Transportation Revenue	0	0	0	0	0	0	0
Prior year Deferred Prop A Revenue			1,901,296	2,166,841	0	0	0
Prop. A Disc. Excess Drawdown		(1,901,296)	(2,166,841)	0	0	0	0
Prop. A Discretionary Grant	4,811,219	4,945,657	5,298,132	8,782,344	13,226,015	15,552,276	17,398,858
Prop A Discretionary Service Expansion	607,372	539,915	95,000	0	0	0	0
Prop A Local Return (see MOE)	0	0	349,900	1,207,232	1,342,681	1,488,419	1,611,607
Prop. A Incentive Fund (BSCP)	932,000	1,135,148	1,135,148	1,205,445	1,241,608	1,278,857	1,317,222
Other Local - Prop. A Exchanges	0	0	0	0	0	0	0
Prop. C Transit Store	0	0	124,000	129,000	0	0	0
Prop. C Recessionary Allocation		2,915,681	3,825,555	0	0	0	0
Prop. C Base Restructuring	0	1,360,960	1,361,000	1,361,000	1,361,000	1,361,000	1,361,000
SUBTOTAL OPERATING REVENUES	$13,287,461	$18,752,842	$21,609,640	$25,351,862	$28,196,304	$31,256,802	$33,843,750
TOTAL OPERATING EXPENSES	$13,029,611	$18,744,247	$21,609,640	$25,351,862	$28,196,304	$31,256,802	$33,843,750
Notes:							
PROP A DRAW-DOWN	$9,108,000	$11,480,000	$13,218,202	$9,475,968	$17,504,668	$20,182,482	$21,889,344
PROP A ALLOCATION	$10,374,912	$14,435,256	$14,697,210	$16,415,957	$16,421,329	$17,441,525	$18,435,978
Adjustments	($144,906)	($772,801)	$0	$0	$0	$0	
SET ASIDE ESTIMATE FISCAL YEAR END:	$3,727,892	$5,910,347	$7,389,355	$14,329,344	$13,246,005	$10,505,049	$7,051,683
\BIRGIT_G\15YRPLAN\260-OPT.xlwa	APPROVED	APPROVED	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE

TABLE L-5
HISTORICAL AND PROJECTED FINANCIAL STATUS
SOURCE AND APPLICATION OF FUNDS FOR CAPITAL AND OPERATIONS
BY YEAR OF EXPENDITURE
Scenario II: Without Federal Capital Funds

Mode: Bus	FY 1992 AUDITED	FY 1993 AUDITED	FY 1994 ESTIMATED	FY 1995 PLANNED	FY 1996 PLANNED	FY 1997 PLANNED	FY 1998 PLANNED
SOURCES OF FUNDS FOR CAPITAL							
FEDERAL CAPITAL GRANTS							
UMTA Section 3	$0	$0	$0	$0	$0	$0	$0
UMTA Section 18	0	0	0	0	0	0	0
FAU Grants	0	0	0	0	0	0	0
UMTA Section 9	0	0	0	0	0	0	0
STATE CAPITAL GRANTS AND SUBVENTIONS							
TDA Carryover Prior Yrs	0	0	0	0	0	0	0
TDA current from unallocated	0	0	0	0	0	0	0
TDA from Reserves	0	0	0	0	0	0	0
Other State	0	0	0	0	0	0	0
LOCAL CAPITAL GRANTS							
System Generated	0	0	0	0	0	0	0
General Fund	0	0	0	0	0	0	0
Prop. A Local Return	0	0	0	0	0	0	0
Other Local	0	0	0	0	0	0	0
Prop A 40% Discretionary	4,296,781	6,534,343	7,920,070	9,885,750	7,008,654	7,496,705	7,500,286
Prop C 40% Discretionary	0	0	0	0	0	0	0
14 SUBTOTAL CAPITAL REVENUES	$4,296,781	$6,534,343	$7,920,070	$9,885,750	$7,008,654	$7,496,705	$7,500,286
15 TOTAL CAPITAL EXPENSES	$4,296,781	$6,534,343	$7,920,070	$9,885,750	$7,008,654	$7,496,705	$7,500,286
SOURCES OF FUNDS FOR OPERATING							
FEDERAL GRANTS AND REIMBURSEMENTS							
UMTA Section 9	$0	$0	$0	$0	$0	$0	$0
UMTA Section 18 - Operating	0	0	0	0	0	0	0
UMTA Section 8	0	0	0	0	0	0	0
Other Federal	0	0	0	0	0	0	0
TATE GRANTS AND REIMBURSEMENTS							
TDA Carryover- Prior Year	0	0	0	0	0	0	0
TDA Current from Unallocated	0	0	0	0	0	0	0
STA Current from Unallocated	0	0	0	0	0	0	0
STA Carryover from prior years	0	0	0	0	0	0	0
Other State	0	0	0	0	0	0	0
LOCAL CASH GRANTS & REIMBURSEMENTS							
Passenger Fares	6,198,383	8,789,522	9,500,000	10,500,000	11,025,000	11,576,250	12,155,063
Special Transit Service	623,309	690,295	0	0	0	0	0
Charter	0	0	0	0	0	0	0
Auxiliary Transportation Revenue	115,178	276,960	186,450	0	0	0	0
Non-Transportation Revenue	0	0	0	0	0	0	0
Prior year Deferred Prop A Revenue			1,901,296	2,166,841	0	0	0
Prop. A Disc. Excess Drawdown		(1,901,296)	(2,166,841)	0	0	0	0
Prop. A Discretionary Grant	4,811,219	4,945,657	5,298,132	8,782,344	13,226,015	15,552,276	17,398,858
Prop A Discretionary Service Expansion	607,372	539,915	95,000	0	0	0	0
Prop A Local Return (see MOE)	0	0	349,900	1,207,232	1,342,681	1,488,419	1,611,607
Prop. A Incentive Fund (BSCP)	932,000	1,135,148	1,135,148	1,205,445	1,241,608	1,278,857	1,317,222
Other Local - Prop. A Exchanges	0	0	0	0	0	0	0
Prop. C Transit Store	0	0	124,000	129,000	0	0	0
Prop. C Recessionary Allocation		2,915,681	3,825,555	0	0	0	0
Prop. C Base Restructuring	0	1,360,960	1,361,000	1,361,000	1,361,000	1,361,000	1,361,000
SUBTOTAL OPERATING REVENUES	$13,287,461	$18,752,842	$21,609,640	$25,351,862	$28,196,304	$31,256,802	$33,843,750
TOTAL OPERATING EXPENSES	$13,029,611	$18,744,247	$21,609,640	$25,351,862	$28,196,304	$31,256,802	$33,843,750
Notes:							
PROP A DRAW-DOWN	$9,108,000	$11,480,000	$13,218,202	$18,668,094	$20,234,668	$23,048,982	$24,899,144
PROP A ALLOCATION	$10,374,912	$14,435,256	$14,697,210	$15,921,121	$16,421,329	$17,441,525	$18,435,978
Adjustments	($144,906)	($772,801)	$0	$0	$0	$0	
SET ASIDE ESTIMATE FISCAL YEAR END:	$3,727,892	$5,910,347	$7,389,355	$4,642,382	$829,043	($4,778,413)	($11,241,579)
\BIRGIT_G\15YRPLAN\260-OPT.xlwa	APPROVED	APPROVED	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE

SUMMARY

TPM/TDA DATA REPORTING FORM

22-Dec-92

X AUDITED
___ACTUAL
___ESTIMATED

FOOTHILL TRANSIT ZONE

FISCAL YEAR: 1991-1992
SUMMARY OF ALL FOOTHILL LINES
LINES: 178,185,187,274/276,280,480/481,482,486,488,495,498,192/194,291/293,492,494,690

CONTACT PERSON: Birgit Brazill
DATE SUBMITTED: December 21, 1992

ANNUAL WEEKDAY	LOCAL SERVICE				EXPRESS SERVICE			TOTAL PROP A FORMULA FUNDED ROUTES	TOTAL 690 ROUTE	TOTAL BSCP ROUTES	TOTAL SPECIAL SERVICES	TOTAL SYSTEM
	DEMAND BASED HEADWAY	POLICY BASED HEADWAY	INTRA-COMM CIRCULATION	TOTAL LOCAL	MULTI-STOP LOCAL	FEW LOCAL STOPS	TOTAL EXPRESS					
Total Vehicle Miles	1,309,771			1,309,771		3,346,301	3,346,301	4,656,072	318,952	623,994	- - - -	5,599,017
Vehicle Service Miles	1,140,959			1,140,959		2,119,094	2,119,094	3,260,053	154,179	484,068	- - - -	3,898,299
Total Vehicle Hours	92,151			92,151		135,437	135,437	227,588	12,294	38,903	- - - -	278,785
Vehicle Service Hours	85,614			85,614		97,627	97,627	183,241	7,375	32,615	- - - -	223,230
Peak Vehicles	27			27		94	94	121	8	17	- - - -	146
Unlinked Passengers	2,641,854			2,641,854		2,728,026	2,728,026	5,369,880	25,102	754,666	- - - -	6,149,648
Linked Passengers	2,259,492			2,259,492		2,553,208	2,553,208	4,812,700	24,510	678,198	- - - -	5,515,408
Passenger Revenue	$1,475,443			$1,475,443		$3,496,793	$3,496,793	$4,972,236	$25,308	$528,638	- - - -	$5,526,181
Auxiliary Revenue & Local Subsidies	$59,093			$59,093		$109,755	$109,755	$168,847	$7,986	$25,072	- - - -	$201,904
Total Operating Cost Less Depreciation	$3,586,409			$3,586,409		$5,667,223	$5,667,223	$9,253,632	$557,577	$1,532,805	- - - -	$11,344,014
Full Time Equivalent Employees	See Total			See Total		See Total	See Total	See Total	See Total	See Total	- - - -	267
Base Fare	$0.85			$0.85			$2.25					

TOTAL SYSTEM	LOCAL SERVICE				EXPRESS SERVICE			TOTAL PROP A FORMULA FUNDED ROUTES	TOTAL 690 ROUTE	TOTAL BSCP ROUTES	TOTAL SPECIAL SERVICES	TOTAL SYSTEM
	DEMAND BASED HEADWAY	POLICY BASED HEADWAY	INTRA-COMM CIRCULATION	TOTAL LOCAL	MULTI-STOP LOCAL	FEW LOCAL STOPS	TOTAL EXPRESS					
Total Vehicle Miles	1,498,259			1,498,259		3,672,067	3,672,067	5,170,326	318,952	659,205	- - -	6,148,483
Vehicle Service Miles	1,305,329			1,305,329		2,407,387	2,407,387	3,712,716	154,179	515,898	- - -	4,382,793
Total Vehicle Hours	105,460			105,460		151,797	151,797	257,257	12,294	40,995	- - -	310,546
Vehicle Service Hours	98,021			98,021		112,311	112,311	210,332	7,375	34,552	- - -	252,259
Peak Vehicles	27			27		94	94	121	8	17	- - - -	146
Unlinked Passengers	3,017,654			3,017,654		3,051,338	3,051,338	6,068,992	25,102	774,330	- - -	6,868,424
Linked Passengers	2,587,138			2,587,138		2,840,732	2,840,732	5,427,870	24,510	695,554	- - -	6,147,934
Passenger Revenue	$1,694,891			$1,694,891		$3,937,937	$3,937,937	$5,632,828	$25,308	$540,247	- - -	$6,198,383
Auxiliary Revenue & Local Subsidies	$67,606			$67,606		$124,684	$124,684	$192,290	$7,986	$26,721	$497,890	$724,887
Total Operating Cost Less Depreciation	$4,062,005			$4,062,005		$6,304,921	$6,304,921	$10,366,926	$557,577	$1,607,217	$497,890	$13,029,611

NOTE: Audited special service revenues and expenditures totaled $623,309 and $497,890 respectively. The profit of $125,419 was added to fixed route auxiliary revenues.

TPM SUMMARY

TPM DATA REPORTING FORM

REVISED FINAL

X AUDITED
__ACTUAL
__ESTIMATED

CONTACT PERSON: Birgit Gabig
DATE SUBMITTED: 26-Apr-94

FOOTHILL TRANSIT ZONE

FISCAL YEAR: 1992-1993
SUMMARY OF ALL FOOTHILL LINES
LINES: 178,185,187,274/276,280,480/481,482,486,488,495,498,192/194,291/293,492,494,690

DEDICATED FUNDING SOURCES

ANNUAL WEEKDAY	LOCAL SERVICE				EXPRESS SERVICE			TOTAL PROP A FORMULA FUNDED ROUTES	690 ROUTE	BSCP ROUTES	EXPANSION 486 & 488 PROP C	SATURDAY LOCAL SVS PROP C	TOTAL FIXED ROUTES	SPECIAL SERVICES	GRAND TOTAL
	DEMAND BASED HEADWAY	POLICY BASED HEADWAY	INTRA-COMM CIRCULATION	TOTAL LOCAL	MULTI-STOP LOCAL	FEW LOCAL STOPS	TOTAL EXPRESS								
Total Vehicle Miles	1,681,687			1,681,687	3,534,871	1,392,819	4,927,690	6,609,377	231,729	705,667	749,980	----	8,296,753	----	8,296,753
Vehicle Service Miles	1,460,207			1,460,207	2,477,608	641,366	3,018,973	4,479,180	120,979	540,193	240,241	----	5,380,593	----	5,380,593
Total Vehicle Hours	109,811			109,811	161,071	39,574	200,645	310,656	9,733	40,188	29,854	----	390,331	----	390,331
Vehicle Service Hours	101,894			101,894	127,860	19,635	147,495	249,379	5,520	34,390	14,682	----	303,971	----	303,971
Peak Vehicles	29			29	65	21	86	115	4	23	20	----	162	----	162
Unlinked Passengers	2,986,398			2,986,398	4,003,433	601,473	4,604,906	7,590,304	33,603	786,568	269,182	----	8,679,647	----	8,679,647
Linked Passengers	2,568,086			2,568,086	3,523,191	652,139	4,175,330	6,743,416	32,484	700,769	266,367	----	7,743,036	----	7,743,036
Passenger Revenue	$1,687,062			$1,687,062	$4,134,966	$1,042,037	$5,177,003	$6,864,065	$57,113	$498,786	$466,352	----	$7,886,316	----	$7,886,316
Auxiliary Revenue & Local Subsidies *	$60,436			---- $60,436	$192,951	$31,189	$224,140	$284,576	$23,329	$15,089	$14,012	----	$337,006	----	$337,006
Total Operating Cost Less Depreciation	$4,581,129			$4,581,129	$8,624,496	$1,688,237	$8,312,732	$12,893,861	$442,772	$1,652,222	$1,204,648	----	$16,193,403	----	$16,193,403
Full Time Equivalent Emps.	See Total			See Total	See Total	See Total	See Total	See Total	See Total	See Total	See Total	----	352	----	352
Base Fare	$0.85			$0.85	$0.85	$0.85	$0.85		$0.85	$0.85	$1.90		$0.85		

