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Metro

FINANCE AND BUDGET COMMITTEE
MAY 20, 2009
OPERATIONS COMMITTEE
MAY 21, 2009

SUBJECT: TRANSIT ACCESS PASS (TAP) & RAIL FARE GATE STATUS

ACTION: RECEIVE AND FILE

RECOMMENDATION:

Receive and file report on the Transit Access Pass (TAP) and Rail Fare Gate Status

ISSUE

TAP staff was directed to provide a regular status update of project milestones and deployment activities on the Transit Access Pass (TAP®) regional smart card. Also, with the inception of the Metro Rail Fare Gate project, staff was directed to report monthly on the progress of this project. This report serves to fulfill these requests. In addition, several Board requests were generated from the April Committee and Board meetings. Responses to these items are addressed in this report.

DISCUSSION

The following Director's Requests are addressed as follows:

- Director Dubois request on TAPTOGO phone hold times and pre-recorded message not segregated by English/Spanish at start of recording (see discussion below under TAP Regional Center).
- Director Fasana request on idea of TAP included in building access and other non-Metro employee badges (this will be included in July with Director Yaroslavsky motion on opportunities to off-set TAP costs and other revenue generation and applications for TAP)
- Director Najarian request that Munis are ensured equitable funding and equipment (see discussion below under Municipal Operators. Also a comprehensive analysis in response to Directors Najarian-Katz-Yaroslavsky-Dubois motion is forthcoming in July).
- Additional questions regarding revenue loss on bus service and TAP impacts (Please see Attachment A in response to cash revenue. TAP Impacts are discussed below, in section, TAP Usage Data).

There has been significant progress on TAP regional implementation:

- **Municipal Operators** - Weekly teleconferences were held with Norwalk Transit (installed April 3), Foothill Transit (May installation), Gardena Municipal Bus Lines (June installation), and regular meetings have been on-going with Montebello Bus Lines (July installation). A professional services contract was approved by the Board in March to provide technical assistance to Municipal operator implementing TAP. Booz Allen has performed this oversight to ensure successful integration of the TAP system between Municipal operators' TAP infrastructures and the Regional Central Computer.

EZ Transit Pass and Interagency Transfers (IATs) are the next regional paper fare products that need careful discernment as the transition to TAP is considered. Recent issues that have been raised question not only with technological aspects of regional integration related to equipment purchases and systems interfaces, but also to regional policy issues, financial implications for each local transit agency, capital commitments that have been made to date, aspects of new rail gating policies, and evaluating business cases for the cost/benefit to transition EZ and IATs to TAP. In particular, paper transfers that may cost more for its production and distribution whether on paper or TAP than the revenue it generates needs further analysis. Recently, Foothill Transit announced that with TAP implementation, their policies will require both local and interagency transfers to be carried on TAP cards, much like Metro's Day Passes.

Municipal operators are concerned with revenue impacts from TAP transition, including impacts to historic revenue allocations. Some also want further substantiation of the UFS infrastructures as a reliable tool for revenue reconciliation. These discussions will be forthcoming at future Municipal Operator GMs Association meetings, which have been deferred for the last 2 months due to schedule conflicts in April and the APTA Bus Conference in May.

From a technical aspect, because the numbers of smaller, Local Transit Service System (LTSS) operators currently on paper EZ Transit passes outnumber those who procured TAP equipment, solutions for these operators to read TAP cards has been discussed. Alternative, lower cost readers are now available, and discussion and demonstration of these products will be provided to the regional partners. The recent approval of professional services from Booz Allen to further explore the technical feasibility of new devices for smaller operators was coupled with a recent motion to status the Board with a complete analysis of impacts to EZ Transit Pass and Interagency Transfers which will be forthcoming in the July Board cycle. It is important to note that as gates are installed these paper fare media preclude gates from being locked for tapping in and out of the rail system.

- **Metrolink** – The Metrolink MOU and approval to engage Booz Allen for technical oversight was approved in March 2009 so that Metrolink could begin the design and build of a limited engineering solution that enabled their riders to transfer to Metro and Municipal operators using a TAP card by March 2010. However, at their last Board meeting in April 2009, Metrolink was unsuccessful in getting approval of their staff's recommendation for the proposed fare increases that included policy changes to Metrolink transfers. Metro's Planning department is currently proposing that Metro cover the expenses of Metrolink transfers and this is being presented to the Planning Committee this month, May 2009. As further direction is forthcoming, we continue to work with Metrolink in conceptual design discussions of enabling their riders to transfer to Metro and Municipal operators' system with TAP. It should be noted that the issue of Metrolink's fare increase is mutually exclusive of TAP and rail gating. The region (Metro and Municipal operators) approved an increase to the Metrolink transfer reimbursement rate in 2008, which was previously set at one-half of the transit agency's base fare. This was increased to the full base fare of agencies accepting transfers from Metrolink riders; therefore, Metrolink could no longer subsidize their own transfers on all passes and tickets. These fiscal implications are independent of TAP; however, whatever their fare structures and transfer policies result, the impacts to TAP are based on solutions being developed to meet the rail gating schedule – not with initial installation of gates when gates are intended to free spin, but rather, when all the gates are installed and locked for tapping.

- **Reduced Fare TAP** – Over 80,000 Senior, Disabled, and College/Vocational TAP cards have been produced and mailed to applicants. Due to the overwhelming response from this category of riders, we experienced a backlog of TAP card issuance during the month of April. In May, the process has caught itself back into schedule. Card turn-around should occur within the published 21 day cycle henceforth. Last month at the Operation Committee, staff announced an extension of the senior conversion from paper passes and stickers to TAP smart cards which was scheduled to finish in May. Without a current database of its existing senior riders, notification has largely been dependent on brochures provided at retail outlets or at customer and senior centers. There is concern that a large number of seniors are still not aware of TAP transition. Rather than to cut off the acceptance of paper cards with stickers, we are currently planning to extend the conversion process through December and continue to process and accept applications through the end of the year. It is important to note that any extension of paper and sticker passes delays locking rail gates.

  Students K-12 were the next set of Reduced Fare pass holders to migrate to TAP. We are carefully analyzing how best to transition this population of riders, due to the huge increase in call and card production volumes at the TAP Regional Center that peaked when Seniors, LACTOA, and College/Vocational riders all began transition to TAP at once. Understanding the sensitivities to ensure seamless transition to students, this campaign set to begin in July may also be extended. It is important to note that any extension of paper passes in the system delays locking gates.

- **Day Pass** – More than 400,000 TAP cards were made available on bus for the Day Pass conversion to TAP from March 15 through April 11. New marketing materials have been provided on board buses and a video to educate riders and bus operators has been produced and is now being used at all bus divisions and on the website.

- **Metro Pass Sales Outlets** – With the conversion of additional vendors in February for March pass sales, a total of 400 third party vendor locations are now selling TAP monthly and weekly passes. During April/May, the Compact Point of Sale devices for these vendors will be upgraded to so that regional operations including the loading of multiple day passes, loading of stored value and loading Municipal operator products such as Foothill passes can be accommodated.

- **TAP Senior Center Program** – Approximately twenty City and Senior Center locations have been installed with sales devices to augment the 400-plus retail vendor network. An additional 70 locations have also begun the TAP conversion process which will increase the TAP sales locations to 500 outlets for seniors. Community outreach and presentations in collaboration with the Metro Speakers Bureau and the ADA Compliance Officer responsible for the "Seniors on the Move" program have been on-going. Metro staff has gone to multiple senior centers issuing cards on the spot with portable devices so that seniors are not inconvenienced with travel, or turn around cycles.

- **TAP Regional Center** – There was an increase in calls to the TAP Regional Center in March as patrons were becoming familiar with the day pass transition and as card production delays affected the turn around of college/vocational, senior and LACTOA riders. Improvements to the customer messaging system have also been completed, ensuring that language choices between English and Spanish are presented at the beginning of recorded messages to incoming calls. As new Municipal operators will also increase call volumes, other improvements to the permanent Interactive Voice Response system (IVR) will occur over the next several months. Call volumes and "hold" times are being closely monitored as TAP cards increase in circulation. Last month, the heavy call volumes and a temporary spike presented challenges for call center representatives to answer phones in a timely manner; however, additional staffing to address the combined and simultaneous transition of day passes, senior, LACTOA, and college/vocational passes over the same period has resolved this issue. As the TAP Regional Center ramps up to support Municipal operator revenue operation, the ACS provided customer response management system will undergo full systems integration testing over the next several months.

- **Fare Inspections** - the number of inspections has continued to increase significantly over the last three months: 4,513 inspections were recorded in January; 8,600 in February; and 30,085 in March of this year. Staff continues to work with Rail Operations and Transit Security management over the use of hand-held validators. Rail Operations has indicated a need for additional equipment. Whereas issuance of hand held devices are currently limited primarily to civilian fare inspectors, TAP Operation staff have been instructed to get a cost and schedule proposal from the equipment supplier for up to 200 more devices, so that uniformed officers can also carry TAP validation equipment.

Specific schedules related to regional TAP implementation are detailed in Attachment C.

Additional TAP Status are provided as follows:

1. TAP Usage Data

A critical performance indicator of TAP reliability is monitoring the use of TAP cards in Metro's bus and rail system. From April 2008 through March 2009, about 41 million TAPs have been recorded systemwide on Metro's bus and rail system.

There has been concern over recent cash revenue decreasing year-over year in 2009. It is important to note that TAP Operation neither measures nor tracks cash revenue collection, which is a function of the Treasury office. Cash and ridership data are provided monthly by Transit Operations and Finance. TAP is a smart card based program that currently tracks prepaid Metro passes and beginning last month, Day Passes sold on buses. TAP has measured TAP transaction data on prepaid Metro Monthly and Weekly passes. These revenues are collected at either third party retail outlets or at Metro Customer Centers. Cash fares will always be collected on board buses, however, this is not TAP – cash is cash, and is monitored and tracked through the revenue collection process. Cash collected on bus fare boxes and rail ticket vending machines are measured and reported by the Treasurer. An analysis of these trends was reported; please refer to Attachment A of this report.

Correspondingly, growth in TAP full fare monthly pass sales and usage of TAP cards are attached – please see Attachment B. Neither TAP sales nor TAP usage has decreased – both have seen growth with the greater penetration of the TAP card.

The most significant milestones for the month of March are noted below:

- Over 8.0 million "taps" were recorded in March.
- Metro Day Pass transactions were recorded for the first time with over 1.6 million "taps" captured.
- Metro Monthly pass "taps" increased significantly during March with over 2.1 million transactions recorded (up from 1.6 million in February).
- Metro Weekly pass "taps" increased significantly during March with over 3.2 million transactions recorded (up from 2.5 million in February).
- Metro ITAP pass "taps" also increased significantly during March with over 600,000 transactions recorded (up from 400,000 in February).

As more retail merchant pass sales locations and other pass types are converted from paper to TAP sales in the coming months, there will continue to be an increase in the total "taps" captured on the Metro bus and rail systems.

2. TAP Sales Activity

Eight Metro pass products are now sold on TAP cards. TAP versions of the monthly and weekly pass are available at Metro's four Customers Centers; Foothill Transit Stores; the LADOT Transit Store; TVMs; taptogo.net; autoload; and 400 third party vendor locations. At these locations, the paper versions of the regular fare monthly and weekly passes are no longer available. Additional products – Senior/Disabled Monthly, College/Vocational Monthly, regular Day Pass, and Senior/Disabled Day Pass were added to the product menus at TAP sales locations in March.