DEDICATED FUNDING SOURCES

TOTAL SYSTEM	LOCAL SERVICE				EXPRESS SERVICE			TOTAL PROP A FORMULA FUNDED ROUTES	TOTAL 690 ROUTE	TOTAL BSCP ROUTES	EXPANSION 486 & 488 PROP C	SATURDAY LOCAL SVS PROP C	TOTAL FIXED ROUTE	TOTAL SPECIAL SERVICES	AUDITED GRAND TOTAL
	DEMAND BASED HEADWAY	POLICY BASED HEADWAY	INTRA-COMM CIRCULATION	TOTAL LOCAL	MULTI-STOP LOCAL	FEW LOCAL STOPS	TOTAL EXPRESS								
Total Vehicle Miles	1,833,934			1,833,934	4,064,279	1,392,819	5,447,098	7,281,032	231,729	705,667	749,980	181,091	9,159,499	-----	9,159,499
Vehicle Service Miles	1,592,994			1,592,994	2,941,543	641,366	3,482,908	5,075,902	120,979	540,193	240,241	174,386	6,151,701	-----	6,151,701
Total Vehicle Hours	121,427			121,427	184,274	39,574	223,848	345,275	9,733	40,188	29,854	11,131	436,181	39,198	475,379
Vehicle Service Hours	112,507			112,507	151,725	19,635	171,360	283,867	5,520	34,390	14,682	10,441	348,901	-----	348,901
Peak Vehicles	29			29	65	21	86	115	4	23	20	-----	162	-----	162
Unlinked Passengers	3,297,792			3,297,792	4,633,780	601,473	5,236,253	8,533,045	33,603	786,568	269,182	153,343	9,775,731	-----	9,775,731
Linked Passengers	2,836,384			2,836,384	4,063,870	652,139	4,716,009	7,552,393	32,484	700,769	266,367	135,226	8,687,239	-----	8,687,239
Passenger Revenue	$1,868,418			$1,868,418	$4,776,798	$1,042,037	$5,818,835	$7,687,253	$57,113	$498,786	$466,352	$80,019	$8,789,522	-----	$8,789,522
Auxiliary Revenue & Local Subsidies *	$67,861			$67,861	$212,034	$31,189	$243,223	$311,084	$23,329	$15,089	$14,012	$26,306	$388,820	$578,435	$967,255
Total Operating Cost Less Depreciation	$4,997,365			$4,997,365	$7,753,382	$1,688,237	$9,441,619	$14,438,884	$442,772	$1,652,222	$1,204,648	$427,284	$18,165,812	$578,435	$18,744,247

* Auxiliary Revenue & Local Subsidies:

Interest Income	$170,207
Shuttle Profit	$111,860
Other Income	$106,753
Subtotal Fixed Auxiliary Rev	$388,820
Special Services	$578,435
Grand Total Rev & Subsidies	$967,255

TPM/TDA REPORTING FORM
Table L-6
Fiscal Year 1994
ESTIMATED

Prepared By: Birgit Gabig
Transit System: Foothill Transit
Date: 14-Apr-94

Annual Weekday	TOTAL LOCAL SERVICE	TOTAL EXPRESS SERVICE	GRAND TOTAL FIXED BUS	PROP A LOCAL RETURN DIAL-A-RIDE	SPECIAL SERVICES	GRAND TOTAL SYSTEM
Total Vehicle Miles(000)	2,887.2	6,623.5	9,510.6			9,510.6
Vehicle Service Miles(000)	2,389.1	3,819.3	6,208.4			6,208.4
Total Vehicle Hours(000)	171.0	225.2	396.2			396.2
Vehicle Service Hours(000)	168.6	173.2	341.8			341.8
Peak Vehicles	55	126	181.0			181
Unlinked Passengers(000)	4,331.4	4,546.5	8,877.9			8,877.9
Linked Passengers(000)	3,781.9	4,240.1	8,022.0			8,022.0
Passenger Revenue($000)	$2,930.8	$5,593.2	$8,524.0			$8,524.0
Aux. Rev./Local Subs.($000)	$64.5	$97.5	$162.0			$162.0
Oper. Cost less Deprec.($000)	$7,285.7	$11,080.7	$18,366.3			$18,366.3
Full-time Equiv. Employees	$91.0	$91.0	$182.0	$349.9	$700	$1,231.9
Base Fare	$0.85	$0.85	$0.85	$349.9	$600	$0.85

Total System Annual Saturday, Sunday & Holiday, and Weekdays	TOTAL LOCAL SERVICE	TOTAL EXPRESS SERVICE	GRAND TOTAL FIXED BUS	PROP A LOCAL RETURN DIAL-A-RIDE	SPECIAL SERVICES	GRAND TOTAL SYSTEM
Total Vehicle Miles(000)	2,760.4	7,739.6	10,500			10,500.0
Vehicle Service Miles(000)	2,342.7	4,756.6	7,099			7,099.3
Total Vehicle Hours(000)	165.5	317.1	482.6			482.6
Vehicle Service Hours(000)	163.3	230.4	393.7			393.7
Peak Vehicles	55	126	181			181.0
Unlinked Passengers(000)	3,400	6,600	10,000			10,000.0
Linked Passengers(000)	3,060	5,940	9,000			9,000.0
Passenger Revenue($000)	3,230	6,270	$9,500			$9,500.0
Aux. Rev./Local Subs.($000)	$65.3	$121.2	$186.5	$349.9	$700	$1,236.4
Oper. Cost less Deprec.($000)	$7,491	13,768.9	$21,259.7	$349.9	$600	$22,209.6

TPM/TDA REPORTING FORM
Table L-6
Fiscal Year 1995
PLANNED

Prepared By: Birgit Gabig
Transit System: Foothill Transit
Date: 14-Apr-94

Annual Weekday	TOTAL LOCAL SERVICE	TOTAL EXPRESS SERVICE	GRAND TOTAL FIXED BUS	PROP A LOCAL RETURN DIAL-A-RIDE	SPECIAL SERVICES	GRAND TOTAL SYSTEM
Total Vehicle Miles(000)	3,190.2	7,318.6	10,508.8			10,508.8
Vehicle Service Miles(000)	2,639.7	4,220.0	6,859.7			6,859.7
Total Vehicle Hours(000)	189.0	248.8	437.8			437.8
Vehicle Service Hours(000)	186.3	191.4	377.7			377.7
Peak Vehicles	57	133	190			190
Unlinked Passengers(000)	4,677.9	4,910.2	9,588.1			9,588.1
Linked Passengers(000)	4,084.4	4,579.3	8,663.7			8,663.7
Passenger Revenue($000)	$3,239.3	$6,181.9	$9,421.2			$9,421.2
Aux. Rev./Local Subs.($000)	$0.0	$0.0	$0.0			$0.0
Oper. Cost less Deprec.($000)	$8,274.1	$12,584.0	$20,858.1			$20,858.1
Full-time Equiv. Employees	$0.0	$0.0	$0.0	$1,207.0	TBD	$1,207.0
Base Fare	$0.85	$0.85	$0.85	$1,207.0	TBD	$0.85

Total System Annual Saturday, Sunday & Holiday, and Weekdays	TOTAL LOCAL SERVICE	TOTAL EXPRESS SERVICE	GRAND TOTAL FIXED BUS	PROP A LOCAL RETURN DIAL-A-RIDE	SPECIAL SERVICES	GRAND TOTAL SYSTEM
Total Vehicle Miles(000)	3,050.1	8,551.9	11,602			11,602
Vehicle Service Miles(000)	2,588.5	5,255.5	7,844			7,844
Total Vehicle Hours(000)	182.9	350.4	533.2			533
Vehicle Service Hours(000)	191.0	244.0	435			435
Peak Vehicles	57	133	190			190
Unlinked Passengers(000)	3,672	7,128	10,800			10,800
Linked Passengers(000)	3,305	6,415	9,720			9,720
Passenger Revenue($000)	3,570	6,930	$10,500			$10,500
Aux. Rev./Local Subs.($000)	$0.0	$0.0	$0.0	$1,207.0	TBD	$1,207
Oper. Cost less Deprec.($000)	$8,507	15,636.9	$24,144.0	$1,207.0	TBD	$25,351

TPM/TDA REPORTING FORM
Table L-6
Fiscal Year 1996
PLANNED

Prepared By: Birgit Gabig
Transit System: Foothill Transit
Date: 14-Apr-94

Annual Weekday	TOTAL LOCAL SERVICE	TOTAL EXPRESS SERVICE	GRAND TOTAL FIXED BUS	PROP A LOCAL RETURN DIAL-A-RIDE	SPECIAL SERVICES	GRAND TOTAL SYSTEM
Total Vehicle Miles(000)	3,483.5	7,991.6	11,475.1			11,475.1
Vehicle Service Miles(000)	2,882.4	4,608.0	7,490.5			7,490.5
Total Vehicle Hours(000)	206.4	271.7	478.1			478.1
Vehicle Service Hours(000)	203.4	209.0	412.4			412.4
Peak Vehicles	62	138	200			200
Unlinked Passengers(000)	4,911.8	5,155.7	10,067.5			10,067.5
Linked Passengers(000)	4,288.7	4,808.3	9,096.9			9,096.9
Passenger Revenue($000)	$3,401.3	$6,491.0	$9,892.3			$9,892.3
Aux. Rev./Local Subs.($000)	$0.0	$0.0	$0.0			$0.0
Oper. Cost less Deprec.($000)	$9,202.5	$13,995.9	$23,198.4			$23,198.4
Full-time Equiv. Employees	$0.0	$0.0	$0.0	$1,343.0	TBD	$1,343.0
Base Fare	$0.85	$0.85	$0.85	$1,343.0	TBD	$0.85

Total System Annual Saturday, Sunday & Holiday, and Weekdays	TOTAL LOCAL SERVICE	TOTAL EXPRESS SERVICE	GRAND TOTAL FIXED BUS	PROP A LOCAL RETURN DIAL-A-RIDE	SPECIAL SERVICES	GRAND TOTAL SYSTEM
Total Vehicle Miles(000)	3,331	9,338	12,669			12,669
Vehicle Service Miles(000)	2,827	5,739	8,565			8,565
Total Vehicle Hours(000)	200	383	582			582
Vehicle Service Hours(000)	208.6	266.4	475			475
Peak Vehicles	62	138	200			200
Unlinked Passengers(000)	3,856	7,484	11,340			11,340
Linked Passengers(000)	3,470	6,736	10,206			10,206
Passenger Revenue($000)	3,749	7,277	$11,025			$11,025
Aux. Rev./Local Subs.($000)	$0	$0	$0	$1,343.0	TBD	$1,343
Oper. Cost less Deprec.($000)	$9,462	$17,391	$26,853	$1,343.0	TBD	$28,196

TPM/TDA REPORTING FORM
Table L-6
Fiscal Year 1997
PLANNED

Prepared By: Birgit Gabig
Transit System: Foothill Transit
Date: 14-Apr-94

Annual Weekday	TOTAL LOCAL SERVICE	TOTAL EXPRESS SERVICE	GRAND TOTAL FIXED BUS	PROP A LOCAL RETURN DIAL-A-RIDE	SPECIAL SERVICES	GRAND TOTAL SYSTEM
Total Vehicle Miles(000)	3,776.9	8,664.6	12,441.4			12,441.4
Vehicle Service Miles(000)	3,125.2	4,996.1	8,121.3			8,121.3
Total Vehicle Hours(000)	223.7	294.6	518.3			518.3
Vehicle Service Hours(000)	220.6	226.6	447.1			447.1
Peak Vehicles	67	143	210			210
Unlinked Passengers(000)	5,157.3	5,413.4	10,570.6			10,570.6
Linked Passengers(000)	4,503.0	5,048.6	9,551.6			9,551.6
Passenger Revenue($000)	$3,571.2	$6,815.4	$10,386.7			$10,386.7
Aux. Rev./Local Subs.($000)	$0.0	$0.0	$0.0			$0.0
Oper. Cost less Deprec.($000)	$10,201.8	$15,515.8	$25,717.5			$25,717.5
Full-time Equiv. Employees	$0.0	$0.0	$0.0	$1,488.0	TBD	$1,488.0
Base Fare	$0.85	$0.85	$0.85	$1,488.0	TBD	$0.85

Total System Annual Saturday, Sunday & Holiday, and Weekdays	TOTAL LOCAL SERVICE	TOTAL EXPRESS SERVICE	GRAND TOTAL FIXED BUS	PROP A LOCAL RETURN DIAL-A-RIDE	SPECIAL SERVICES	GRAND TOTAL SYSTEM
Total Vehicle Miles(000)	3,611	10,125	13,736			13,736
Vehicle Service Miles(000)	3,065	6,222	9,287			9,287
Total Vehicle Hours(000)	216	415	631			631
Vehicle Service Hours(000)	226.1	288.9	515			515
Peak Vehicles	67	143	210			210
Unlinked Passengers(000)	4,048	7,858	11,907			11,907
Linked Passengers(000)	3,643	7,073	10,716			10,716
Passenger Revenue($000)	3,936	7,640	$11,576			$11,576
Aux. Rev./Local Subs.($000)	$0	$0	$0	$1,488.0	TBD	$1,488
Oper. Cost less Deprec.($000)	$10,489	$19,280	$29,769	$1,488.0	TBD	$31,257

TPM/TDA REPORTING FORM
Table L-6
Fiscal Year 1998
PLANNED

Prepared By: Birgit Gabig
Transit System: Foothill Transit
Date: 14-Apr-94

Annual Weekday	TOTAL LOCAL SERVICE	TOTAL EXPRESS SERVICE	GRAND TOTAL FIXED BUS	PROP A LOCAL RETURN DIAL-A-RIDE	SPECIAL SERVICES	GRAND TOTAL SYSTEM
Total Vehicle Miles(000)	3,996.9	9,169.3	13,166.2			13,166.2
Vehicle Service Miles(000)	3,307.2	5,287.1	8,594.3			8,594.3
Total Vehicle Hours(000)	236.8	311.7	548.5			548.5
Vehicle Service Hours(000)	233.4	239.8	473.2			473.2
Peak Vehicles	73	147	220			220
Unlinked Passengers(000)	5,415.2	5,684.2	11,099.4			11,099.4
Linked Passengers(000)	4,728.2	5,301.1	10,029.3			10,029.3
Passenger Revenue($000)	$3,749.9	$7,156.3	$10,906.2			$10,906.2
Aux. Rev./Local Subs.($000)	$0.0	$0.0	$0.0			$0.0
Oper. Cost less Deprec.($000)	$11,046.2	$16,800.0	$27,846.2			$27,846.2
Full-time Equiv. Employees	$0.0	$0.0	$0.0	$1,611.0	TBD	$1,611.0
Base Fare	$0.85	$0.85	$0.85	$1,611.0	TBD	$0.85

Total System Annual Saturday, Sunday & Holiday, and Weekdays	TOTAL LOCAL SERVICE	TOTAL EXPRESS SERVICE	GRAND TOTAL FIXED BUS	PROP A LOCAL RETURN DIAL-A-RIDE	SPECIAL SERVICES	GRAND TOTAL SYSTEM
Total Vehicle Miles(000)	3,821	10,714	14,536			14,536
Vehicle Service Miles(000)	3,243	6,585	9,828			9,828
Total Vehicle Hours(000)	229	439	668			668
Vehicle Service Hours(000)	239.3	305.7	545			545
Peak Vehicles	73	147	220			220
Unlinked Passengers(000)	4,251	8,252	12,502			12,502
Linked Passengers(000)	3,826	7,426	11,252			11,252
Passenger Revenue($000)	4,133	8,022	$12,155			$12,155
Aux. Rev./Local Subs.($000)	$0	$0	$0	$1,611.0	TBD	$1,611
Oper. Cost less Deprec.($000)	$11,357	$20,876	$32,233	$1,611.0	TBD	$33,844

GRANTS MONITORING FORM
TABLE L-7

Transit System: Foothill Transit
Prepared By: Birgit Gabig
Date: 14-Apr-94

Grant Number	Project Description	Date Of Obligation	Grant Amount ($000)	Amount Encumbered Or Expended To Date ($000)	Amount Encumbered Or Expended In FY 1993 ($000)	Status Of Grant*	Comments
CA-90-X531	Bus Lease/Financing Payments	NA	$4,220	$4,220	$2,110	pending	all grant documents completed DOL 13c sign-off pending
CA-90-X608	Bus Lease/Financing Payments	NA	$2,345	$1,173	$0	pending	all grant documents completed DOL 13c sign-off pending

Notes:
O = Grant approved, projects ongoing
C = Projects complete
CD = Projects complete, deobligation requested
CC = Projects complete, grants ceased

TABLE L-8
PERFORMANCE AUDIT FOLLOW-UP

System: Foothill Transit
Prepared By: Birgit Gabig
Date: 14-Apr-94

PERFORMANCE AUDIT RECOMMENDED ACTION	OPERATOR ACTION TO DATE:
Make Changes in Reporting Procedures to fully comply with definition for peak vehicles and FTE's	Accomplished. As of FY 1993, reporting was changed
Resolve TPM cost allocation methodology with MTA and seek clarification for auxiliary and local subsidies	Letter was mailed to MTA on 10/25/93 to address TPM cost allocation. So far, MTA has not responded. Auxiliary revenues and local subsidies as been clarifieed
Link Performance Indicators Reported to Board to Objectives and develop quantifiable targets for key indicators	FY 1994 COA study included task to develop Foothill specific performance indicators. They are currently being developed. As soon as they have been adopted by the Board Foothill Transit will develop reporting against them.

TABLE L-10
CAPITAL PROJECT DESCRIPTION AND JUSTIFICATION

Project Description: COP Lease Payments for FY 1993 Sutro A

Project Justification:
Foothill Transit's entire bus fleet (with the exception of 6 buses) is entirely fiananced using COP's. In total, 209 buses are financed under the above lease agreement for which annual lease payments are due. In FY 1994 Foothill Transit refinanced all outstanding debt (ChiCorp Master Lease, 1991 Sutro A 7 B) and combined it in one debt structure.

Up to 80% of these bus lease payments are federally eligible. Since we do not have the final federal capital funding marks, the split below is only an estimate. Should more federal funds become available, Foothill Transit will increase the federal share up to the 80% maximum.

(in $000)

	FY 1995	FY 1996	FY 1997	FY 1998
Section 9	~~$2,600~~ 2,607	$2,730	~~$3,009~~ 2,867	~~$3,160~~ 3,009
Prop A	~~$3,100~~ 3,073	$3,170	~~$2,891~~ 3,033	~~$2,740~~ 2,891
Total Cost	$5,700	$5,900	$5,900	$5,900

TABLE L-10
CAPITAL PROJECT DESCRIPTION AND JUSTIFICATION

Project Description: Set-Aside of Land Acquision Funds for Foothill Transit Owned Bus Maintenance Facility

Project Justification:

Foothill Transit is currently undertaking a facility feasibility study which is expected to be completed in December 1994. The study will evaluate as part of this study the cost savings potential of having our own facility.

Part of this study will be provide Foothill Transit with alternative sites. Foothill Transit is proposing to set-aside land acquisition funds that could be used later as a local share towards a federal grant. Land Acquistion cannot wait until a federal grant is approved. Foothill Transit will pursue a LONP from FTA prior to purchasing the land to ensure that the cost can be used as a local match.

This set-aside does not assume that we will actually purchase land but it sets funds aside that could be used should the opportunity arise.

(in $000)

	FY 1995	FY 1996	FY 1997	FY 1998
Section 9	$ -0-	$ -0-	$ -0-	$ -0-
Prop A	$ 3,000	$ -0-	$ -0-	$ -0-
Total Cost	$ 3,000	$ -0-	$ -0-	$ -0-

TABLE L-10
CAPITAL PROJECT DESCRIPTION AND JUSTIFICATION

Project Description: Architechtural & Engineering Services for Six (6) Time Transfer Centers

Project Justification:

Our recent comprehensive operational analysis recommended that Foothill Transit converts to timed transfer concepts with eight timed transfer centers throughout our service territory. A detailed discussion of this concept and the location of the centers can be found in the SRTP write-up. Two of the transit centers are already built (Montclair) or is being built (Pomona). The remaining six have to be built. Foothill Transit proposes to plan for the design. Construction funds have still be be identified.

(in $000)

	FY 1995	FY 1996	FY 1997	FY 1998
Section 9	$ -0-	$ -0-	$ -0-	$ -0-
Prop A	$ 500	$ -0-	$ -0-	$ -0-
Total Cost	$ 500	$ -0-	$ -0-	$ -0-

TABLE L-10
CAPITAL PROJECT DESCRIPTION AND JUSTIFICATION

Project Description: Purchase of 15 Expansion Buses

Project Justification:

To support the service expansion recommendation of our recent comprehensive operational analysis, the purchase of additonal expansion buses is necessary. The service recommendation of the COA are discussed in detail in the SRTP. In addition, these buses are necessary to increase the number of spares. As of May 1994 we will be operating on a spare ratio of 9%.

The COA recommends that Foothill Transit's fleet increases to 264 vehicles. This purchase will increase our fleet to 230 buses. Since Foothill Transit's share of federal capital funds is already insufficient to pay for the existing leases, these buses have to be funded solely with local funds using new COP's.

The cost calculation below assumes that the debt will be issued in mid FY 1995.

(in $000)

	FY 1995	FY 1996	FY 1997	FY 1998
Section 9	$ -0-	$ -0-	$ -0-	$ -0-
Prop A	$250	$438	$438	$438
Total Cost	$250	$438	$438	$438

TABLE L-10
CAPITAL PROJECT DESCRIPTION AND JUSTIFICATION

Project Description: Major Bus Components

Project Justification:

Our buses are reaching their mid life and major bus rebuilds will become necessary

(in $000)

	FY 1995	FY 1996	FY 1997	FY 1998
Section 9	$ -0-	$ -0-	$ -0-	$ -0-
Prop A	$ 250	$ 250	$ 250	$ 250
Total Cost	$ 250	$ 250	$ 250	$ 250

TABLE L-10
CAPITAL PROJECT DESCRIPTION AND JUSTIFICATION

Project Description: Management Information System Needs

Project Justification:

This project consists of the following:

MIS Hardware/Software Upgrades for LAN Network:	$75,000
Fare Debit Card Upgrades	10,000
Financial Statement Softward	4,500
Lap Top Computers for Schedule Adherence System	6,000
Total:	$95,500

(in $000)

	FY 1995	FY 1996	FY 1997	FY 1998
Section 9	$ -0-	$ -0-	$ -0-	$ -0-
Prop A	$ 95.5	$ -0-	$ -0-	$ -0-
Total Cost	$ 95.5	$ -0-	$ -0-	$ -0-

TABLE L-10
CAPITAL PROJECT DESCRIPTION AND JUSTIFICATION

Project Description: Furniture and Misc. Equipment

Project Justification:

In FY 1994 Foothill Transit moved into larger office space area to accomodate its larger work force. Additional furniture and miscellaneous equipment is necessary to furnish the new offices.

(in $000)

	FY 1995	FY 1996	FY 1997	FY 1998
Section 9	$ -0-	$ -0-	$ -0-	$ -0-
Prop A	$ 40.25	$ -0-	$ -0-	$ -0-
Total Cost	$ 40.25	$ -0-	$ -0-	$ -0-

TABLE L-10
CAPITAL PROJECT DESCRIPTION AND JUSTIFICATION

Project Description: Bus Stop Facility Improvement Study

Project Justification:

Foothill Transit is planning a major re-design of its bus stop environment which would not only include the bus stop itsself but also bus benches, bus shelters and the surrounding landscaping.

Foothill Transit is planning this study in FY 1995. Capital fund for the implemtentation of the program will be available from carryover funds for the two FY 1993 projects (Bus Shelters on I-10, ADA Bus Stop Signs).

(in $000)

	FY 1995	FY 1996	FY 1997	FY 1998
Section 9	$ -0-	$ -0-	$ -0-	$ -0-
Prop A	$ 25	$ -0-	$ -0-	$ -0-
Total Cost	$ 25	$ -0-	$ -0-	$ -0-

TABLE L-10
CAPITAL PROJECT DESCRIPTION AND JUSTIFICATION

Project Description: Additional Staff Car

Project Justification:

One additional staff car is necessary to allow our staff to attend meetings etc. There is currently only one office staff car available.

(in $000)

	FY 1995	FY 1996	FY 1997	FY 1998
Section 9	$ -0-	$ -0-	$ -0-	$ -0-
Prop A	$ 15	$ -0-	$ -0-	$ -0-
Total Cost	$ 15	$ -0-	$ -0-	$ -0-

TABLE L-10
CAPITAL PROJECT DESCRIPTION AND JUSTIFICATION

Project Description: Schedule Racks

Project Justification:

Additonal schedule racks for new schedule distribution outlets and the replacement of existing schedule racks inside the buses.

(in $000)

	FY 1995	FY 1996	FY 1997	FY 1998
Section 9	$ -0-	$ -0-	$ -0-	$ -0-
Prop A	$ 10	$ -0-	$ -0-	$ -0-
Total Cost	$ 10	$ -0-	$ -0-	$ -0-

TABLE L-10
CAPITAL PROJECT DESCRIPTION AND JUSTIFICATION

Project Description: Purchase of 15 Expansion Buses

Project Justification:

To support the service expansion recommendation of our recent comprehensive operational analysis, the purchase of additonal expansion buses is necessary. The COA recommends that our fleet increases to 264 vehicles. This purchase will bring our fleet to 245 vehicles.

Since Foothill Transit's share of federal capital funds is already insufficient to pay for the existing leases, these buses have to be funded solely with local funds using new COP's.

(in $000)

	FY 1995	FY 1996	FY 1997	FY 1998
Section 9	$ -0-	$ -0-	$ -0-	$ -0-
Prop A	$ -0-	$451	$451	$451
Total Cost	$ -0-	$451	$451	$451

TABLE L-10
CAPITAL PROJECT DESCRIPTION AND JUSTIFICATION

Project Description: Purchase of 15 Expansion Buses

Project Justification:

To support the service expansion recommendation of our recent comprehensive operational analysis, the purchase of additonal expansion buses is necessary. The COA recommends that our fleet increases to 264 vehicles. This purchase will bring our fleet to 260 vehicles.

Since Foothill Transit's share of federal capital funds is already insufficient to pay for the existing leases, these buses have to be funded solely with local funds using new COP's.

(in $000)

	FY 1995	FY 1996	FY 1997	FY 1998
Section 9	$ -0-	$ -0-	$ -0-	$ -0-
Prop A	$ -0-	$ -0-	$464	$464
Total Cost	$ -0-	$ -0-	$464	$464

TABLE L - 11
SUMMARY OF CAPITAL PROJECT REQUESTS

FY 1995

PROJECT NAME	*TOTAL PROJECT COST*
1993 SUTRO A Bus Lease Paymens	$5,700,000
Land Acquisition for Bus Maintenance Facility	$3,000,000
Lease Payments for 15 Expansion Buses	$250,000
Architechtural & Engineering Services for Transit Centers	$500,000
Major Bus Components	$250,000
MIS	$95,500
Furniture & Misc. Equipment	$40,250
Bus Stop Facility Improvement Study	$25,000
Staff Car	$15,000
Schedule Racks	$10,000
TOTAL	$9,885,750

FY 1996

PROJECT NAME	*TOTAL PROJECT COST*
1993 SUTRO A Bus Lease Paymens	$5,900,000
Lease Payments for FY 1995 Expansion Buses	$438,000
Lease Payments for FY 1996 Expansion Buses	$451,000
Major Bus Components	$250,000
TOTAL	$7,039,000

FY 1997

PROJECT NAME	*TOTAL PROJECT COST*
1993 SUTRO A Bus Lease Paymens	$5,900,000
Lease Payments for FY 1995 Expansion Buses	$438,000
Lease Payments for FY 1996 Expansion Buses	$451,000
Lease Payments for FY 1997 Expansion Buses	$464,000
Major Bus Components	$250,000
TOTAL	$7,503,000

FY 1998

PROJECT NAME	*TOTAL PROJECT COST*
1993 SUTRO A Bus Lease Paymens	$5,900,000
Lease Payments for FY 1995 Expansion Buses	$438,000
Lease Payments for FY 1996 Expansion Buses	$451,000
Lease Payments for FY 1997 Expansion Buses	$464,000
Major Bus Components	$250,000
TOTAL	$7,503,000

TABLE L-13

CERTIFICATION OF PROJECT READINESS

Foothill Transit hereby certifies that implementation of each of the capital projects proposed for inclusion in the LACMTA Fiscal Year 1995 Transportation Improvement Plan Annual Element will begin during the federal fiscal year beginning October 1994 and ending September 1995. When a grant application is submitted to FTA, Foothill Transit agrees to provided LACMTA with a schedule of implementation by major task for each project.