The most significant issues regarding TAP sales activity are noted below:

- TAP Full Fare monthly pass sales increased from 25,149 in February to 29,226 in March.
- Weekly pass sales have steadily increased as additional regions of third party vendors have been converted to TAP sales. The highest weekly sales occurred in the 4th week of March 2009 with more than 37,000 weekly passes sold.
- Sales of Metro Monthly TAP Passes have increased six-fold at Rail TVMs from 617 passes in March 2008 to 4,026 in March 2009. Sales from February to March increased by 588, up 17%. March is the first month in which reduced fare monthly passes (senior/disabled, college/vocational) were available on the TVMs.

3. Metro Rail Gating Status

The gating project is divided into four separate and inter-connected teams. The details on the status of each of the teams are shown below:

Team 1 – Technical Integration

- System testing of the Regional Central is continuing.
- Staff is developing use-cases for various media and ticketing options, including Interagency transfers, EZ Transit Passes and Metrolink transfers.

- Booz Allen and Metro are preparing technical requirements and schedule with Metrolink's fare system supplier. Please reference discussion of Metrolink's fare restructuring on page 1 of this report.
- Gating software design discussions continue with the contractor especially as they relate to EZ Transit Pass and Interagency Transfers
- Configuration review meetings are continuing and submittals are under review.

Team 2 – Civil Work

- Equipment layout drawings for the Blue and Gold Line have been reviewed and comments provided to the contractor.
- Red and Green Lines layout drawings have had final comments provided.
- Fire/Life Safety changes based on passenger flow modeling have been reviewed.
- Revised Exit Calculations based on results of Fire Life Safety's review is completed.
- Waiver requests for Fire/Life Safety is completed.

Team 3 – Maintenance

- Booz Allen and TAP Operation staff continued negotiations with the Contractor on their proposed services agreement to Metro.
- County Counsel has been reviewing the contractual language of the consolidated agreement to define Metro requirements for additional services as Eastside Extension opens and Expo Line continues in construction.

Team 4 – Lease

- The lease agreement was signed in December.
- Booz Allen and TAP Operation continue working with the County Counsel to structure the master agreement.

NEXT STEPS

- Return to the Board with response to Najarian-DuBois-Katz-Yaroslavsky Motion in July related to Regional EZ Transit Pass and Transfers on TAP.
- Return to the Board with response to Yaroslavsky Motion in July on opportunities for TAP cost off-sets and revenue generation.
- Return to the Board with TAP schedule impacts from Metrolink fare restructuring
- Continue processing reduced fare TAP cards and rollout of reduced fare products.
- Deploy marketing campaigns to improve public awareness, including websites for Internet/Intranet.
- Convert Foothill Transit to TAP in May 2009, Gardena in June, Montebello in July.
- Begin the installation of fare gates at the Mariachi/Soto station to meet Eastside Extension revenue operation date.
- Perform Systems Integration Test (SIT) for gating (Cubic).
- Perform Systems Integration Test (SIT) for Customer Response Management system (ACS).

ATTACHMENT(S)

A. Analysis of cash revenue trends
B. TAP Transaction and Sales Report
C. TAP Implementation Schedules

Prepared by: Jane Matsumoto, DEO TAP Operation
Roger Moliere, Chief Real Property Management and Development

Roger Moliere
Chief Real Property Development

Arthur T. Leahy
Chief Executive Officer

Metropolitan Transportation Authority

ATTACHMENT A

Metro Interoffice Memo

Date	April 1, 2009
To	Roger Moliere
From	Terry Matsumoto
Copies	Roger Snoble, Carolyn Flowers, Matt Raymond, Carol Inge, Mike Cannell
Subject	Fare Revenues and Ridership

You asked me to comment on statements that you have heard from certain Board staff that *while ridership is up, fare revenues are down due to TAP.* Based on the analyses described in Attachment A:

- Fare revenue through February 2009 is NOT down.
- Sales of monthly and weekly passes via TAP POS devices have not affected revenues.
- Fare per boarding is slightly down. The increase in the A, B and I TAP programs account for the increase in prepaid pass revenues. Increased use of unlimited ride passes dilute and have always diluted the fare per boarding statistics due the heavily discounted pricing of the passes.
- Although EZ Pass unit sales are up, it will be some time before we are able to analyze the amount of EZ revenue that we actually earned due to the manual reporting by Muni participants.

Some observations:

- The anomaly of annual pass renewals can easily be remedied by moving accounts to an anniversary date instead of having all coming due as of January 1. Smoothing out the renewals is more beneficial to the staff that has to process them than the revenue accounting process.
- The consignment sales process for paper passes continues to delay our ability to perform detailed analyses. As of February, TAP accounted for more than 50% of monthly passes sold and 66% of weekly passes. The February consignment reconciliation was completed on April 1.
- We need to develop metrics to determine whether the A, B and I TAP programs are meeting their stated objectives.

- The inordinate delay in accounting for EZ Pass revenue would be mitigated by transitioning it to TAP as soon as possible.

Overall, both the bus ridership and fare revenue gains we have seen so far are eroding simply due to declining bus ridership rather than TAP or any other mechanical or operational matters. With the recession, the unemployment rate in the County exceeds 10% and is growing so it will be no surprise to see further decline in bus ridership and fare revenue.

Attachment

Attachment A

The following analyses are based on year-over-year (y-o-y) comparisons of "actuals" reported in our Balanced Scorecard and other reports that are routinely circulated.

Fare revenues through February 2009 are NOT down. Chart 1 shows that fare revenue is up by about $2 million, slightly less than 1%, over the same period last year. Chart 2 shows that total ridership, bus and rail, is up about 3.5% for the same period. The ratio of about 4% change in ridership has resulted in 1% changes in fare revenues over past years that have not been affected by significant events such as fare changes or strikes. Correspondingly, Chart 3 shows that fare revenue per boarding is down slightly since the percentage increase in ridership is greater than the percentage increase in fare revenue. (The step pattern is due to the difference in the number of weeks of weekly passes included in each comparative month.)

On the y-o-y basis, Chart 4 shows that bus boardings have had a downward trend from October 2008 through February 2009. Chart 5 shows a similar downward trend in fare revenues for that period with November and December as exceptions due the annual pass renewals recorded. Chart 6 shows that rail ridership has positive y-o-y values all year.

TAP equipment consists of fareboxes and ticket vending machines to collect cash for one ride and day passes. The fareboxes have been installed on all buses, including contractors' and except Orange Line, since June 2007.

Chart 7 shows that total farebox revenue, i.e. cash from fareboxes and TVMs, including day passes, on cumulative basis has been declining since October 2008, consistent with the trend in bus boardings. Chart 8 shows that the overall decline is attributed to bus, except Orange Line, since Chart 9 shows that TVM cash has been steadily increasing over the year, includes cash sales of weekly and monthly passes. The TAP features of fareboxes were not implemented until March 2009 and, therefore, do not affect these statistics. Possible explanations for the decline in cash collected from buses include decline in ridership, increased farebox failures resulting patrons allowed to ride for free, operator non-compliance, patron non-compliance and a media shift to prepaid passes. Chart 10 shows that prepaid pass revenues are up about 2% over last year.

Chart 11 is a summary of fare media statistics prepared after the results of the consignment sales processes over paper fare media have been reconciled, approximately a month after the reported month, February 2009. The totals do not reconcile to revenues reported in the Scorecard since generally accepted accounting principles require that estimates be recorded in time for each monthly general ledger closing.

- On Chart 11, Note A shows that TAP monthly passes, sold via TVMs and TAP point of sales (POS) devices virtually offset the decline in paper passes sold. Note B – adjusting for the fact that the number of weeks of weekly passes in FY09 is one less than in FY08, TAP weekly sales virtually offset the reduction in paper weekly passes sold. Therefore, it does not appear that weekly and monthly pass sales using TAP have affected revenues.

- Note C shows that the increase in the A, B and I TAP program alone would account for the overall increase in pass revenue, Chart 10. We are not able to analyze whether these programs are or are not revenue neutral because we do not have any metrics by which to evaluate them.
- EZ pass sales statistics are also up, Note D, but the EZ pass reconciliation process runs 6-12 months in arrears due to the totally manual reporting by participating Muni operators.

#1

CEO FY09

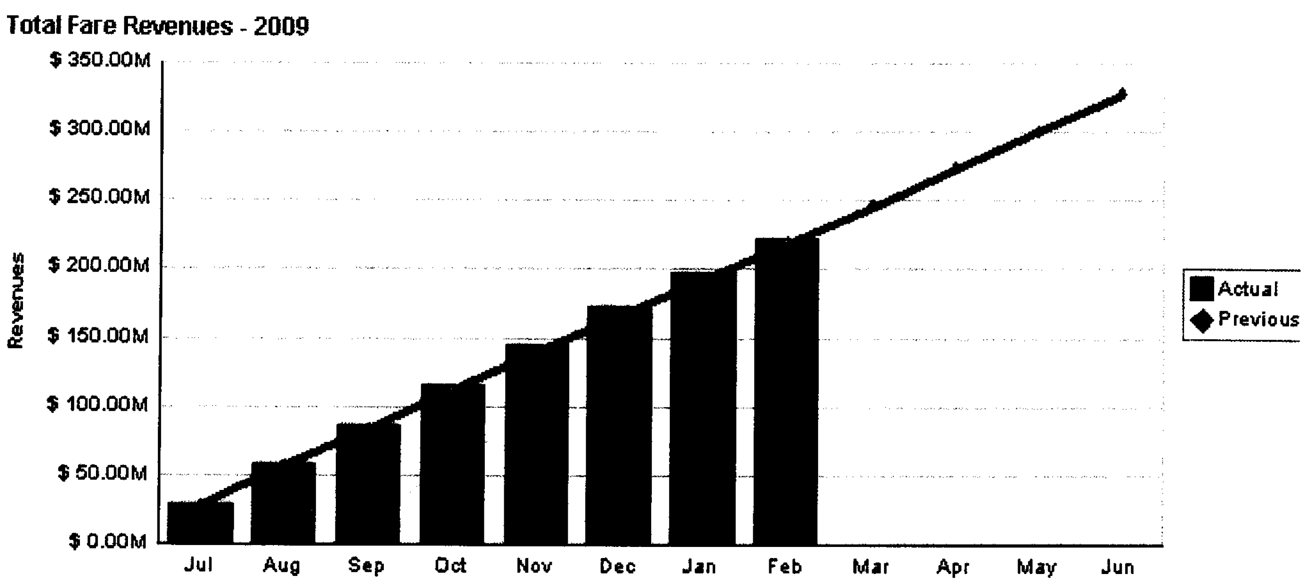
Fare Revenues (per FIS)

YTD Total Passenger Fare Revenues
Data last updated: 06-MAR-2009

Analysis measure:	**Total Fare Revenues**
Periodicity:	**Monthly (FY09)**
Calculations:	**Year To Date**
Benchmarks:	**Previous Year**

View by

MODE: **ALL** Sector: **ALL**



Last Period: **February, 2009**
Total Fare Revenues - Actual: **$ 221,963,858.64** Previous Year: **$ 219,865,093.10** Variation: **$ 2,098,765.54**
Percent: **100.95%**