Signed:

Roger K. Chapin
Executive Director
Foothill Transit

Date: April 14, 1994

Inquiries regarding the capital projects should be directed to: Birgit Gabig, Deputy Executive Director, at (818) 967-3147

CONGESTION MANAGEMENT MONITORING FORMS:
FOOTHILL TRANSIT
SHORT RANGE TRANSIT PLAN F.Y. 1995 F.Y. 1999

CMP TRANSIT MONITORING FORM

I. TRANSIT LINE DESCRIPTION

Agency: Foothill Transit

Fiscal Year: 1992-93 Date Prepared: 29-Mar-94

Line No: 187 Branch/Route Numbers: N/A

Type of Service (Check one):

	Local Rail Feeder	X	Local		Local-Limited
	Peak-Only Express		All-Day Express		
	Commuter Rail		Light Rail		Heavy Rail

II. SERVICE SCHEDULE

	Number of Days	Begin Service	AM Peak	Mid-Day	PM Peak	End of Service
Weekdays	5	4:30 AM	5am - 9am	9am - 3pm	3pm - 7pm	11:56 PM
Weekend Days	2	5:40 AM	N/A	5am-9pm	N/A	8:36 PM

III. AVERAGE WEEKDAY STATISTICS	AM Peak	PM Peak	Off Peak	TOTAL
Passenger Miles	8,084	7,577	13,640	29,302
Vechicle Service Hours	30	28	51	109
Vehicle Service Miles	364	342	615	1,321
Number of Vehicle Trips	16	15	27	58
Unlinked Passengers	1,139	1,067	1,921	4,127
Linked Passengers	986	924	1,664	3,574
Average Headways (Minutes)	28	30	30	
One-Way Route Miles	9	9	16	33.5
One-Way Trip Time (Scheduled)	102	115	117	

Preparer: Sookyung Kim Phone Number: (818) 967-3147

CMP TRANSIT MONITORING FORM

I. TRANSIT LINE DESCRIPTION

Agency: Foothill Transit

Fiscal Year: 1992-93 Date Prepared: 29-Mar-94

Line No: 280 Branch/Route Numbers: N/A

Type of Service (Check one):

____	Local Rail Feeder	X	Local	____	Local-Limited
____	Peak-Only Express	____	All-Day Express		
____	Commuter Rail	____	Light Rail	____	Heavy Rail

II. SERVICE SCHEDULE

	Number of Days	Begin Service	AM Peak	Mid-Day	PM Peak	End of Service
Weekdays	5	5:45 AM	5am - 9am	9am - 3pm	3pm - 7pm	11:06 PM
Weekend Days	2	6:15 AM	N/A	6am-8:30pm	N/A	8:37 AM

III. AVERAGE WEEKDAY STATISTICS	AM Peak	PM Peak	Off Peak	TOTAL
Passenger Miles	1,607	1,837	3,787	7,231
Vechicle Service Hours	12	14	29	56
Vehicle Service Miles	162	185	381	728
Number of Vehicle Trips	14	16	33	63
Unlinked Passengers	446	510	1,052	2,008
Linked Passengers	368	421	868	1,657
Average Headways (Minutes)	30	30	45	
One-Way Route Miles	2	3	6	11.1
One-Way Trip Time (Scheduled)	40	40	37	

Preparer: Sookyung Kim Phone Number: (818) 967-3147

CMP TRANSIT MONITORING FORM

I. TRANSIT LINE DESCRIPTION

Agency: Foothill Transit

Fiscal Year: 1992-93 Date Prepared: 29-Mar-94

Line No: 480/481 Branch/Route Numbers: N/A

Type of Service (Check one):

	Local Rail Feeder		Local		Local-Limited
	Peak-Only Express	X	All-Day Express		
	Commuter Rail		Light Rail		Heavy Rail

II. SERVICE SCHEDULE

	Number of Days	Begin Service	AM Peak	Mid-Day	PM Peak	End of Service
Weekdays	5	12:00 AM	5am - 9am	9am - 3pm	3pm - 7pm	12:00 AM
Weekend Days	2	12:00 AM	N/A	5am-9pm	N/A	12:00 AM

III. AVERAGE WEEKDAY STATISTICS	AM Peak	PM Peak	Off Peak	TOTAL
Passenger Miles	33,912	35,176	47,970	117,058
Vechicle Service Hours	82	86	117	285
Vehicle Service Miles	1,682	1,745	2,380	5,807
Number of Vehicle Trips	53	55	75	183
Unlinked Passengers	2,494	2,586	3,527	8,607
Linked Passengers	2,245	2,328	3,175	7,748
Average Headways (Minutes)	12	13	47	
One-Way Route Miles	13	13	18	44.0
One-Way Trip Time (Scheduled)	90	83	101	

Preparer: Sookyung Kim Phone Number: (818) 967-3147

CMP TRANSIT MONITORING FORM

I. TRANSIT LINE DESCRIPTION

Agency: Foothill Transit

Fiscal Year: 1992-93 Date Prepared: 29-Mar-94

Line No: 482 Branch/Route Numbers: N/A

Type of Service (Check one):

	Local Rail Feeder		Local		Local-Limited
	Peak-Only Express	X	All-Day Express		
	Commuter Rail		Light Rail		Heavy Rail

II. SERVICE SCHEDULE

	Number of Days	Begin Service	AM Peak	Mid-Day	PM Peak	End of Service
Weekdays	5	4:34 AM	5am - 9am	9am - 3pm	3pm - 7pm	12:05 AM
Weekend Days	2	5:15 AM	N/A	5am-9pm	N/A	11:41 PM

III. AVERAGE WEEKDAY STATISTICS	AM Peak	PM Peak	Off Peak	TOTAL
Passenger Miles	7,772	7,769	14,433	29,974
Vechicle Service Hours	28	28	53	109
Vehicle Service Miles	528	528	980	2,035
Number of Vehicle Trips	14	14	26	54
Unlinked Passengers	864	863	1,604	3,330
Linked Passengers	756	756	1,404	2,917
Average Headways (Minutes)	33	29	51	
One-Way Route Miles	12	13	23	48.2
One-Way Trip Time (Scheduled)	131	142	105	

Preparer: Sookyung Kim Phone Number: (818) 967-3147

CMP TRANSIT MONITORING FORM

I. TRANSIT LINE DESCRIPTION

Agency: Foothill Transit

Fiscal Year: 1992-93 Date Prepared: 29-Mar-94

Line No: 486 Branch/Route Numbers: N/A

Type of Service (Check one):

	Local Rail Feeder		Local		Local-Limited
	Peak-Only Express	X	All-Day Express		
	Commuter Rail		Light Rail		Heavy Rail

II. SERVICE SCHEDULE

	Number of Days	Begin Service	AM Peak	Mid-Day	PM Peak	End of Service
Weekdays	5	4:45 AM	5am - 9am	9am - 3pm	3pm - 7pm	11:27 PM
Weekend Days	2	5:44 AM	N/A	5am-9pm	N/A	11:25 PM

III. AVERAGE WEEKDAY STATISTICS	AM Peak	PM Peak	Off Peak	TOTAL
Passenger Miles	6,121	5,202	12,551	23,874
Vechicle Service Hours	19	17	40	76
Vehicle Service Miles	343	292	704	1,339
Number of Vehicle Trips	20	17	41	78
Unlinked Passengers	746	634	1,531	2,911
Linked Passengers	625	531	1,282	2,439
Average Headways (Minutes)	23	24	30	
One-Way Route Miles	8	7	16	30.8
One-Way Trip Time (Scheduled)	76	87	50	

Preparer: Sookyung Kim Phone Number: (818) 967-3147

CMP TRANSIT MONITORING FORM

I. TRANSIT LINE DESCRIPTION

Agency: Foothill Transit

Fiscal Year: 1992-93 Date Prepared: 29-Mar-94

Line No: 492 Branch/Route Numbers: N/A

Type of Service (Check one):

	Local Rail Feeder		Local		Local-Limited
X	Peak-Only Express		All-Day Express		
	Commuter Rail		Light Rail		Heavy Rail

II. SERVICE SCHEDULE

	Number of Days	Begin Service	AM Peak	Mid-Day	PM Peak	End of Service
Weekdays	5	5:05 AM	5am - 9am	9am - 3pm	3pm - 7pm	8:56 PM
Weekend Days	2	6:00 AM	N/A	5am-9pm	N/A	7:36 PM

III. AVERAGE WEEKDAY STATISTICS	AM Peak	PM Peak	Off Peak	TOTAL
Passenger Miles	1,551	1,974	2,961	6,486
Vechicle Service Hours	6	7	11	24
Vehicle Service Miles	107	136	204	448
Number of Vehicle Trips	11	14	21	46
Unlinked Passengers	144	183	274	601
Linked Passengers	124	158	237	519
Average Headways (Minutes)	30	30	38	
One-Way Route Miles	10	13	20	42.8
One-Way Trip Time (Scheduled)	107	108	76	

Preparer: Sookyung Kim Phone Number: (818) 967-3147

CMP TRANSIT MONITORING FORM

I. TRANSIT LINE DESCRIPTION

Agency: Foothill Transit

Fiscal Year: 1992-93 Date Prepared: 29-Mar-94

Line No: 494 Branch/Route Numbers: N/A

Type of Service (Check one):

	Local Rail Feeder		Local		Local-Limited
X	Peak-Only Express		All-Day Express		
	Commuter Rail		Light Rail		Heavy Rail

II. SERVICE SCHEDULE

	Number of Days	Begin Service	AM Peak	Mid-Day	PM Peak	End of Service
Weekdays	5	4:10 AM	5am - 9am	N/A	3pm - 7pm	8:20 PM
Weekend Days	0	N/A	N/A	N/A	N/A	N/A

III. AVERAGE WEEKDAY STATISTICS	AM Peak	PM Peak	Off Peak	TOTAL
Passenger Miles	1,883	2,510	N/A	4,393
Vechicle Service Hours	4	5	N/A	9
Vehicle Service Miles	94	125	N/A	218
Number of Vehicle Trips	3	4	N/A	7
Unlinked Passengers	148	198	N/A	346
Linked Passengers	138	184	N/A	322
Average Headways (Minutes)	30	32	N/A	
One-Way Route Miles	15	19	N/A	33.9
One-Way Trip Time (Scheduled)	95	93	N/A	

Preparer: Sookyung Kim Phone Number: (818) 967-3147

CMP TRANSIT MONITORING FORM

I. TRANSIT LINE DESCRIPTION

Agency: Foothill Transit

Fiscal Year: 1992-93 Date Prepared: 29-Mar-94

Line No: 495 Branch/Route Numbers: N/A

Type of Service (Check one):

	Local Rail Feeder		Local		Local-Limited
X	Peak-Only Express		All-Day Express		
	Commuter Rail		Light Rail		Heavy Rail

II. SERVICE SCHEDULE

	Number of Days	Begin Service	AM Peak	Mid-Day	PM Peak	End of Service
Weekdays	5	5:00 AM	5am - 9am	N/A	3pm - 7pm	7:38 PM
Weekend Days	0	N/A	N/A	N/A	N/A	N/A

III. AVERAGE WEEKDAY STATISTICS	AM Peak	PM Peak	Off Peak	TOTAL
Passenger Miles	18,544	17,859	N/A	36,403
Vechicle Service Hours	35	33	N/A	68
Vehicle Service Miles	717	691	N/A	1,408
Number of Vehicle Trips	27	26	N/A	53
Unlinked Passengers	859	827	N/A	1,685
Linked Passengers	965	929	N/A	1,894
Average Headways (Minutes)	8	8	N/A	
One-Way Route Miles	15	15	N/A	30.1
One-Way Trip Time (Scheduled)	78	82	N/A	

Preparer: Sookyung Kim Phone Number: (818) 967-3147

CMP TRANSIT MONITORING FORM

I. TRANSIT LINE DESCRIPTION

Agency: Foothill Transit

Fiscal Year: 1992-93 Date Prepared: 29-Mar-94

Line No: 498 Branch/Route Numbers: N/A

Type of Service (Check one):

	Local Rail Feeder		Local		Local-Limited
X	Peak-Only Express		All-Day Express		
	Commuter Rail		Light Rail		Heavy Rail

II. SERVICE SCHEDULE

	Number of Days	Begin Service	AM Peak	Mid-Day	PM Peak	End of Service
Weekdays	5	5:17 AM	5am - 9am	N/A	3pm - 7pm	7:46 PM
Weekend Days	0	N/A	N/A	N/A	N/A	N/A

III. AVERAGE WEEKDAY STATISTICS	AM Peak	PM Peak	Off Peak	TOTAL
Passenger Miles	15,025	14,540	N/A	29,566
Vechicle Service Hours	33	33	N/A	66
Vehicle Service Miles	842	815	N/A	1,657
Number of Vehicle Trips	31	30	N/A	61
Unlinked Passengers	879	850	N/A	1,729
Linked Passengers	868	840	N/A	1,708
Average Headways (Minutes)	8	8	N/A	
One-Way Route Miles	14	13	N/A	27.3
One-Way Trip Time (Scheduled)	69	68	N/A	

Preparer: Sookyung Kim Phone Number: (818) 967-3147

CMP TRANSIT MONITORING FORM

I. TRANSIT LINE DESCRIPTION

Agency: Foothill Transit

Fiscal Year: 1992-93 Date Prepared: 29-Mar-94

Line No: 690 Branch/Route Numbers: N/A

Type of Service (Check one):

	Local Rail Feeder		Local		Local-Limited
X	Peak-Only Express		All-Day Express		
	Commuter Rail		Light Rail		Heavy Rail

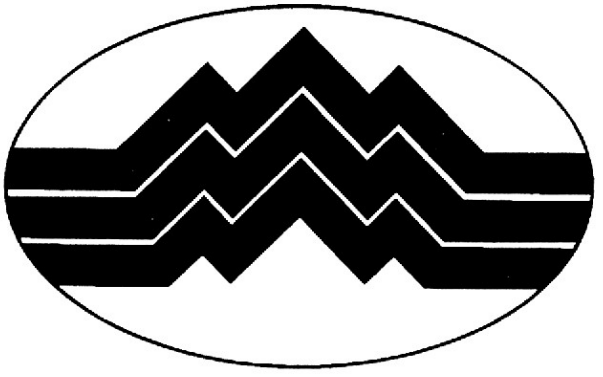
II. SERVICE SCHEDULE

	Number of Days	Begin Service	AM Peak	Mid-Day	PM Peak	End of Service
Weekdays	5	5:10 AM	5am - 9am	N/A	3pm - 7pm	7:47 AM
Weekend Days	0	N/A	N/A	N/A	N/A	N/A

III. AVERAGE WEEKDAY STATISTICS	AM Peak	PM Peak	Off Peak	TOTAL
Passenger Miles	1,276	1,531	N/A	2,807
Vechicle Service Hours	10	12	N/A	22
Vehicle Service Miles	216	259	N/A	474
Number of Vehicle Trips	5	6	N/A	11
Unlinked Passengers	60	72	N/A	132
Linked Passengers	58	69	N/A	127
Average Headways (Minutes)	32	33	N/A	
One-Way Route Miles	14	16	N/A	30.1
One-Way Trip Time (Scheduled)	86	85	N/A	

Preparer: Sookyung Kim Phone Number: (818) 967-3147

PRIVATE SECTOR PARTICIPATION POLICY
FOOTHILL TRANSIT
SHORT RANGE TRANSIT PLAN FY 1998 FY 1998



Foothill Transit

PRIVATE SECTOR PARTICIPATION
UPDATE
FY 1995

March 24, 1994

Foothill Transit
Private Sector Participation Policy
FY 1995 Update

Policy Purpose

In FY 1984, the Federal Transportation Administration (FTA), previously known as UMTA, published a policy statement discussing ways to increase opportunities for private providers to perform mass transportation and related services. To address the federal policy, the (now) LACMTA adopted a policy in 1987 to provide policy direction and guidelines for public transit operators in developing an appropriate private sector involvement policy process. The LACMTA is required to certify annually,as part of the Short Range Transit Plan approval process, that transit operators follow the locally developed process. The locally developed process requires transit operators to evaluate new and significantly restructured transit service to determine if it could be more effectively operated by a private enterprise. Significantly restructured service is defined as a change in mode of service or change of more than 25% of the directional route miles and additional equipment as required.

Policy Overview

Foothill Transit is fully committed to the concept of competitive procurement of all aspects of the transit service provided. In this spirit, Foothill Transit uses outside contracts for all aspects of the operation of the transit system. Contracted services include all bus operation and maintenance, management and administration, accounting, public relations, and support services such as telephone information, public relations, advertising, and printing of time tables etc. In other words, 100% of Foothill Transit's operating budget of $18.7 million (audited FY 1993) is competitively procured. As several evaluation studies have shown, the competitive procurement process produces significant cost savings (est. 48% in FY 1992, Ernst & Young Foothill Evaluation Study, Phase III) with no degradation of service levels to the transit user.

Private Sector Update
FY 1995
March 24, 1994

The Foothill Transit's private sector policy is divided into seven primary components listed below:

- Private Sector Notification Process
- Contract Policy Guidelines
- Cost Evaluation Criteria
- Evaluation of Contracting Proposals
- Dispute Resolution Process
- Current Year Participation Update
- Service & Facility Expansion Program

A. Private Sector Notification Process

In order to fairly encourage private sector involvement, private operators will be notified of any opportunity to comment and participate in the Foothill Transit's planning activities at the following stages in the planning process:

- At the onset of development of the four year program of projects in the SRTP and the capital and operating plan

- When new or significantly restructured services are proposed for implementation (refers to those fixed-routes with route alignment entailing a 25% increase in one-way directional service miles which also require additional equipment.

Notification will be through posting of direct notices requesting review and comment in a recognized professional journal, and/or through direct mail solicitation using LACMTA's mailing list. In addition, Foothill Transit will also discuss projected service needs in a committee setting with interested private transportation providers.

Private sector comments concerning Foothill Transit's policies, plans, or services will also be accepted at any time with or without formal notification. Furthermore, as allowed under Private Enterprise Policy Guidelines, Foothill Transit reserves the right to accept or reject any or all proposals or comments received. Thus, all major proposals chosen for implementation will be made subject to competitive procurement pursuant to the contracting policy, which will also be included in the notification sent to private providers.

B. Contract Policy Guidelines

A cost per vehicle revenue hour methodology is utilized by Foothill Transit for all procurement of fixed-route service contracts. The vehicle revenue hour charged by the Contractor includes all bus operator salaries, vehicle maintenance, fuel, liability insurance, as well as any administrative overhead cost incurred by the contractor. Contractual terms for all new service bids are outlined in Request for Proposal (RFP) documents which are circulated prior to all new service proposals. Terms are further clarified during pre-proposers conferences which are held during each procurement process of a service contract.

Contracts are awarded for three years, with two option years in subsequent years. At a minimum, all contracts are re-bid every five years. The final determination of award is made by the Foothill Transit's Executive Board.

Since Foothill Transit itself does not have any employees, the management of the Zone is also contracted for. The management contract, which is currently held by Forsythe and Associates, is re-procured triennially as well.

C. Cost Evaluation Criteria

Comparison of costs will be made based the proposed vehicle revenue hour cost proposed by interested private sector operators. Award of contract is ***not*** based exclusively on price. Other criteria such as service quality, supervisory, administrative, and maintenance staffing levels, quality of past performance and responsiveness of the proposer are also essential criteria that are considered.

All applicable operating costs will be evaluated based on private operator proposal packages (composed of one or more fixed routes) over a three year period or other periods as specified in the RFP. For evaluation purposes, costs are usually not separated on an individual route basis.

D. Evaluation of Contracting Proposals

In keeping with the guidelines of this policy, any private sector comments and proposals received shall be given full and fair consideration by Foothill Transit. All proposals are opened at the same time and evaluated within the context of adopted policies set forth by the Foothill Transit's Executive Board and service standards and policies as identified in the SRTP. All comments and proposals are subject to review within the context of all state and local funding regulations under which Foothill Transit must operate.

E. Dispute Resolution Procedures

If a dispute arises concerning implementation of the procedures as identified in this policy, every effort shall be made to address the complaint through standard administrative procedures. Formal complaints are to be addressed in writing to the Executive Director of Foothill Transit to allow for staff review. If the complaint cannot be resolved at staff level, it will be forwarded to Foothill Transit's Executive Board for review and resolution. Should the complainant find the response unsatisfactory, the complaint will be forwarded to LACMTA and SCAG, if necessary. If the local dispute resolution process has been exhausted, the unresolved complaint will be reviewed and resolved by the FTA.

F. Current Year Participation Update

The goal of this adopted policy (i.e. maximization of the use of competitive procurement for all services) is being met through current operating policies discussed before. As stated before, Foothill Transit's entire operation maintenance and administration are contracted for with the private sector. In FY 1994, this amounted to over $21 million in budgeted expenditures.

As of March 13, 1994 all transit operation and maintenance is provided by two private contractors (Laidlaw Transit & Mayflower Contract Services) who provide the bus facilities, drivers, mechanics and operations support staff.

Foothill Transit's contracts provide that all service increases within a 25%

threshold will be provided by the existing contractor for that line at the competitively procured rate. If service levels exceed this threshold, rates are re-negotiated by Foothill Transit and the contractor, most likely leading to lower contract rates for Foothill Transit. Since Foothill Transit does not expect to start-up a new line and/or make any service changes meeting the LACMTA guidelines, it is not expected that Foothill Transit will competitively procure any of the proposed expanded service. In addition Foothill Transit is proposing a new bus facility which is discussed in more detail below under the next section.

G. FY 1995 Service & Facility Expansion Program

Listed below are some of the major service changes implemented in FY 1994 and proposed for FY 1995. The proposed service changes represent the Phase I service changes recommendation from a Comprehensive Operational Analysis and Strategic Service Masterplan which was undertaken by Foothill Transit in FY 1994.

The Phase I recommendations are estimated to amount to 45,000 vehicle service hours annually and will require 15 additional peak buses. The necessary seventeen (17) expansion buses for this service were included in last year's SRTP and are currently on order. They are expected to be delivered in October 1994.

1) Line 187 (Pomona- Pasadena)

The service level will be increased to 15 minute frequency between Pasadena and Glendora from currently 30 minutes. In addition, consistent 30 minute frequency will be implemented between Claremont and Pomona (currently 30-60). The total annual increase in service hours will be 10,327 VRH and require 6 additonal peak buses.

2) Line 480 (Pomona - Downtown LA)

We are planning to extend service to Montclair to provide inter-county connectivity. In addition we are planning to provide consistent evening service on Saturdays of 30 minutes. This service increase will amount to 6,800 vehicle service hours annually and require 2 additional peak buses.

3) Line 482 (Pomona - Downtown LA via Colima Rd)

It is planned to increase midday frequency on weekdays (from El Monte to Diamond Bar) to 30 minutes (currently 60) This service change will amount to 5,018 vehicle service hours snnually and require no additional peak vehicles.

4) Line 486 (Pomona - Los Angeles)
We are proposing to increase weekday frequency to 15 minutes between El Monte and Amar & Temple (currently 30), increase to 30 minutes to Cal Poly (currently 60 minutes). This service change will require 5,776 vehicle service hours and 4 additional peak vehicles.

5) Line 492 (Los Angeles - Montclair via Arrow Highway)
It is planned to increase weekday frequency to 30 minutes (currently 45) and implement Sunday Service. Annual impact 7,400 vehicle service hours and 1 additional peak vehicle.

6) Line 280 (Asuza Avenue)
It is proposed to increase service to 30 minute Saturday and evening frequency (currently 45). Annual impact will be 4,420 vehicle service hours and no additional peak vehicles.

7) Line 178 (Pomona - Walnut - West Covina - El Monte)
We are planning to start-up of Sunday service at an hourly frequency. The annual impact will be 1,472 vehicle service hours, but no additional peak vehicles.

8) New Bus Facility
Foothill Transit is considering to build its own bus facility out of which the private contractors could operate. The purpose of such a facility would be to reduce Foothill's operating cost (Foothill Transit currently pays for the facilities maintained by the two contractors indirectly through the hourly rates) and provide more competition, allowing smaller contractor's to compete for Foothill' s service. In addition, a centralized maintenance facility would provide better control over the maintenance of Foothill Transit's bus fleet of 199 buses and potentially reduce our deadhead hours. A preliminary feasibility study was included in last year's SRTP. The contract will be awarded shortly. Foothill Transit is budgeting for land acquisition and architectural design services in FY 1995.

Foothill Transit has discussed to idea with the private contractors currently providing the service. They fully support the concept and will reduce the hourly contract rates for the service they are providing should Foothill Transit provide its own facility.

BUS MAINTENANCE PROGRAM
FOOTHILL TRANSIT
SHORT RANGE TRANSIT PLAN FY 1995-FY 1998

PARTS AND SUPPLIES

Parts and supplies are major costs to company and local budgets. These are costs local management and staff can control to a great extent. This section provides guides, methods and ideas that will help in controlling parts and supply costs.

Parts Inventory: All facilities should stock only enough parts and supplies to handle day-to-day operations. A general guide is $100 to $125 per vehicle assigned. Age, type of vehicle, mixture of fleet and availability of parts will affect what is considered reasonable for a specific location.

Parts inventories are taken semi-annually in June and December. Fuel inventory is done at the same time. Accuracy and thoroughness are critical! Count sheets are provided. All usable parts are to be counted. June and December inventories are good times to remove obsolete parts. Make a list of the obsolete parts, attach to the inventory list and send to the National Accounts Manager at the MCS corporate office. (Exhibit V-K)

It is important that parts be kept in their original boxes and wrappings. Parts houses will not allow the return of unpacked or poorly packaged parts. Bearings and other parts tarnish and ruin from exposure.

When the local fleet changes, care must be taken to insure that no parts are left in inventory that fit the previous fleet. For example, if a fleet changes from Fords to International, All Ford parts should either go with the Fords or back to the supplier immediately. Although old parts may appear obsolete and worthless, check with the National Parts Manager and the RM/QAR before discarding them.

As a rule, don't stock any part that is not normally used in less than two months. Know where expensive or scarce parts can be found, but let the parts supplier carry the inventory. Remember that high parts inventories reduce the company's ability to purchase vehicles and grow.

Supply vendors often work on commission and attempt to sell in bulk. Bolt salesmen will furnish a cabinet in return for the right to keep it stocked with bolts a location may not want or need. The amount of bolts and nuts should be ordered by the facility maintenance management or the facility manager. Do not let the vendor fill bins or sell merchandise MCS doesn't use. Bulk sales of soaps, towels, etc., must be watched closely. Consider budget, storage, price and security issues when ordering. RM/QAR or DVP should approve bulk purchases.

TIRE PROGRAM

Purchasing tires is one of the most important investments made at each location. The cost of radial tires versus bias ply tires can sometimes amount to twice the cost of the bias tire. All new vehicles ordered are equipped with radials and shall have radials put back on at replacement time. All units with bias ply tires should have radials as the replacement tire. NOTE: If the vehicle is older than eight years, question the status of the vehicle before putting on a new set of radials. This is a large expense throughout the year so good planning is necessary for budgeting. It may save money to switch a set of used radials from a newer unit to an older unit and put the new set of radials on the newer unit.

The benefits of radial tires are as follows:

(1) fuel mileage gain;
(2) longer tire wear;
(3) reduced flat tire numbers; and
(4) carcass retreadability-multiple times.

The following steps will be necessary to insure maximum tread wear and will become the company standards when working with all tires.

1. Air pressure shall be checked at every preventive maintenance. It shall also be checked once a week by a utility person or fueler.

2. Use tire sidewall recommended air pressure.

3. When installing radials on vans or larger vehicles, toe-in should be set at 0-1/16" toe-in plus or minus 1/32.

4. Sedans should be set to manufacturer-recommended specifications.

5. Toe-in should be checked every 6,000 miles or after any front end work has been performed.

6. All sedans and vans should have tires balanced upon installation.

7. When installing radials make sure the type of tire matches the terrain it is to be running in. The tire supplier will be able to assist and suggest the proper tire for local use. Improper compounded tire for the type of service may cause extreme premature tire wear. Proper tread design and rubber compound should yield more than 30,000 miles of tread life.

Tire Pressure: It is the facility manager's responsibility to monitor and control tire wear according to the following specifications and requirements. Each mechanic shall

have an air pressure gauge and tread depth gauge for checking tires during the p.m. Weekly and prior to activity trips, air pressure shall be checked.

Equipment Requirements

1. Dual wheels must be mounted so that valve stems are as close to 180 degrees apart as possible.

2. Never mix bias and radial tires on the same axle.

3. Only matched tires and tread depth height should be mounted side by side on duals.

4. Tire size and ply rating must meet or exceed manufacturer certification of vehicle when replacing tires.

Any time tires are being checked either by the lube service person or fueler, there must be a detailed visual inspection made for the correct size and type of tire, uneven wear and sidewall damage. A daily vehicle inspection form shall be filled out and turned in to the facility manager or maintenance supervisor if any of these conditions exist.

Tread Depth Minimums: Tread depth shall meet DOT and/or state requirements. Tread depth should be measured in the major tread groove, not at wear bars. Recaps on rear should be matched in height to avoid premature wear.

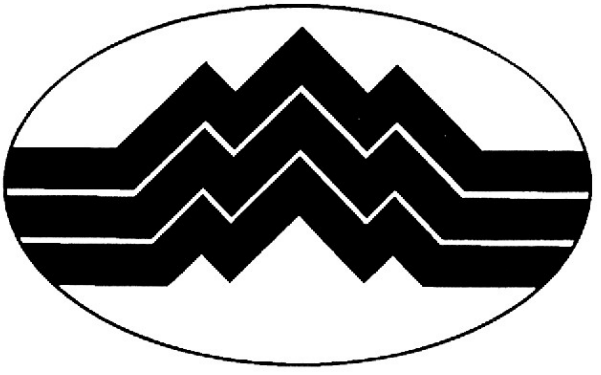
	DOT MINIMUM TREAD DEPTH
Front tires	4/32"
Drive axle tires	2/32"

Any tire that does not show this minimum tread depth must be replaced. Any state requirement exceeding the 32nd minimum front or rear must be used as a minimum specification.