#2

CEO FY09
Boardings and Fare Revenue Per Boarding

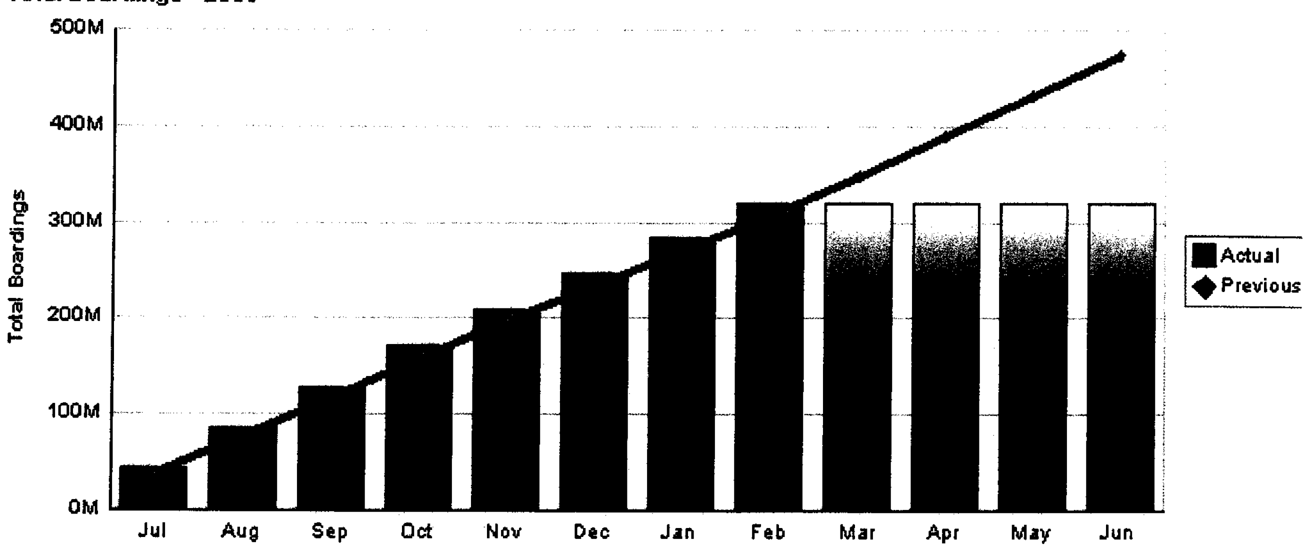
YTD Total Boardings
Data last updated: 16-MAR-2009

Analysis measure:	**Total Boardings**
Periodicity:	**Monthly (FY09)**
Calculations:	**Year To Date**
Benchmarks:	**Previous Year**

View by

MODE: **ALL** LINE: **ALL**

Total Boardings - 2009



Last Period: **February, 2009**
Total Boardings - Actual: **319,550,600** Previous Year: **308,776,226** Variation: **10,774,374** Percent: **103.49%**

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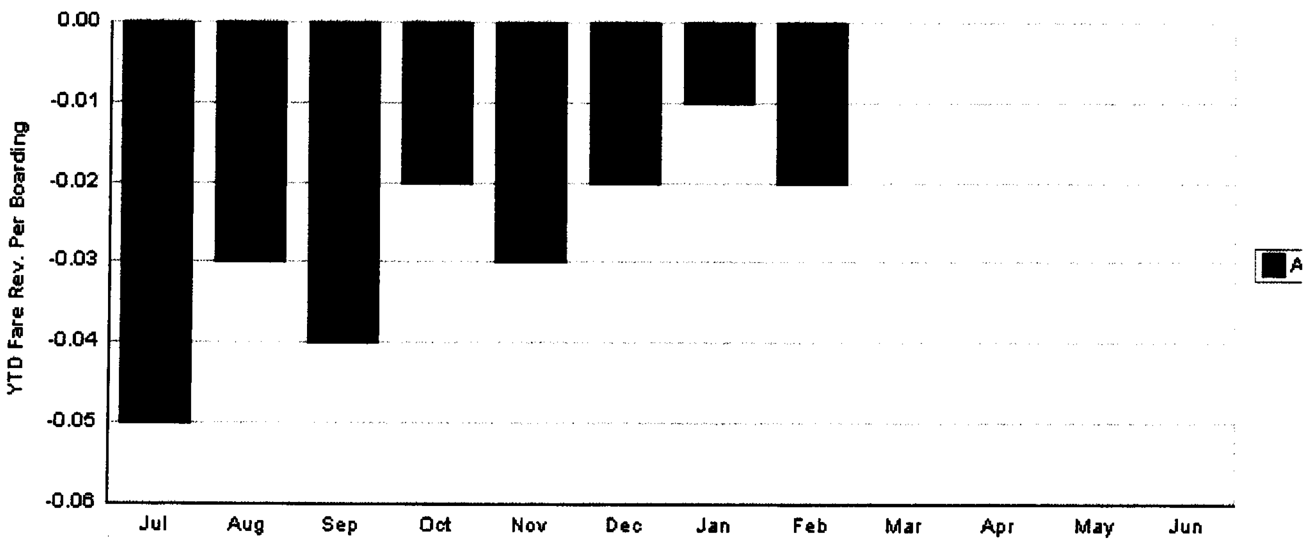
#3

CEO FY09
Boardings and Fare Revenue Per Boarding

Data last updated: 16-MAR-2009

Analysis measure:	**YTD FareRev. per Boarding**
Periodicity:	**Monthly (FY09)**
Calculations:	**Variation**
Benchmarks:	**Previous Year**

YTD FareRev. per Boarding - 2009



Last Period: **February, 2009**
YTD per Boarding - Actual: **0.69** Previous Year: **0.71** Variation: **-0.02** Percent: **97.18%**

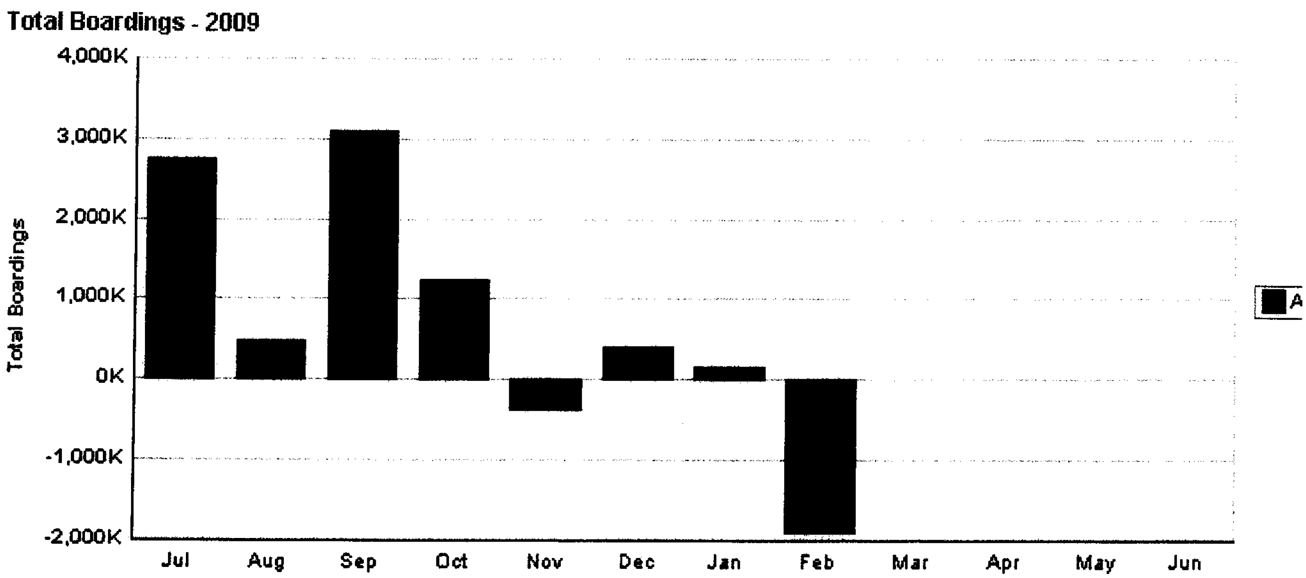
4

CEO FY09
Boardings and Fare Revenue Per Boarding
Total Boardings Variation from Plan
Data last updated: 16-MAR-2009

Analysis measure:	**Total Boardings**
Periodicity:	**Monthly (FY09)**
Calculations:	**Variation**
Benchmarks:	**Previous Year**

View by

MODE: **Bus** LINE: **ALL**



Last Period: **February, 2009**
Total Boardings - Actual: **28,778,916** Previous Year: **30,667,319** Variation: **-1,888,403** Percent: **93.84%**

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#5

CEO FY09

Fare Revenues (per FIS)

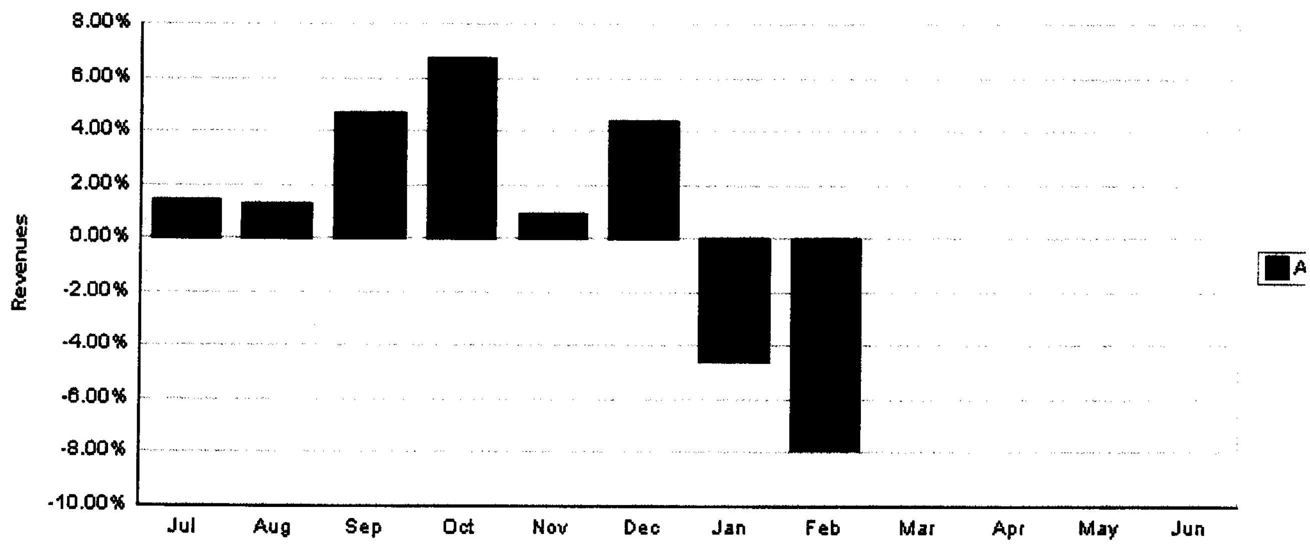
Total Passenger Fare Revenues % Variance from Plan
Data last updated: 06-MAR-2009

Analysis measure:	**Total Fare Revenues**
Periodicity:	**Monthly (FY09)**
Calculations:	**Variation, Percent**
Benchmarks:	**Previous Year**

View by

MODE: **ALL** Sector: **ALL**

Total Fare Revenues - 2009



Last Period: **February, 2009**
Total Fare Revenues - Actual: **$ 23,865,028.79** Previous Year: **$ 25,919,979.55** Variation: **-$ 2,054,950.76**
Percent: **92.07%**