Tire tread depth when transferring vehicle to another location:

IN STATE TRAVEL	MINIMUM TREAD DEPTH
Front tires	5/32"
Drive axle tires	3/32"

ACROSS COUNTRY TRAVEL (1500 miles or more)	MINIMUM TREAD DEPTH
Front tires	7/32"
Drive axle tires	5/32"



Foothill Transit

LAIDLAW TRANSIT

BUS MAINTENANCE PROGRAM

LAIDLAW TRANSIT, INC.
UPLAND DIVISION 411

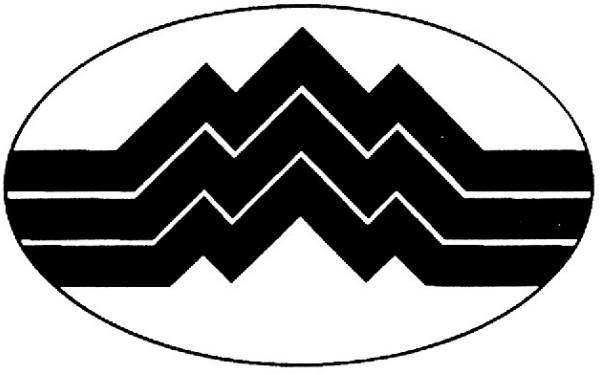
FOOTHILL TRANSIT ZONE CONTRACT

SCHEDULED MAINTENANCE

CONDITION REQUIREMENT	FUEL & WASH DAILY	SWEEP & MOP ALTERNATE DAYS	DETAIL INTERIOR ANNUAL

CONDITION REQUIREMENT	3000 MILE INSPECTION 45 DAYS	6000 MILE LOF INSPECTION 135 DAYS	BRAKE INSPECTION 48,000 MILES OR ANNUAL	AUTOMATIC TRANSMISSION 48,000 MILES OR ANNUAL	COOLING SYSTEM 48,000 MILES OR ANNUAL

CONDITION REQUIREMENT	AIR CONDITION INSPECTION 6000 MILES OR 45 DAYS	A/C IN-DEPTH INSPECTION 48,000 MILES OR ANNUAL	ELECTRONIC FAREBOX 24,000 MILES OR 6 MONTHS	WHEELCHAIR LIFT PM 6000 MILES	W/C LIFT IN-DEPTH INSPECTION 24,000 MILES OR 6 MONTHS



Foothill Transit

MAYFLOWER CONTRACT SERVICES

BUS MAINTENANCE PROGRAM

PREVENTIVE MAINTENANCE CHECKS

Daily checks are made by drivers and fuelers as discussed in the previous section. While these occur daily, they must not be considered routine or unimportant. Maintenance staff must process DVI reports and do those repairs daily. Daily checks, repairs and feedback to drivers prevent employee and passenger injury, breakdowns and extend bus life.

Monthly checks using the Monthly Inspection Report are performed on any vehicle which would not receive a 3000/6000 mile preventive maintenance check during that month. **No exceptions!** This must be considered high priority and should be done by someone other than maintenance personnel. Key aspects of this portion of the Preventive Maintenance Program include the following: (See Exhibit II-H, Form #1041-008 & 1042-008)

1. A Calendar Schedule shall be used. Divide the number of vehicles by the number of work days in the month. Assign vehicle numbers to each work day so that all units can be done during the month. The monthly inspection checks should not be done more than one day ahead or one day behind the schedule. Overtime or extra help must be used if program begins to fall behind due to other major work or absenteeism. Don't forget service vehicles and spare units. (See Exhibit II-E.)

2. Preventive Maintenance Checks will be done at 3000 and 6000 miles using PM Form #1040-008. The mileage at which these PMs are done will be determined by MCS, customer or state requirements. A 24,000 mile inspection (complete shop) will also be performed at even 24,000 mile intervals (i.e., 24, 48, 72,000 miles) using the same form.

3. PM wash of vehicle engine and front end suspension are recommended prior to each preventive maintenance. Highlights of items completed, inspected, lubricated and repaired during the PM inspection:

    * lubrication of chassis
    * interior inspection, including upholstery, flooring, glass
    * exterior inspection, including body, lights, lenses, doors
    * lights and switches
    * front end suspension
    * fluid levels and leaks
    * exhaust system including supports
    * tires and air pressure--must meet DOT and/or state specifications, whichever is greater
    * brakes (pull wheels and drums as prescribed)
    * safety equipment

* invalifts or ramps is so equipped
* air cleaner condition
* water trap or air dryer filter (if equipped)

3,000/6,000 Mile Maintenance: This preventive maintenance is one prior to the vehicle traveling 3,000 or 6,000 miles. It includes the changing of oil, oil filters and fuel filters. (Fuel filter(s) may need more frequent changing due to fuel quality or fuel storage.) High mileage operations may reach the 3,000/6,000 miles in less than one month and must have preventive maintenance done at that time. **NOTE:** Be sure oil plug and oil are in engine before starting it! The person taking the unit out of the shop shall be responsible for oil level. Oil, filters, and fluids must be disposed using hazardous waste guidelines. (See Exhibit II-F, 2 pages)

24,000 Mile Maintenance: Done and combined with 3,000/6,000 mile preventive maintenance, this is the most thorough preventive maintenance of all. It is done prior to the vehicle traveling 24,000 miles. Beyond 3,000/6,000 mile requirements, it requires:

1. Check air conditioner evaporator and condensers; clean fins and filters.

2. Check toe-in on all vehicles.

3. Change power steering reservoir filter (if equipped).

Proper preventive maintenance checks will allow every unit to pass all DOT, PUC, state license and state safety inspections without extra hours of work or extra help from outside sources.

Maintenance Service Due Stickers: This sticker is a "static-cling" type sticker that shall be filled out and placed in the top left corner of the windshield after each PM is completed. (Exhibit II-D)

FLUIDS CONSUMPTION

The consumption rate of fuel, oil and coolant can detect problems that can be repaired before major problems develop. Excessive consumption of fluids usually indicates leaking, broken or worn parts. By early detection of these problem parts, the cost of repairs and fluid usage will be greatly reduced.

Fuel Consumption: Excessive fuel consumption can be caused by several things. Proper diagnosis is very important in determining what the cause is, how to fix the cause and when to fix it. Listed below are a few of the most frequent causes that should be checked if fuel consumption is suggested to be out of line:

1. Leaks: Fuel lines and connections, fuel tanks, carburetors, injectors, fuel pumps. Any of the above conditions shall take a vehicle out of service until the proper repair has been completed.

2. Improper adjustments: Carburetors, fuel racks, value adjustments, ignition timing. Although very important, these problems can be scheduled for repair as soon as possible.

3. People: Incorrect recording, theft, excessive idling, improper driving habits such as jack rabbit starts, lugging of the engine and speed.

With the high cost of fuels, excessive consumption shall be treated as a priority repair.

Fuel additives to decrease consumption and increase engine life are not to be purchased without thorough testing, documentation and approval from the Vice President of Fleet Maintenance.

Oil Consumption: Excessive oil consumption shall always be considered as priority work. Although sometimes questionable, one quart per 300 to 500 miles is not considered excessive on new units with the OE manufacturer. After the break-in period, this mileage usually will increase considerably. The following information describes some of the more obvious conditions that need immediate attention.

1. Leaks: Valve cover, oil pan, front cover gaskets and rear main seals should be inspected at each PM. Usually these will be minor leaks that can be scheduled maintenance. Check crankcase for proper ventilation; if not vented correctly, blown valve cover gaskets and seals can result.

   Leaks at air compressor lines, gauge lines and turbo charger or badly leaking gaskets should be viewed as immediate attention maintenance.

2. Worn rings: This oil consumption problem is detected by excessive blue smoke from the exhaust. If this condition exists, a major engine overhaul is

usually the only correct repair. Air compressors can also cause engine oil consumption on a smaller scale but with a very costly result. Air compressor rings that are work can discharge oil into the air systems that could cause damage to air brake valves and relays. Abnormally long air pressure build-up times can detect worn air compressors.

3. Coolant level consumption: Any loss of coolant shall receive immediate attention for repairs. The most common coolant leaks occur from:

   a) leaking head gaskets;
   b) sticking thermostats;
   c) leaking heater cores and hoses;
   d) leaking or damaged radiators;
   e) water pump leaks; or
   f) pitted cylinder liners (diesels).

Commonly, if an engine overheats one time from coolant loss, more serious and major work will follow within six to 12 months. An overheated unit should be monitored closely for continued problems. This type of major repair will affect budgets so careful planning is necessary.

Head gasket leak repairs are often "put off" until more time is available for this major repair. The continual adding of coolant can buy time to get repaired but usually will cause more internal engine damage. Ethylene Glycol (antifreeze) destroys the metals in crankshaft and camshaft bearings. Head gasket leaks shall be repaired as soon as detected.

PREVENTIVE MAINTENANCE FORMS

Included in this section are the MCS-approved Preventive Maintenance forms for School and Public operations. Some states or customers may require forms other than those listed. Where other forms are required, local management must make sure that all MCS form requirements are met. The wide variety of MCS vehicles may cause some specific items to be inappropriate and thus ignored. ***No new MCS form should be created or old form modified without written permission from the Vice President of Fleet Maintenance.*** Completed Preventive Maintenance forms are filed in the vehicle's maintenance file unless state or customer requirements deem otherwise. Instructions for obtaining preventive maintenance forms can be found in the forms booklet. Do not use copy machines in place of ordering. The colored forms are used when doing file audits.

Leased Units and Vehicles Not Serviced at MCS Locations: In the event of MCS units being leased by outside parties, be sure MCS preventive maintenance is continued without compromise. It may be necessary to have the preventive maintenance done by an outside source. If this is the case the outside contractor must agree to use MCS preventive maintenance forms to assure a consistent and quality maintenance program.

Preventive Maintenance forms can be ordered from the Forms Order Catalog using Number 1040-008. (See Exhibit II-F, 2 pages)

Road Test 24,000 miles: Road testing of each unit after a 24,000 inspection is to assure the vehicle is complete, maintenance forms are completed, and to test the performance of the vehicle. (See Road Test Form, Exhibit II-G, 2 pages)

Monthly Inspection: Separate from the mileage PM, a monthly inspection is a walk-around inspection that checks under the hood, interior, tires, body, lights and all controls for proper specifications and operation. This is done on a scheduled monthly basis. (See Exhibit II-H.)

BRAKE ADJUSTMENTS

All air brake vehicles with manual slack adjusters shall be measured and adjusted weekly regardless of miles. All vehicles with automatic slack adjusters shall be measured monthly and adjusted if out of specification.

The specification table to be used is DOT-approved specifications.

The procedure for adjusting will be as follows:

1. Check adjuster linkage for binding, worn or loose components (clevis, rods, cotter pins, air chamber mounting, etc.)

2. Have someone apply brakes while you measure travel of slack adjuster. (Do not use bars to pry on adjuster arm.)

3. If out of specification, adjust and remeasure the travel.

If the mileage-generated PM falls between the time the unit is brought in for the brake inspection and at the PM time (no exceptions).

These brake measurements and adjustments shall be recorded and filed with each month's records in the shop.

MAYFLOWER.
CONTRACT SERVICES, INC.

DAILY VEHICLE INSPECTION

BUS #_____ CONTRACT #:_____ DATE:_____ R.O.#:_____

Driver 1:	Driver 2:	Driver 3:
Begin Miles:	Begin Miles:	Begin Miles:
End Miles:	End Miles:	End Miles:
Begin Time:	Begin Time:	Begin Time:
End Time:	End Time:	End Time:

Check all items on pre-trip. Use OK; if defect found use "X"; use "NA" if not applicable. Turn in daily.

VEHICLE EXTERIOR CHECKS

Driver 1	Driver 2	Driver 3		Driver 1	Driver 2	Driver 3	
			All lights & lenses*				Body damage/lettering
			Overhead flashers*				Under vehicle leaks*
			Turn signals & 4-way flashers*				Stop arm
			Windshield wipers & washers				Wheel covers
			Door operation, seals intact/tight				Advertising signs securement
			Emergency door/windows/alarm				Lift door hold backs
			Tires, wheels & lugnuts*				Lift operation
			Glass & mirrors*				

VEHICLE INTERIOR CHECKS

Driver 1	Driver 2	Driver 3		Driver 1	Driver 2	Driver 3	
			Speedometer/Tachometer				Air conditioner
			Heaters, defroster & ventilation				Fare box
			All gauges*				Destination sign
			Horn/dashlights/Hi/Lo indicator*				Wheelchair securement & covers
			Interior lights				Two-way radio operation
			Driver seat operation & belts				Passenger chime or buzzer
			Pass. seat securement & covering				Hand stop sign
			Hand rails/modesty panels				Backup alarm
			All required emergency equipment				Veh. documentation/certification
			Exhaust noise				
			Steering operation				

BRAKE SYSTEM CHECKS

Driver 1	Driver 2	Driver 3	(AIR)	Driver 1	Driver 2	Driver 3	(HYD/VAC)
			Cut in pressure _____ PSI				Operating not less than 15" VAC
			Cut out pressure _____ PSI				Low VAC warning ___ inches
			Static press. loss P/B on ____ PSI				Brake pedal height (applied)
			Static press. loss P/B off ____ PSI				
			Applied pressure loss _____ PSI				
			Low pressure warning* _____ PSI				
			Auto pop out (park brake) ___ PSI				
			Park brake hold				