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#6

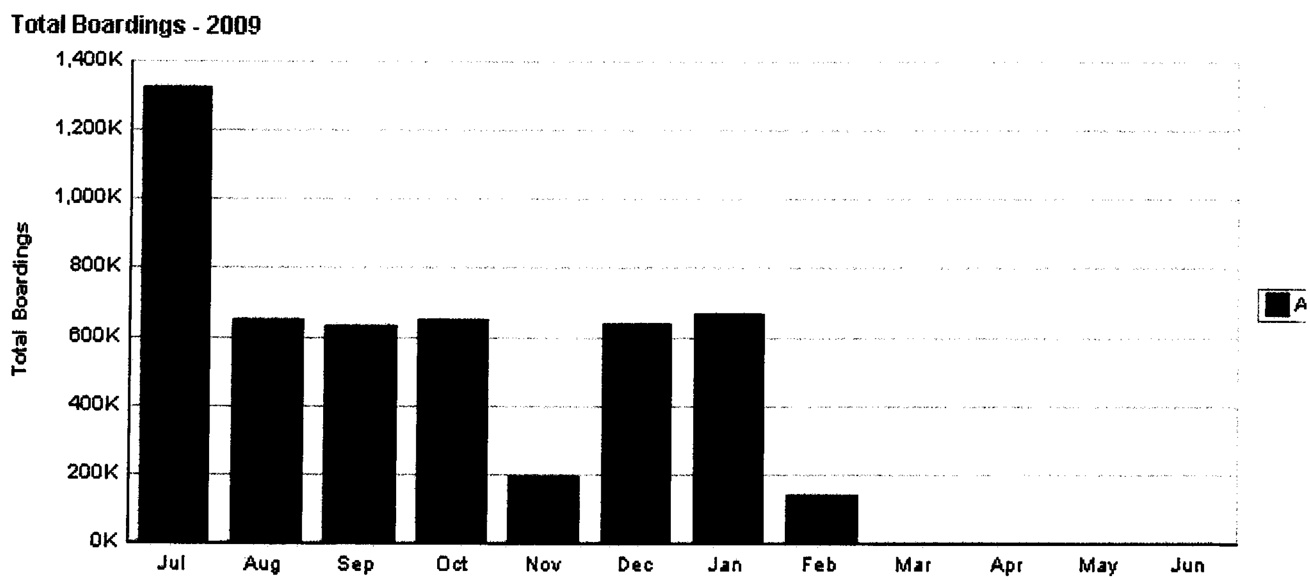
CEO FY09
Boardings and Fare Revenue Per Boarding

Total Boardings Variation from Plan
Data last updated: 16-MAR-2009

Analysis measure:	**Total Boardings**
Periodicity:	**Monthly (FY09)**
Calculations:	**Variation**
Benchmarks:	**Previous Year**

View by

MODE: **Rail** LINE: **ALL**



Last Period: **February, 2009**
Total Boardings - Actual: **6,814,732** Previous Year: **6,675,759** Variation: **138,973** Percent: **102.08%**

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#7

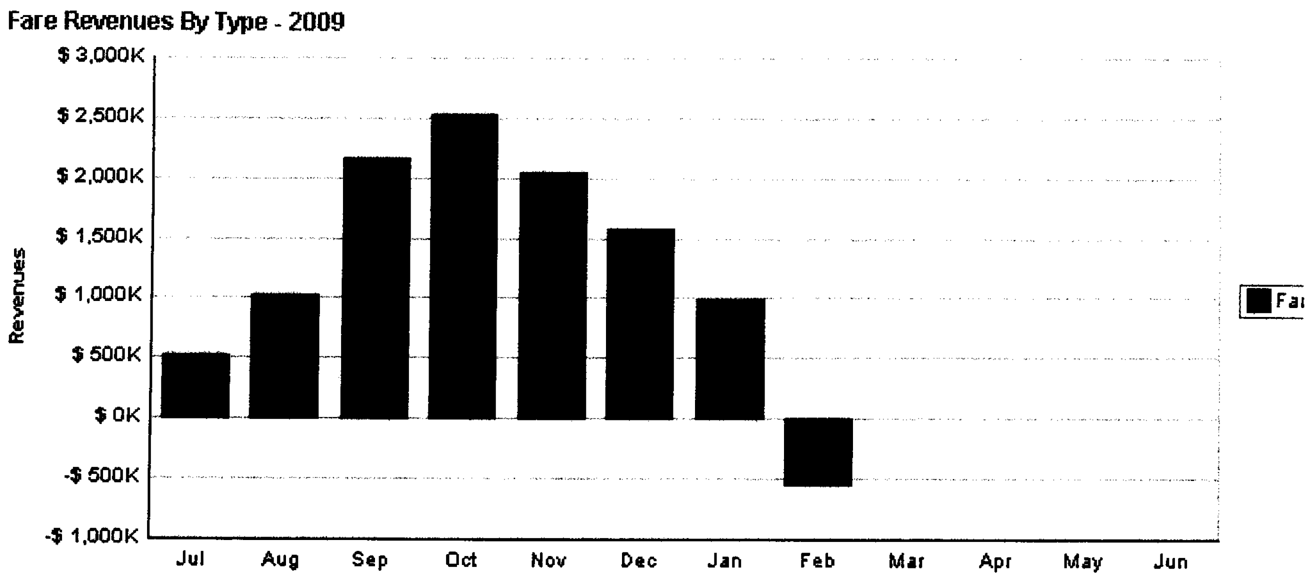
CEO FY09
Fare Revenues (per FIS)

YTD Fare Revenues By Type Variation from Plan
Data last updated: 06-MAR-2009

Analysis measure:	**Fare Revenues By Type**
Periodicity:	**Monthly (FY09)**
Calculations:	**Variation, Year To Date**
Data Series:	**Farebox**
Benchmarks:	**Previous Year**

View by

MODE: **ALL** Sector: **ALL**



Last Period: **February, 2009**
Farebox - Actual: **$ 114,767,669** Previous Year: **$ 115,318,814** Variation: **-$ 551,145** Percent: **99.52%**

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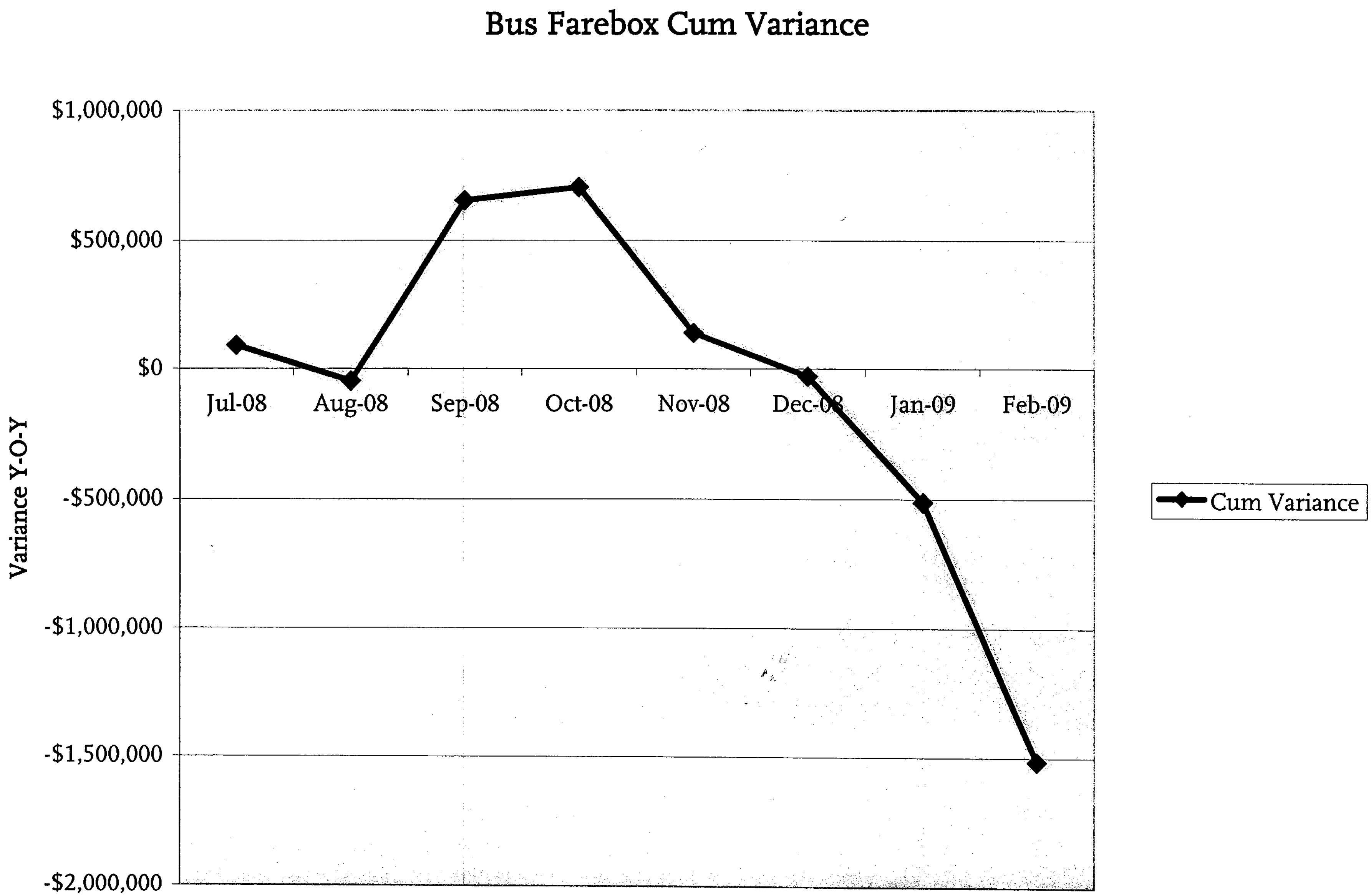
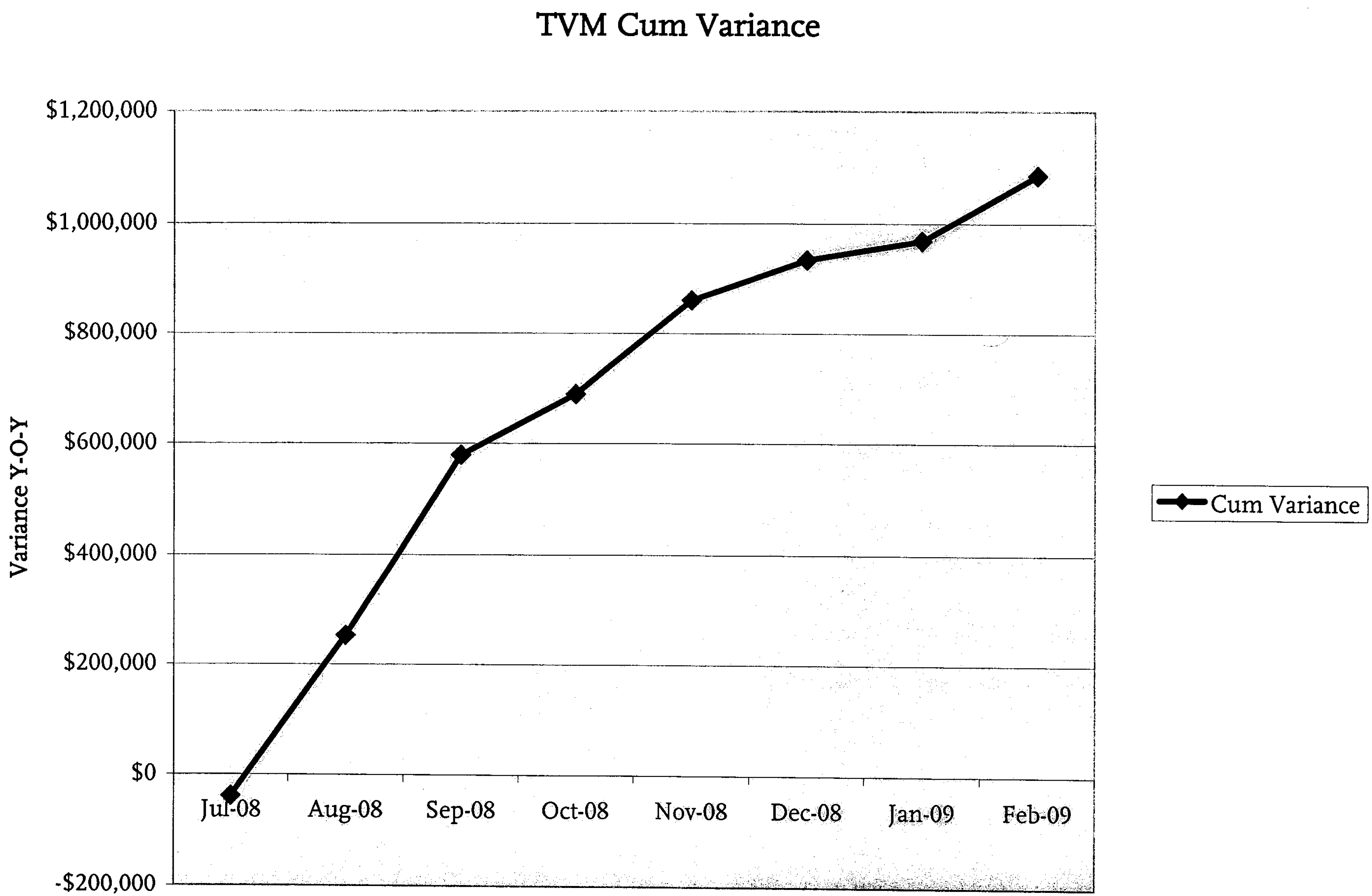
#8