**line items to be checked on a "Mini Pre-Trip" Inspection*

NO DEFECTS	
Driver 1	
Driver 2	
Driver 3	

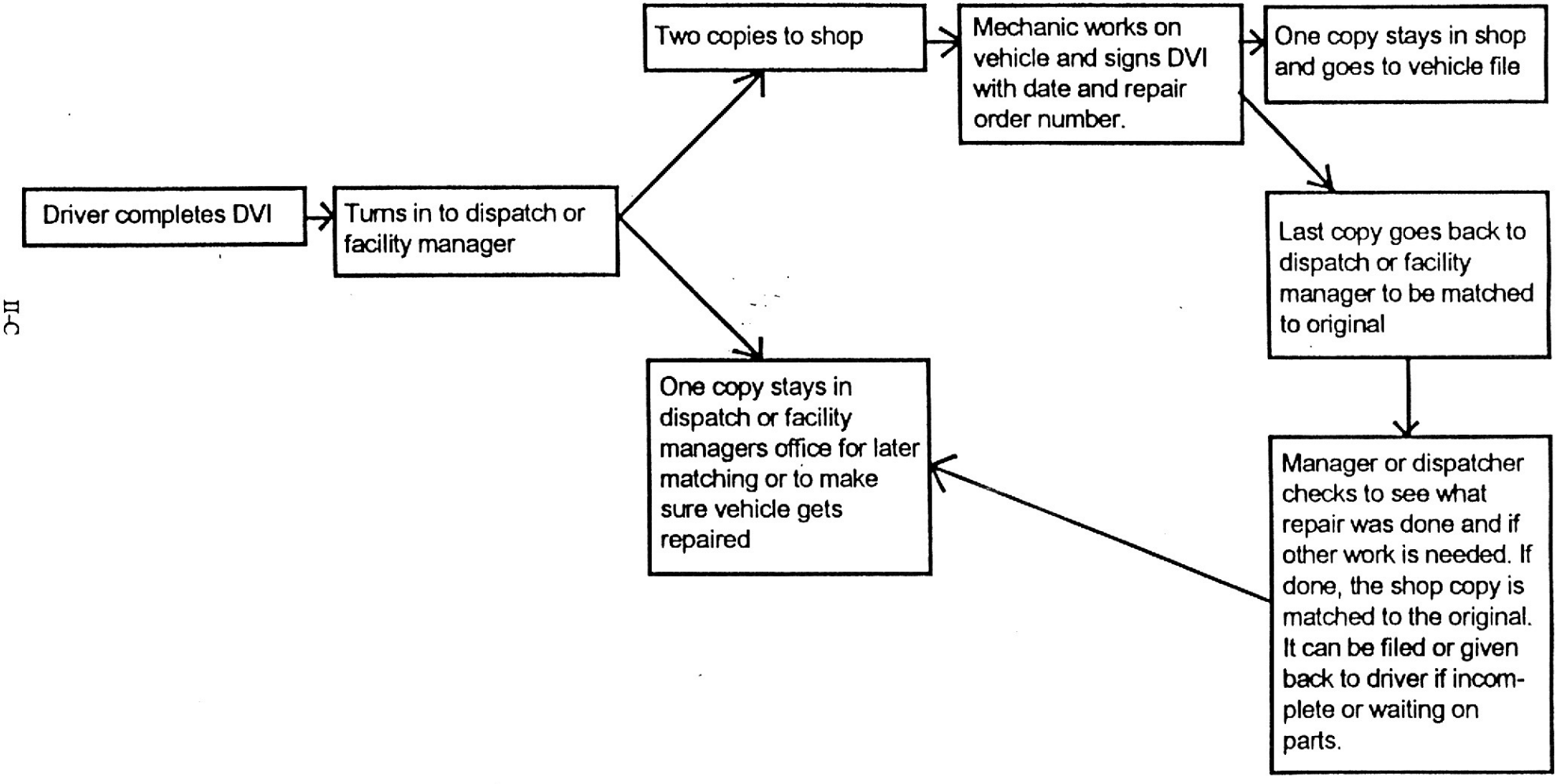
COMMENTS:_____

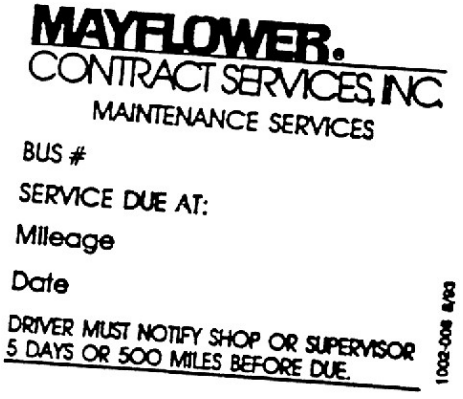
_____ _____

MECHANIC'S SIGNATURE DATE

II-B

FLOW CHART FOR DAILY VEHICLE INSPECTION (DVI)




MAYFLOWER.
CONTRACT SERVICES, INC.
MAINTENANCE SERVICES
BUS #
SERVICE DUE AT:
Mileage
Date
DRIVER MUST NOTIFY SHOP OR SUPERVISOR
5 DAYS OR 500 MILES BEFORE DUE.
1002-006 8/93

Month _____

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday

II-E

MAYFLOWER
CONTRACT SERVICES, INC.

PREVENTIVE MAINTENANCE INSPECTION

DATE	CODE #	MILEAGE	R.O. #	CONTRACT #

INITIALS = WORK INSPECTED
X = NOT APPLICABLE

DESCRIPTION	3000/6000	24,000	Needs repair	Repair compl'd
A. INTERIOR CHECKS/ADJUSTMENTS				
Entry door operation/seals/adjustments/controls				
Driver seat belt operation				
Driver mirrors and sun visor				
Clutch-free travel				
Neutral safety system & trans. shift selector				
Switches, all speeds & positions				
Heaters/fans/defrosters operation & noises				
Gauge/dashlights/warning devices				
Interior lights & Hi/Lo beam indicators				
Windshield wipers/washers				
Brake pedal feel & warning device (air/vac)				
Brake test for (air/vac) leakdown				
Parking/emergency brakes				
Air governor setting: Low_____ High_____				
Steering wheel freeplay/horn				
Seats: upholstery/mountings/foams				
Interior floor coverings				
Windshields/glass/fog/cracks/stamp				
Safety equipment: first aid kit/road flares/fire extinguisher/mounting/charge				
Emergency exits: operation/warning devices/lettering				
A/C operation and temperature check: _____ degrees				
PTD UNITS				
Farebox mounting/operation				
Passenger signal cords, switches, chimes				
Grab rails/stanchions/modesty panels				
Door-sensitive edges & interlock system				
Destination signs & operation				
Back-up alarms (if equipped)				
Retarder operation (if equipped)				
Oil/filter (if required)				
B. EXTERIOR CHECKS				
Body damage—lettering & appearance				
All lights & lenses for operation/cracks				
Bumper bolts and brackets				
Emergency exits—operation				
Mirrors—condition & mounting				
Axle flange leaks/lug nuts/oil hubs				
Stop arm operation & lube pivots				
Mud flaps				
Tires—sidewall condition & air pressure				
Tread depth RF___LF___LRO___ (32nds) LRI___RRO___RRI___				
Air pressure RF___LF___LRO___ LRI___RRO___RRI___				

INITIALS = WORK INSPECTED
X = NOT APPLICABLE

DESCRIPTION	3000/6000	24,000	Needs repair	Repair compl'd
C. CHASSIS/UNDER BUS				
Change oil & filters (3/6K increments)				
King pins, tie rod ends, steering joints				
Lube chassis complete				
Radius rod bushings/A-arm bushings				
Change auto transmission fluid/filters				
Steering sector leaks/mounting bolts				
Leaks at backing plates & wheel seals				
Front/rear shocks-leaks & mountings				
Engine compartment-leaks/lines/filters/hose routing & mounts				
Front and rear springs, leafs/bushings				
Exhaust system, hangers, leaks				
Drive shaft, U-joints & center support				
Differential leaks, fluid levels and vent				
Body tie-downs & floor brace cracks				
Wiring along frame rails				
Transmission leaks, fluid levels, mounts				
Parking brake linkage and adjustment				
Fuel tank leaks, lines and brackets				
Check toe-in				
D. BRAKES-CHECKS/ADJUSTMENTS				
Visible/audible leaks-air/hydraulic				
All lines along chassis				
Vac. booster, hoses, mounting				
Hydraulic/air lines-bubbles, cracks				
Air chambers, relay valves and lines				
Air suspension pressure #_____ and regulator control				
Check air brakes/auto slacks				
Air dryer operation & spitter valve				
Alternately drain and recharge primary and secondary tanks/ check valve leakage				
Inspect lining/record thickness: F_____ R_____				
E. UNDER HOOD CHECKS				
Any visible leaks				
Fluid levels-oil/auto. trans.-brake fluid-p/s fluid				
Coolant level & protection _____ degrees				
Pressure test cooling systems (5 min.)				
All hoses & lines-routing and condition				
Water pump play and leakage				
Air filter (ck)				
Carburetor & choke operation				
Emission pump, air comp. & A/C belts/mounting				
Battery fluid level/hold down brackets				
Clean battery terminals, check connection				
All cables operation				
Fuel water separator (if equipped)				
Air compressor filter (check)				
If required, road test check: yes_____ no_____				

INITIALS = WORK INSPECTED *X = NOT APPLICABLE* DESCRIPTION	3000/6000	24,000	Needs repair	Repair compl't'd
F. WHEELCHAIR LIFT EQUIPMENT (if applicable)				
Lift door operation, warning devices & lights				
Lift door hold back attachments				
Lift control cable-condition & mount				
Lift operation (two complete cycles)				
Worn or missing pins, hinges, latches & pivots				
Platform safety barrier and lube hinge				
Hydraulic lines, conditions, leaks				
Electrical connections & switch adjustments				
Lift covers, warning label & instructions				
Complete lube and check fluid level				
Wheelchair tie-down stowage				
Wheelchair securement tracks & locks operation				

INITIALS = WORK INSPECTED *X = NOT APPLICABLE* DESCRIPTION	3000/6000	24,000	Needs repair	P ir compl't'd
G. MISCELLANEOUS/APPLICABLE TO LOCATION				
2-way radio/P.A. system				
Change shocks on sedans/vans				
Fuel filters (check)				
Pull wheels/pack bearings				
Tune engine (gas)				
Tune engine (diesel) 50K				
Change oil/filter				
Check for and work any open VCR's				
Road test				
H. OTHER REPAIRS				

MECHANIC'S SIGNATURE

SUPERVISOR'S SIGNATURE

COMMENTS:

MAYFLOWER
CONTRACT SERVICES, INC.

ROAD TEST CHECK LIST

FACILITY #: _____ CODE #: _____ MILEAGE: _____

UNIT #: _____ DATE: _____

MAKE: _____ MODEL: _____

CHECKS	NOT ACCEPTED	ACCEPTED	REPAIR ITEMS
1. PAPERWORK			
Review work performed	_____	_____	
Make sure all forms are complete	_____	_____	☐ Repair completed
Appropriate labor & parts charges	_____	_____	
2. EXTERIOR			
Paint & body damage & glass	_____	_____	
Lettering	_____	_____	
Mirrors	_____	_____	
Door hinge operation	_____	_____	
Light lens	_____	_____	
Tire condition	_____	_____	
Wiper blade condition	_____	_____	☐ Repair completed
Lug nuts & axles seal leaks	_____	_____	
3. UNDER HOOD			
Fluid leaks	_____	_____	
Fluid levels	_____	_____	
Belt condition	_____	_____	
Pollution equipment	_____	_____	
Improperly routed hoses-wiring, etc.	_____	_____	
Battery/cable condition	_____	_____	☐ Repair completed
Hood support braces	_____	_____	
4. INTERIOR			
Upholstery & floor coverings	_____	_____	
Interior condition & paint	_____	_____	
Switches & interior lights	_____	_____	
Gauges operation & warning indicators	_____	_____	
Engine operation control cables	_____	_____	
Safety equipment	_____	_____	
Misc. option equipment & Operation A/C-Lifts-Farebox-Destination sign-Chimes/Bells	_____	_____	
Parking brake operation	_____	_____	
Emergency exits operation (door/side windows)	_____	_____	☐ Repair completed

FLEET APPEARANCE

A goal of Mayflower Contract Services, Inc. is to maintain a positive public image. To do so, we must strive for a "body perfect" fleet that goes on the road clean and gleaming. The MCS reputation is positively influenced by what people see --- remember the ROLLING BILLBOARD CONCEPT!

THE APPEARANCE OF THE FLEET REFLECTS THE SKILL AND CARE OF THE MAINTENANCE EFFORT

Body: An evaluation should be made of the current fleet condition and when any unit is transferred to a location. A way to initially record each unit's condition is to use the Body Condition Report (Form #10990-507; 10991-507; 10992-507; 10993-507). Upon completion of this evaluation, repairs must be prioritized, budgeted and scheduled. Once the fleet is completed, future repairs should be done when the damage occurs. Such damage should be reported by drivers on their daily DVI. Maintenance and management also must check vehicles periodically. (Exhibit III-A, B, C, and D)

Lettering: Each bus should be lettered to meet company, customer or state specifications. MCS provides a decal set to be used to identify ownership of the vehicle. The decals are applied to completely cleaned and degreased surfaces. It is advisable to decal the fuel type at the fill area to eliminate errors in fueling. In removal of decal lettering, if letters do not peel off easily, heat from a heat gun or hair dryer will help. All decals should be purchased through the Allied Parts department to insure uniformity. The area of painted lettering shall be sanded and repainted before relettering.

Cleanliness: Along with a daily sweeping, mopping and picking up of trash, MCS has a goal to wash each unit 3 times per week. Weather and road type may alter the schedule. A record of units washed may be kept on a blank calendar. Vehicle interiors will have a detailed cleaning quarterly, all graffiti will be removed daily and etched surfaces will be replaced or sanded and refinished when necessary.

REPAIR ORDERS (RO)

The Repair Order (Exhibit V-E) performs many functions for MCS. It is the basis for the vehicle's permanent maintenance record, tracks labor and parts consumption, and is the basis for billing outside business and warranty refunds. Some key items regarding the processing of ROs include:

1. All vehicle information must be carefully completed.

2. Once opened, that RO is used on that vehicle for one month or until it is filled. When full, that RO is filed and a new one is started. This saves paper, file space, and provides a summary of the monthly repairs.

3. All parts used are listed and priced for each repair made.

4. Labor hours are listed for all work performed.

5. For warranty, the white copy of the RO is sent to the Home Office warranty person.

6. The completed RO is filed in the vehicle's maintenance file. When the vehicle is transferred or sold, the file goes with the vehicle.

7. To order RO forms, use Form #1000-008 from the forms catalog. (Exhibit V-E)

File System

1. Each vehicle shall have a permanent file folder that will follow the unit from its in-service date until it is sold or removed from service permanently.

2. The folders should be filed in numerical order by code number. If the folders are filed by unit number the code number shall be on the folder also.

3. The files should contain every RO, warranty claim, outside labor invoice, monthly vehicle inspection (if problem is indicated), and PM inspections for future information.

4. In the event of a unit being transferred to another location the complete folder for that unit shall go with the vehicle upon transfer.

MONTHLY OPERATIONS SUMMARY REPORT

The Monthly Operations Summary (MOS) is a comprehensive report that details operating statistics. The report is produced monthly from information from MOS worksheets submitted by the facility managers and from financial results of the facility. The report is distributed to all facility managers, RM/QARs and Division Vice Presidents. (Exhibit V-F)

Information Required from Facilities: The monthly MOS worksheets (see Exhibit A) are sent to the home office by each facility. This two-ply worksheet is sent to the facilities around the 15th day of each month. It lists the vehicles assigned to the facility in code number order along with the previous month's odometer readings for each bus. The worksheet should be completed on, or the first workday following, the 25th of the month using the following steps:

1. The list of vehicles should be scanned for units listed but no longer at the facility and for units that are present but not listed. If a bus needs to be added, write the code number in its appropriate spot on the worksheet. (They are listed in numerical order.) If a bus needs to be removed from the worksheet, simply line through the code number and note to the far right side of the worksheet the facility to which it has been transferred. If a bus transfer form has not been sent in for that bus, a completed form should be sent with the worksheet. The worksheet is not a replacement for the transfer form. When all vehicles have been identified, the columns on the worksheet should be completed.

2. Fill in the odometer reading for each bus. If a bus has a broken odometer, indicate that next to the mileage reading and estimate the correct miles for the month. Indicate these estimated miles on the worksheet so the home office will know why the mileage appears out of line. Total the ending mileage column and write that number at the bottom of the column.

3. Place an "X" in one of the four columns marked "Route Bus," "Spare," "Out of Service" or "Service Vehicle" to indicate the status of each bus for the month. Total the Xs for each column and write that number at the bottom. The sum of these four columns must equal the total number of vehicles listed at the facility. If a bus has been marked in the "Out of Service" column, indicate to the far right side the cause of its condition (i.e., blown engine).

4. If a facility is located in Oregon or California, fill in the gallons of fuel used by each vehicle during the month. This information can be included in the far right column. This fuel column should be totaled as well. Remember, this is a requirement for Oregon and California facilities only.

5. The facility manager should then review the worksheet for completeness and accuracy. Make sure the columns add across to the total bus count. Check that "Out of Service" vehicles have good explanations on them. Check ending mileage readings for reasonableness. For example, make sure ending mileage is not less than beginning mileage or mileage driven for the month is not excessive for that bus. A report is sent monthly to the RM/QARs indicating problems encountered at the home office when worksheets were filled out incorrectly.

6. Initial the worksheet in the upper right hand corner, submit the top copy to the home office and file the bottom copy at the facility.

MOS Report Related to Maintenance: When the MOS worksheets are received at the home office, the number of route units and ending odometer readings are loaded in the computer system. This information, combined with financial results already in the computer, is used to produce the MOS report. There are 18 calculations in the report but not all relate to maintenance. The calculations used to compute the numbers on the report are as follows (See Exhibit V-G):

1. **Total Vehicles**: Vehicles assigned at month end in the computer.

2. **Route Vehicles**: Taken from the MOS worksheets.

3. **Spare %**: (Total Vehicles - Route Vehicles) /Total Vehicles

4. **Special Spare Requirements**: An asterisk will appear next to any spare percentage that is higher than normal company standards due to facility or special requirements.

5. **Average Model Year**: Sum of model years divided by the number of vehicles.

6. **Vehicles per Mechanic**: Number of vehicles divided by the number of full-time mechanics.

7. **YTD Miles**: Number of reported miles off MOS worksheets from 7/1 through 6/30 of current operating year (in thousands).

8. **Rolling 12 Month Miles**: Number of miles for current month plus preceding 11 months (in thousands).

9. **Month to Date Maintenance Cost Per Bus**: Total Mileage Related Expenses (off P&L Report) plus mechanics' wages for the month. (Account Numbers: 33300, 42013, 42040, 42041, 42042, 42043, 42045, 42049, 42068, 42070, 42071, 42072, 42073, 42074, 42075, 42076 and 41030) divided by total number of vehicles.

10. **YTD Maintenance Cost per Bus**: Same calculation as #9, only year to date expenses are used.

11. **12 Month Maintenance Cost Per Bus**: Same calculation as #10, except use current month expense information plus preceding 11 months.

12. **YTD Maintenance Cost Per Mile**: Total mileage-related expenses plus mechanics' wages for the current month plus preceding 11 months divided by total 12-month reported miles.

Areas to keep an eye on: As a manager or maintenance supervisor, the areas that need to be scrutinized on the MOS are "Spare Bus %," "Vehicles Per Mechanic," "Maintenance Cost Per Bus" and "Maintenance Cost Per Mile."

1. Spare Bus % may indicate maintenance problems or that fleet assignment is wrong. For instance, are a higher number of spare vehicles being carried because vehicles are consistently out of service?

2. Vehicles Per Mechanic compares the local operation with company standards. Any variation from company standards must be justified.

3. Maintenance Cost Per Bus is split into three time periods: Month, YTD and the last 12-month period. An increase in cost per bus for the month compared to YTD and 12-month totals should be checked out, the source of increase determined and corrective action should be taken if needed. Causes of increase could be:

    a. major additions to vehicles (such as lifts or A/C units) were not capitalized;
    b. an aging fleet;
    c. more miles being driven than in the past;
    d. fleet is not well maintained; or
    e. vehicle inspection preparation.

4. Maintenance Cost Per Mile should be scrutinized in same manner as cost per bus. Maintenance cost per mile should remain constant if no other problems exist.

1995 MANAGEMENT BY OBJECTIVES PLAN
FOOTHILL TRANSIT
SHORT RANGE TRANSIT PLAN FY 1995-FY 1998

Foothill Transit's

Fiscal Year 1995

Mission Statement

DRAFT

The mission of Foothill Transit is to be the premier public transit provider committed to safety, courtesy, quality, responsiveness, efficiency and innovation.

Fiscal Year 1995
Management By Objectives

DRAFT

Milestones

Fiscal Year 1995
Management by Objectives

Milestone 1:	***Enhance Service Safety and Reliability***	**Target Date**
Objective 1.1	***Sustain Reportable accidents at below 1.5 per 100,000 miles***	
Task 1.1.1	Continue to require a minimum of 2 hours in-service training per quarter per coach operator. Furnish proof of attendance and training content.	Ongoing
Task 1.1.2	Increase contractor participation in the 3rd Annual Bus Roadeo.	September, 1994
Objective 1.2	***Improve on-time performance to minimum of 95%***	Ongoing
Task 1.2.1	Maintain formalized schedule adherence program	Ongoing
Task 1.2.2	Collect 5% sampling of schedule adherence checks per month of total trips.	Ongoing
Task 1.2.3	Identify locations for comfort stations and develop ongoing plan to provide comfort stations at appropriate locations.	September, 1994
Task 1.2.4	Identify all routes or route segments on a quarterly basis that are operating below the 95% standard and evaluate ways to improve schedule adherence.	Ongoing
Task 1.2.5	Bring automated scheduling program on-line	September, 1994

		Target Date
Objective 1.3	***Maintain and improve vehicle reliability***	
Task 1.3.1	Continue conducting random vehicle inspections on a minimum of 25% of vehicles per quarter. Improve follow-up on deficiencies.	Ongoing
Task 1.3.2.	Continue to conduct oil analysis on all vehicles. Develop follow up program on all results.	Ongoing
Task 1.3.3	Hire a Fleet Maintenance Manager	July, 1994
Task 1.3.4	Install automated Vehicle Maintenance System	September, 1994
Task 1.3.5	Develop vehicle maintenance audit monitoring system	October, 1994
Task 1.3.6	Develop specifications for new buses	October, 1994

Milestone 2: *Improve Convenience and Satisfaction for Our Customers*

Objective 2.1:	***Improve and expand schedule distribution***	**Target Date**
Task 2.1.1	Review service area coverage. Seek new opportunities in under-represented areas.	Ongoing
Task 2.1.2	Create and distribute a courtesy card for schedule distribution outlets to obtain feedback on service needs.	August, 1994
Task 2.1.3	Seek schedule distribution outlets at post offices, schools, court houses and apartments.	Ongoing
Objective 2.2:	***Significantly increase pass sales outlets***	
Task 2.2.1	Continue to develop marketing materials to promote pass sales as appropriate	Ongoing
Task 2.2.2	Improve the quality of pass sales outlets. Review service area coverage of pass sales outlets and seek new opportunities in under-represented areas.	June, 1995
Task 2.2.3	Focus on obtaining retail chain(s) as pass sales outlets	Ongoing
Task 2.2.4	Coordinate with MTA to increase number of Joint Pass outlets.	September, 1994
Task 2.2.5	Implement Monthly Pass Mail Out Program	July, 1994
Objective 2.3	***Improve appearance and maintenance of Foothill Transit bus stops.***	
Task 2.3.1	Develop and implement comprehensive bus stop improvement program.	June, 1995

		Target Date
Task 2.3.2	Close all bus stop service requests in 24 hours.	Ongoing
Task 2.3.5	Maintain a regular service schedule for maintaining all bus stops.	Ongoing
Task 2.3.6	Continue to maintain and update bus stop maintenance database.	Ongoing
Objective 2.4	***Implement Fare Debit Card program***	
Task 2.4.1	Continue to actively evaluate Fare Debit Card program with other participating operators.	June, 1995
Task 2.4.2	Market Fare Debit Card program	Ongoing
Task 2.4.3	Design and implement Fare Debit Card mail out program	September, 1994
Objective 2.5	***Enhance public information materials***	
Task 2.5.1	Redesign bus book to include paid advertising. Evaluate advantages/disadvantages of making the bus book a self-mailer.	Ongoing
Objective 2.6	***Monitor MTA Service and Budget Reductions as it affects the San Gabriel Valley.***	
Task 2.6.1	Identify ways to integrate eliminated MTA service into Foothill Transit service.	Ongoing
Task 2.6.2	Secure replacement funds to the maximum extent possible if any funding is lost.	Ongoing
Task 2.6.3	Actively work to insure that Foothill Transit is not negatively impacted by MTA budget cuts.	Ongoing

		Target Date
Objective 2.7	***Maximize use of low and no-cost ways to increase customer information***	
Task 2.7.1	Continue to utilize free ride coupon for public relations and introduction of Foothill Transit to new users.	Ongoing
Task 2.7.2	Continue promoting participation in Transportation Fairs by training and using coach operators	Ongoing
Task 2.7.3	Increased participation in community events	Ongoing
Task 2.7.4	Implement comprehensive program for tracking customer complaints and responding as appropriate.	September, 1995
Objective 2.8	***Increase customer satisfaction***	
Task 2.8.1	Implement comprehensive public relations training program for coach operators	September, 1994
Task 2.8.2	Implement Phase I recommendations of Comprehensive Operational Analysis (45,000 VRH)	July, 1995
Task 2.8.3	Implement a minimum of two (2) transit centers	July, 1995
Objective 2.9	***Work with school districts to evaluate feasibility of integrating transportation needs of school districts into Foothill Transit service.***	
Task 2.9.1	Create a task force to identify the needs of each district within the Zone.	April, 1995
Task 2.9.2	Estimate cost of service modifications and identify funding sources.	June, 1995

Milestone 3: Increase Public Awareness and Support of Foothill Transit

Objective 3.1:	*Increase awareness of Foothill Transit*	Target Date
Task 3.1.1	Continue to work with public relations firm to find new and innovative ways to promote increased awareness of Foothill Transit and market new services.	Ongoing
Task 3.1.2.	Actively participate in employer sponsored Transportation Fairs to promote use of Foothill Transit	Ongoing
Task 3.1.3	Increase frequency and distribution of print media	Ongoing
Task 3.1.4	Conduct free ride day in conjunction with Transit Appreciation Week and State Rideshare Week	September, 1994
Task 3.1.5	Develop a system for tracking phone calls made to companies with 50 or more employees and the results of that contact.	August, 1994
Task 3.1.6	Continue to maintain close contact with the local Economic Development Committee and the San Gabriel Valley Commerce and Cities Consortium to stay abreast of new businesses and developments in the Foothill Transit service area.	Ongoing
Task 3.1.7	Develop a presentation to be made at PTA meetings in the San Gabriel and Pomona Valleys to encourage parent and students to look at the bus as a viable mode of student transportation.	September, 1994
Task 3.1.8	Develop a vendor discount program which enables passengers to shop at nearby stores and receive a discount by presenting their Foothill Transit pass.	July, 1994

		Target Date
Task 3.1.9	Maintain contact with the South Coast Air Quality Management District, Transportation Management Association, Foothill Mayor's Committee and the San Gabriel Valley Commerce and Cities Consortium	Ongoing
Task 3.1.10	Develop marketing brochure to send to corporate outlets introducing Foothill Transit.	October, 1994
Objective 3.2:	***Develop outreach program to local, state and federal legislators/appointees addressing Foothill Transit issues and/or funding concerns.***	
Task 3.2.1	Continue yearly cluster meetings	Ongoing
Task 3.2.2	Continue relationship with MTA Directors and County supervisors in Foothill service area.	Ongoing
Task 3.2.3	Develop a support network among Foothill's member agencies.	Ongoing
Task 3.2.4	Continue to develop Foothill's relationship with state legislators and members of the Transportation Committee in both houses.	Ongoing
Task 3.2.5	Continue to develop and maintain Foothill's relationship with federal legislators and their appointees.	Ongoing

Milestone 4: Increase Revenues and Control Costs

Objective 4.1	***Maximize Grant Funding from all funding sources***	**Target Date**
Task 4.1.1	Pursue discretionary funding for Foothill Transit bus facility	June, 1995
Task 4.1.2	Be active to ensure continued Prop C funding of existing service	Ongoing
Task 4.1.3	Actively work to ensure continued operating funding of BSCP service	Ongoing
Task 4.1.4	Pursue new grant and funding opportunities as they become available	Ongoing
Task 4.1.5	Maximize city participation in support and funding of additional transit stores	Ongoing
Objective 4.2	***Increase Non-Farebox Revenues***	
Task 4.2.1	Contract with member cities to provide various services as appropriate	Ongoing
Task 4.2.2	Maximize revenue from bus book advertising.	Ongoing
Objective 4.3	***Keep cost increases within Consumer Price Index***	
Objective 4.4	***Identify and implement internal efficiencies and areas for potential cost savings.***	
Task 4.4.1	Develop Operating statistics database for good management information and control.	June, 1994
Task 4.4.2	Evaluate existing accounting system for proficiency in meeting our needs.	January, 1995

		Target Date
Task 4.4.3	Develop year to date budget versus expenditure reports for department. heads and distribute monthly.	July, 1994
Task 4.4.4	Design and maintain a forecasting model to monitor budget projects on a quarterly basis	June, 1995
Task 4.4.5	Bring MIS Services in-house.	July, 1994

Milestone 5: *Improve Internal Controls and Compliance with External Regulations*

Objective 5.1	***Improve internal control, procedures and policies***	Target Date
Task 5.1.1	Monitor quarterly section 15 contractor data and prepare the required fiscal year report to the Federal Transit Administration	Ongoing
Task 5.1.2	Develop 15-year capital and operating plans	September, 1994
Task 5.1.3	Revise pass sales applications by adding accounting capabilities for tracking delinquent accounts and credits.	July, 1994
Task 5.1.4	Implement a program to insure Rider Alerts, Posters and Footnotes newsletters are posted and removed in a timely manner.	July, 1994
Objective 5.2	***Comply with Federal, State and Local Requirements***	
Task 5.2.1	Develop comprehensive Maintenance of Effort (MOE) to ensure Foothill Transit's compliance with Prop A and Prop C guidelines	Ongoing

Milestone 6: Maximize Productivity of Human Resources

Objective 6.1	***Familiarize staff with Foothill Transit routes***	Target Date
Task 6.1.1	Each staff member shall ride *one* line per month until all have been traveled.	June, 1995
Task 6.1.2	Each staff member shall work a half day at the Transit Store.	June, 1995
Objective 6.2	***Provide cross-training for staff to ensure back-up in emergencies***	
Task 6.2.2	Cross-train key functional positions	Ongoing