Bus Farebox Cum Variance
$1,000,000
$500,000
$0
-$500,000
-$1,000,000
-$1,500,000
-$2,000,000
Variance Y-O-Y
Jul-08
Aug-08
Sep-08
Oct-08
Nov-08
Dec-08
Jan-09
Feb-09
Cum Variance

#9



TVM Cum Variance
Variance Y-O-Y
$1,200,000
$1,000,000
$800,000
$600,000
$400,000
$200,000
$0
-$200,000
Jul-08
Aug-08
Sep-08
Oct-08
Nov-08
Dec-08
Jan-09
Feb-09
Cum Variance

#10

CEO FY09

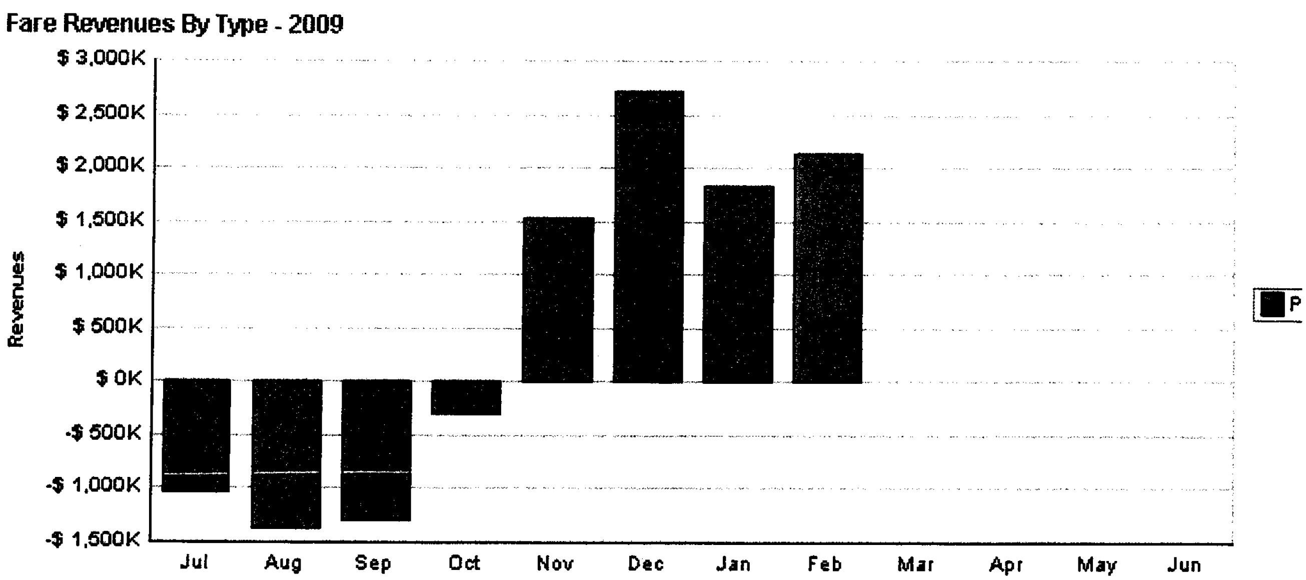
Fare Revenues (per FIS)

YTD Fare Revenues By Type Variation from Plan
Data last updated: 06-MAR-2009

Analysis measure:	**Fare Revenues By Type**
Periodicity:	**Monthly (FY09)**
Calculations:	**Variation, Year To Date**
Data Series:	**Passes**
Benchmarks:	**Previous Year**

View by

MODE: **ALL** Sector: **ALL**



Last Period: **February, 2009**
Passes - Actual: **$ 95,501,716** Previous Year: **$ 93,373,991** Variation: **$ 2,127,725** Percent: **102.28%**

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#11

Fare Media Statistics
Year over Year
February-09

	Feb-08		Feb-09		Incr/(Decr)		% Change	
	Units	Revenue	Units	Revenue	Units	Revenue	Units	Revenue
Metro								
Month	49,683	3,073,920	25,084	1,547,172	-24,599	-1,526,748	-49.5%	-49.7%
TAP Month	3,752	240,850	25,150	1,580,220	21,398	1,339,370	570.3%	556.1%
Weekly	199,115	3,384,955	62,397	1,060,749	-136,718	-2,324,206	-68.7%	-68.7%
TAP Weekly	1,859	31,603	123,926	2,106,742	122,067	2,075,139	6566.3%	6566.3%
TAP Day	0	0	8	40	8	40	100.0%	100.0%
S/D	81,151	1,122,524	77,608	1,074,746	-3,543	-47,778	-4.4%	-4.3%
TAP S/D	0	0	8	112	8	112	100.0%	100.0%
College	10,444	373,366	10,538	376,519	94	3,153	0.9%	0.8%
K-12	48,795	1,161,400	49,256	1,172,848	461	11,448	0.9%	1.0%
Zones	1,205	32,760	974	27,072	-231	-5,688	-19.2%	-17.4%
		9,421,378		8,946,220		-475,158		-5.0%
A,B,ITAP Sales		96,302		272,840		176,538		183.3%
Tokens*	1,685	2,106,250	1,065	1,331,250	-620	-775,000	-36.8%	-36.8%
Cash		13,624,080		12,087,299		-1,536,781		-11.3%
Total		25,248,010		22,637,609		-2,610,401		-10.3%
EZ								
Regular	21,688	1,515,304	22,900	1,600,144	1,212	84,840	5.6%	5.6%
Zones	2,602	120,132	4,605	241,146	2,003	121,014	77.0%	100.7%
S/D	5,896	205,058	6,959	242,039	1,063	36,981	18.0%	18.0%
Zones	411	11,562	1,487	51,453	1,076	39,891	261.8%	345.0%
Total		1,852,056		2,134,782		282,726		15.3%

Year to Date
February 2009

	Feb-08		Feb-09		Incr/(Decr)		% Change	
	Units	Revenue	Units	Revenue	Units	Revenue	Units	Revenue
Metro								
Month	439,026	27,165,922	278,760	17,256,548	A -160,266	-9,909,374	-36.5%	-36.5%
TAP Month	3,752	240,850	160,341	10,103,934	156,589	9,863,084	4173.5%	4095.1%
Weekly	1,760,272	29,924,624	905,403	15,391,851	B -854,869	-14,532,773	-48.6%	-48.6%
TAP Weekly	1,859	31,603	772,203	13,127,451	770,344	13,095,848	41438.6%	41438.6%
TAP Day	-	-	8	40	8	40	100.0%	100.0%
S/D	645,696	8,987,880	638,966	8,843,044	-6,730	-144,836	-1.0%	-1.6%
TAP S/D	-	-	8	112	8	112	100.0%	100.0%
College	65,220	2,754,430	85,813	3,066,300	20,593	311,870	31.6%	11.3%
K-12	345,243	8,701,712	373,858	8,896,376	28,615	194,664	8.3%	2.2%
Zones	4,462	369,396	8,718	234,846	4,256	-134,550	95.4%	-36.4%
		78,176,417		76,920,502		-1,255,915		-1.6%
A,B,ITAP Sales		1,855,071		4,346,522		2,491,451 - C		134.3%
Tokens*	8,797	11,866,250	9,715	12,143,750	918	277,500	10.4%	2.3%
Cash		115,318,814		114,767,100		-551,714		-0.5%
Total		207,216,552		208,177,873		961,321		0.5%
EZ								
Regular	170,251	11,905,082	191,014	13,343,582	20,763	1,438,500	12.2%	12.1%
Zones	24,403	1,254,942	30,263	1,483,650	D 5,860	228,708	24.0%	18.2%
S/D	35,212	1,578,829	53,521	1,858,241	18,309	279,412	52.0%	17.7%
Zones	5,288	232,765	8,556	266,217	3,268	33,452	61.8%	14.4%
Total		14,971,618		16,951,690		1,980,072		13.2%

* In 000s

Units are based on reconciled consignment sales data.

11

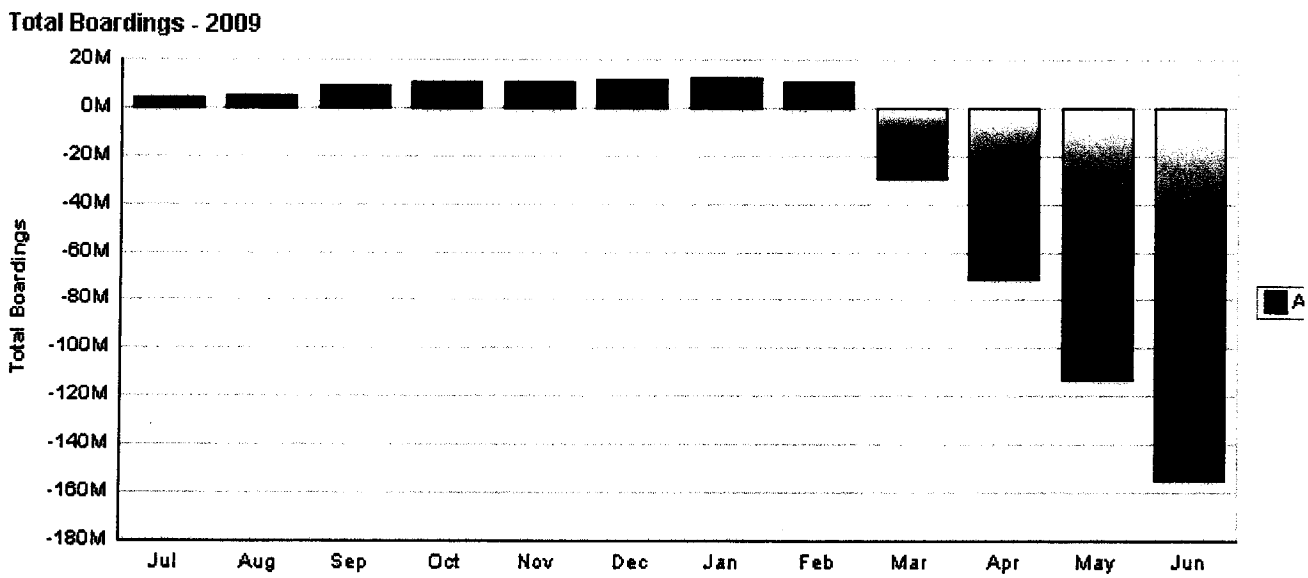
CEO FY09
Boardings and Fare Revenue Per Boarding

YTD Total Boardings Variation from Plan
Data last updated: 16-MAR-2009

Analysis measure:	**Total Boardings**
Periodicity:	**Monthly (FY09)**
Calculations:	**Variation, Year To Date**
Benchmarks:	**Previous Year**

View by

MODE: **ALL** LINE: **ALL**



Last Period: **February, 2009**
Total Boardings - Actual: **319,550,600** Previous Year: **308,776,226** Variation: **10,774,374** Percent: **103.49%**

Nov	$ 144,847,892.45	$ 140,667,239.32
Dec	$ 173,029,151.25	$ 167,666,560.77
Jan	$ 198,098,829.85	$ 193,945,113.55
Feb	$ 198,098,829.85	$ 219,865,093.10
Mar	$ 198,098,829.85	$ 246,754,405.60
Apr	$ 198,098,829.85	$ 274,194,063.11
May	$ 198,098,829.85	$ 301,165,315.03
Jun	$ 198,098,829.85	$ 328,754,383.47

Export Data to E

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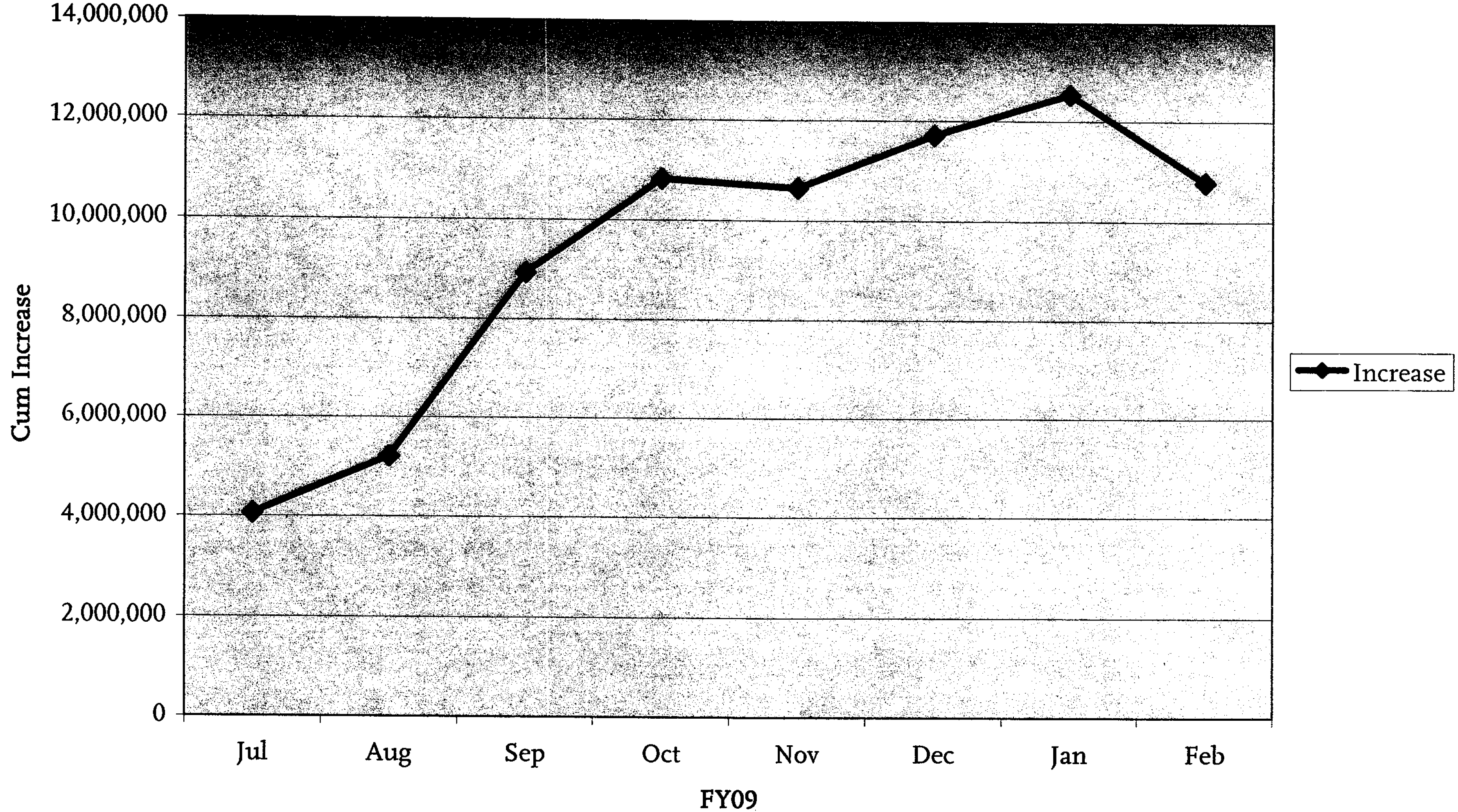
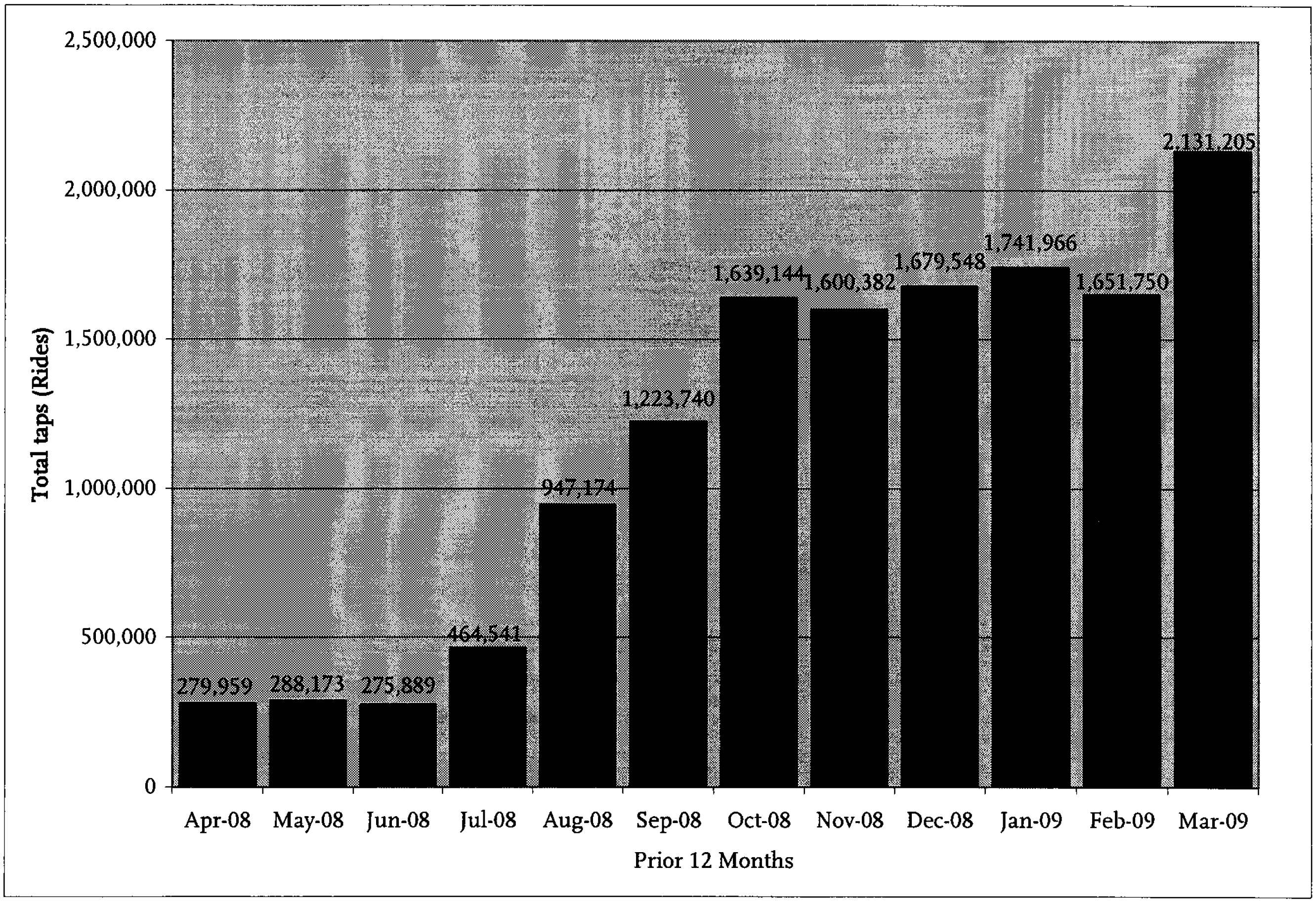
Total Boardings
Cum Incr - Year over Year



ATTACHMENT B

Monthly Pass
Prior 12 Months

After a slight decline in monthly taps in February, monthly taps increased to an all-time high of more than 2.1 million in March as the number of full fare monthly passes increased and new monthly passes (senior/disabled and college/vocational) became available on TAP in March.



ATTACHMENT B

TAPS per Monthly Pass

With the cooperation of bus operators requiring patron taps and expanded use of HHVs by fare inspectors are Metro Rail, we are beginning to see better data on how this group of pre-paid riders use Metro service. At 71.8 taps per card in March, the average revenue per tap or ride was $0.88 for the TAP monthly pass cardholder.

Full Fare Monthly Pass

	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09
Total Passes Sold	4,771	4,921	5,053	7,645	13,742	17,462	22,097	24,317	24,962	24,967	25,149	29,226
Number of Taps	279,959	288,173	275,889	464,541	947,174	1,223,740	1,639,144	1,600,382	1,679,548	1,741,966	1,651,750	2,098,419
Taps per Pass Sold	58.7	58.6	54.6	60.8	68.9	70.1	74.2	65.8	67.3	69.8	65.7	71.8
Revenue per Tap	$1.10	$1.10	$1.18	$1.05	$ 0.92	$ 0.90	$ 0.85	$ 0.96	$ 0.93	$ 0.90	$ 0.96	$ 0.88

The Senior/Disabled TAP monthly pass cardholder made an average of 30.6 taps in March, for $0.46 in revenue per tap.

Senior/Disabled Monthly Pass

	Mar-09
Total Passes Sold	870
Number of Taps	26,603
Taps per Pass Sold	30.6
Revenue per Tap	$0.46

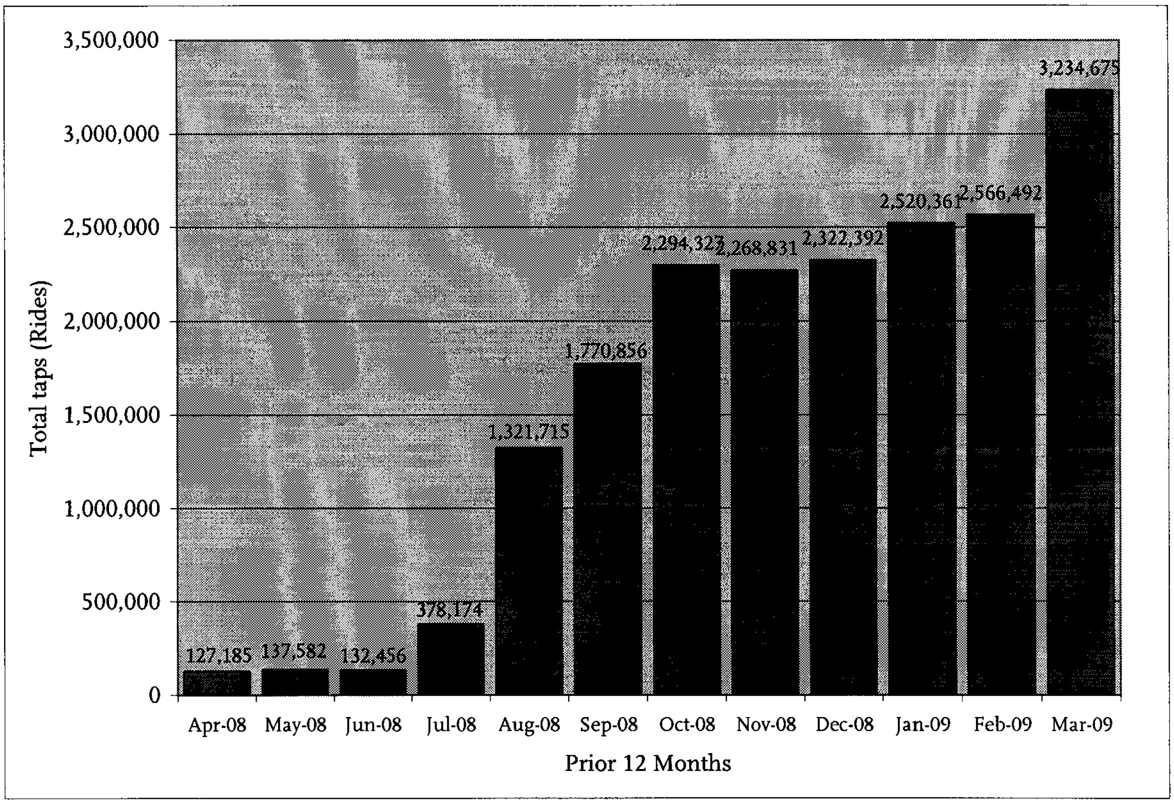
The College/Vocational TAP monthly pass cardholder made an average of 36.4 taps in March, for $0.99 in revenue per tap.

College/Vocational Monthly Pass

	Mar-09
Total Passes Sold	170
Number of Taps	6,183
Taps per Pass Sold	36.4
Revenue per Tap	$0.99

Weekly Pass
Prior 12 Months

The number of weekly pass taps reached a new monthly high of more than 3.2 million in March as sales increased by 55,318 passes in March. With a five weekly pass periods in March, the average number of TAP weekly passes was 35,849 per week compared to 30,982 in February.



The average revenue per tap for the March weekly passes ranged from $0.80 in Weeks 9 and 10 to $0.85 in Week 11.

	Validity Period	Week #	Total Passes Sold	Number of TAPs	TAPs per Pass Sold	Revenue per TAP
December	12/7-12/13	50	29,608	599,880	20.3	$0.84
	12/14-12/20	51	28,306	553,224	19.5	$0.87
	12/21-12/27	52	22,934	407,936	17.8	$0.96
	12/28-1/3	53	20,178	322,407	16.0	$1.06
January	1/4-1/10	1	26,303	549,884	20.9	$0.81
	1/11-1/17	2	28,896	604,097	20.9	$0.81
	1/18-1/24	3	29,141	593,137	20.4	$0.84
	1/25-1/31	4	30,334	633,190	20.9	$0.81
February	2/1-2/7	5	30,834	625,627	20.3	$0.84
	2/8-2/14	6	30,753	635,853	20.7	$0.82
	2/15-2/21	7	30,187	614,155	20.3	$0.84
	2/22-2/28	8	32,152	690,858	21.5	$0.79
March	3/1-3/7	9	34,226	722,943	21.1	$0.80
	3/8-3/14	10	34,413	729,251	21.2	$0.80
	3/15-3/21	11	36,281	727,818	20.1	$0.85
	3/22-3/28	12	37,364	770,150	20.6	$0.82
	3/29-4/4	13	36,960	765,010	20.7	$0.82

ATTACHMENT B

Day Pass

Day pass became a TAP product on Metro buses on March 15. Compared to January, there were 25,698 more Day passes sold in March.

	Jan-09		Feb-09		Mar-09				Total YTD
	Regular	Reduced	Regular	Reduced	Regular		Reduced		
					Paper	TAP	Paper	TAP	
Division 1	52,934	14,802	47,874	13,183	24,752	30,251	7,192	8,030	**199,018**
Division 2	46,569	13,598	42,539	12,916	21,700	27,749	6,503	7,001	**178,575**
Division 3	43,638	12,213	37,428	10,665	19,939	27,219	5,735	7,140	**163,977**
Division 5	76,266	15,614	66,687	14,567	34,901	43,399	7,669	8,863	**267,966**
Division 6	3,645	737	3,174	755	1,546	2,249	350	444	**12,900**
Division 7	50,175	11,301	44,320	10,366	23,157	28,580	5,513	6,549	**179,961**
Division 8	38,798	7,977	33,607	6,875	17,398	20,478	3,676	4,007	**132,816**
Division 9	37,363	10,110	32,030	8,725	16,815	20,941	4,716	5,360	**136,060**
Division 10	47,713	13,037	41,980	11,861	21,892	28,759	5,925	6,253	**177,420**
Division 15	75,765	16,763	65,777	14,665	34,212	41,686	8,183	8,896	**265,947**
Division 18	63,607	16,270	57,955	15,085	30,067	36,700	8,004	9,360	**237,048**
Division 91	10,631	4,513	9,338	3,970	5,257	6,156	2,049	1,820	**43,734**
Division 95	5,177	2,566	4,665	2,389	2,627	3,107	1,290	1,025	**22,846**
Division 98	4,856	2,025	4,449	1,861	2,357	2,673	1,040	873	**20,134**
Other Locations	4,802	1,239	1,509	456	918	1,249	212	300	**10,685**
Bus Total	***561,939***	***142,765***	***493,332***	***128,339***	***257,538***	***321,196***	***68,057***	***75,921***	***2,049,087***
Blue	44,351	6,601	39,849	5,894	44,700	1,481	6,761	295	***149,932***
Gold	21,162	2,483	17,076	1,941	20,111	583	2,257	105	***65,718***
Green	26,141	2,871	22,192	2,604	25,196	1,008	2,767	172	***82,951***
Orange	16,918	1,900	15,404	1,895	16,992	845	2,088	117	***56,159***
Red/Purple	52,537	4,861	45,925	4,659	53,572	2,817	5,275	373	***170,019***
Rail	***161,109***	***18,716***	***140,446***	***16,993***	***160,571***	***6,734***	***19,148***	***1,062***	***524,779***
Monthly Total	***884,529***		***779,110***		***910,227***				***2,573,866***

The number of taps per full fare TAP Day Pass sold averaged 4.2 in March, consistent with previous estimates based on tally data of paper day pass boardings. Boardings per *paper* Senior/Disabled Day Pass were estimated at about 11 based on bus operator tally of day pass boardings. With the TAP Day Pass, taps per Senior/Disabled Day pass in March was just 3.9.

	Mar-09
Full Fare	
Total Passes Sold	327,930
Number of Taps	1,390,563
Taps per Pass Sold	4.2
Revenue per Tap	$1.18
Reduced Fare	
Total Passes Sold	76,983
Number of Taps	299589
Taps per Pass Sold	3.9
Revenue per Tap	$0.46

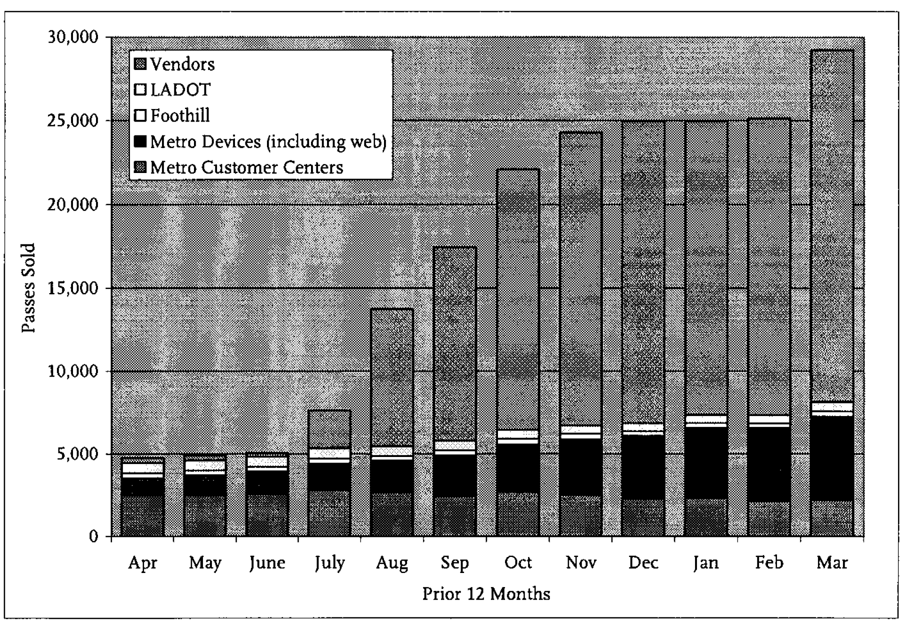
ATTACHMENT B

Metro Monthly TAP Pass Sales by Seller
Full Fare
Prior 12 Months

Since the general public launch of TAP in late January for February 2008 pass sales, sales of Metro monthly passes have increased every month with the most notable increases occurring during the July to November timeframe. Increases in monthly passes on TAP are expected in the June to July timeframe as corporate accounts are converted to TAP.

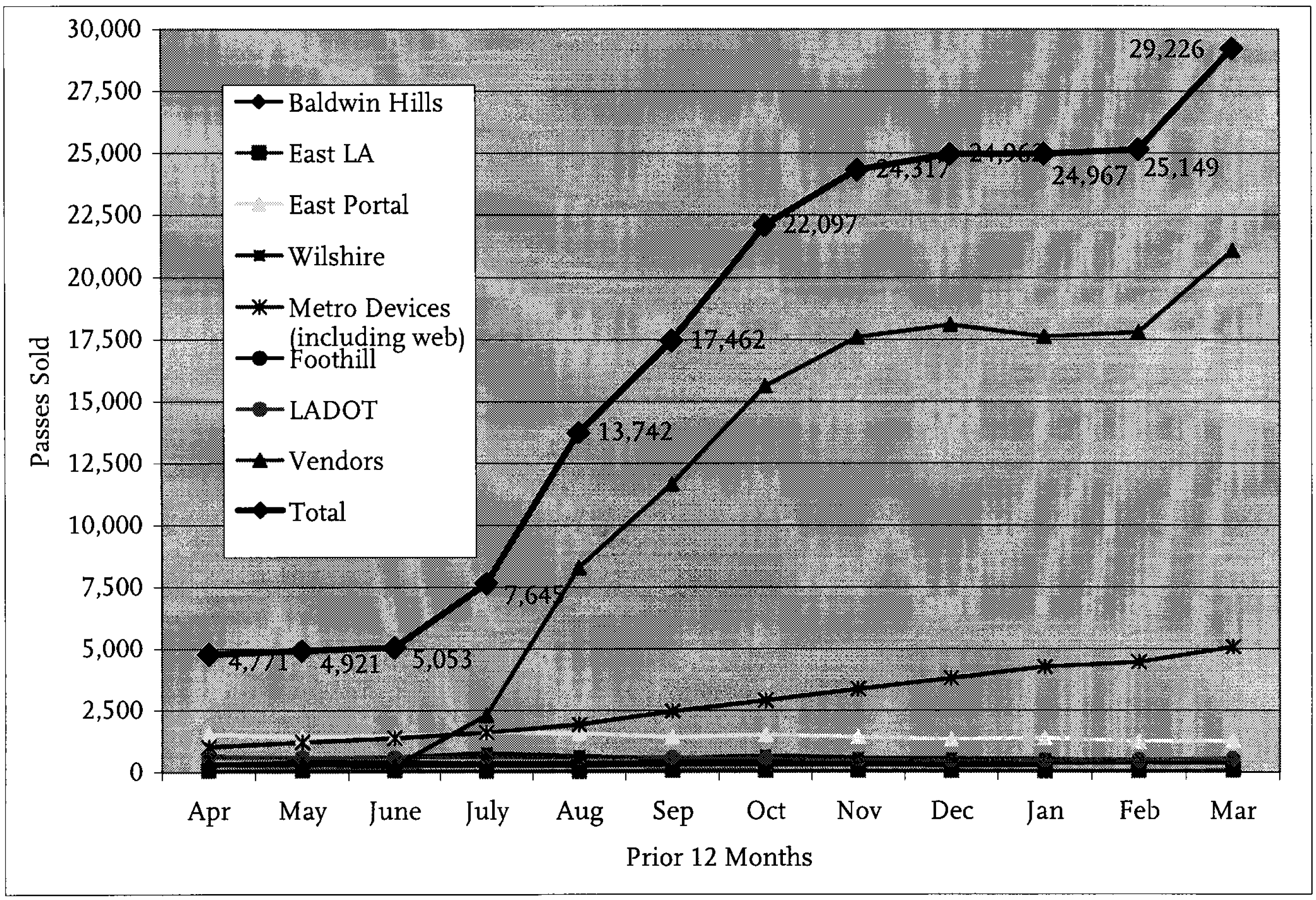
Facility	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09
Metro Customer Centers												
Baldwin Hills	314	389	412	360	387	387	427	418	356	372	394	388
East LA	53	74	73	48	41	71	64	67	47	38	47	76
East Portal	1,516	1,438	1,459	1,609	1,578	1,425	1,507	1,438	1,331	1376	1237	1259
Wilshire	637	584	600	783	655	550	681	582	547	532	439	473
Metro Customer Centers	*2,520*	*2,485*	***2,544***	***2,800***	***2,661***	***2,433***	***2,679***	***2,505***	***2,281***	**2,318**	**2,117**	**2,196**
TVM Sales	879	1,060	1,189	1,303	1,444	1,893	2,275	2,581	2,904	3,098	3,438	3,968
TVM & SAV Autoloads	68	74	76	204	333	442	498	685	775	976	802	938
Farebox Autoloads	74	85	115	0								
Website			9	108	151	130	133	106	124	186	214	168
Metro Devices	*1,021*	*1,219*	1,389	1,615	1,928	2,465	2,906	3,372	3,803	4260	4454	5074
METRO TOTAL	**3,541**	**3,704**	**3,933**	**4,415**	**4,589**	**4,898**	**5,585**	**5,877**	**6,084**	**6,578**	**6,571**	**7,270**
Foothill	**303**	**305**	292	302	278	317	328	319	283	285	271	303
LADOT	**610**	**590**	589	624	591	588	559	517	489	488	498	554
Vendors	**317**	**322**	239	2,304	8,284	11,659	15,625	17,604	18,106	17,616	17,809	21,099
Third Party TOTAL	**1,230**	**1,217**	**1,120**	**3,230**	**9,153**	**12,564**	**16,512**	**18,440**	**18,878**	**18,389**	**18,578**	**21,956**
Total	**4,771**	**4,921**	**5,053**	**7,645**	**13,742**	**17,462**	**22,097**	**24,317**	**24,962**	**24,967**	**25,149**	**29,226**

As the conversion of the third party vendor network nears completion, work is now beginning on the conversion of Metro Mail accounts.



Metro Monthly TAP Pass Sales Trends
Full Fare
Prior 12 Months

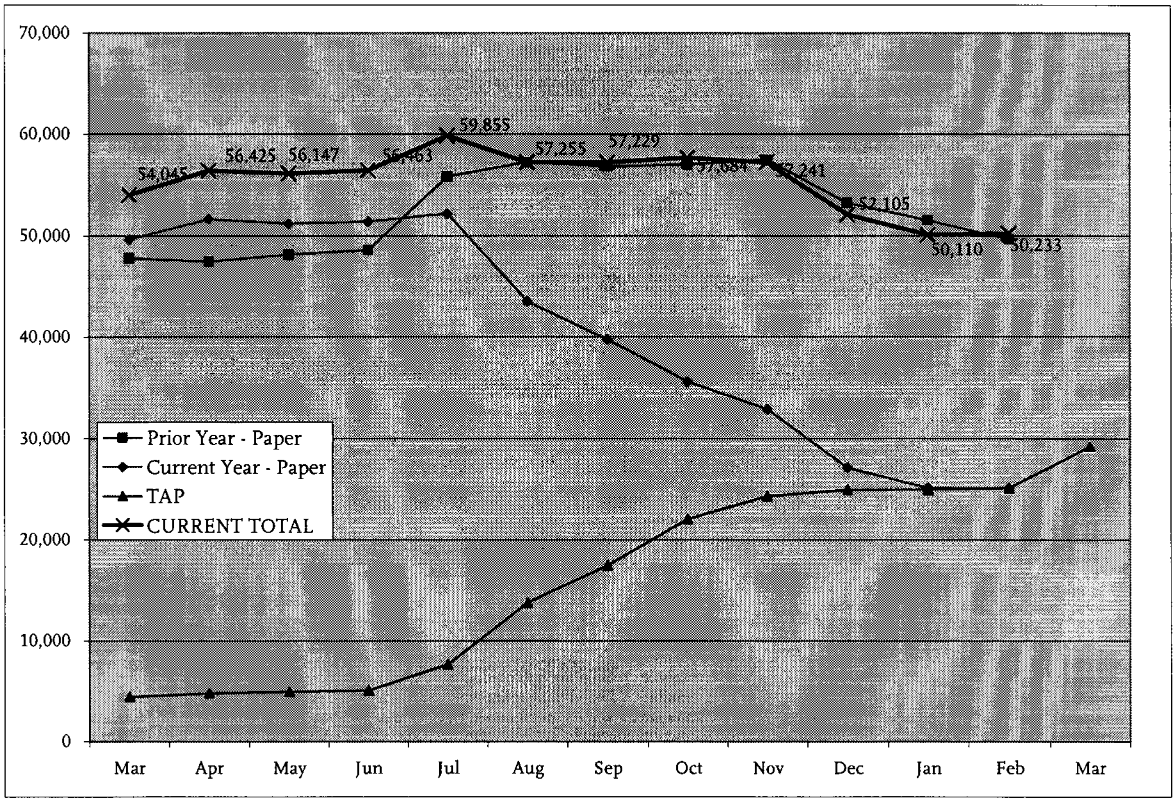
Growth in monthly pass sales is occurring largely at third party vendor locations, along with loading at Metro TAP devices through TVM sales, web sales, and autoloads. There were 3,968 full fare monthly passes purchased at Metro Rail TVMs in March, up from 3,438 In February, and 3,098 in January.



ATTACHMENT B

Metro Monthly Pass Sales Trends – TAP & Paper Full Fare

Paper plus TAP monthly pass sales in February 2009 were slightly higher than in February 2008. A total of 50,233 paper plus TAP monthly passes were sold in February 2009 compared to 49,683 paper monthly sales in February 2008. TAP pass sales accounted for 50% of February monthly pass sales. The share of TAP monthly passes is expected to increase significantly in the coming months as Metro Mail accounts are converted to TAP.



ATTACHMENT B

Metro Monthly TAP Pass Sales
Reduced Fare

There were 870 Senior/Disabled monthly passes and 170 College/Vocational monthly passes sold in March. TAP sales of these passes account for just over 1% of total Senior/Disabled and College/Vocational monthly passes. TAP sales of these passes are expected to increase significantly over the coming months as the number of reduced fare TAP cards in circulation increases and corporate accounts are transitioned to TAP.

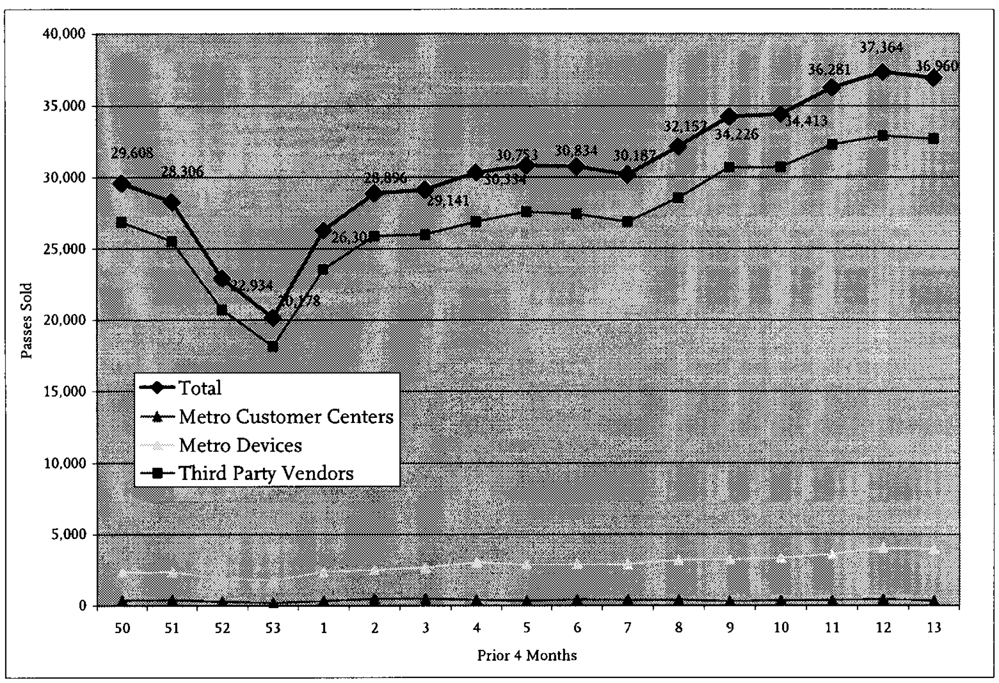
Future TAP Operation Monthly Reports will provide trend data for reduced fare monthly pass sales and comparison to the paper pass versions.

Metro Weekly TAP Pass Sales

Weekly pass sales have steadily increased as additional regions of third party vendors have been converted to TAP sales. The highest weekly sales occurred in the 4th week of March 2009 with more than 37,000 weekly passes sold.

	Validity Period	Week #	*Metro Customer Centers*	*Metro Devices*	*Third Party Vendors*	**Total**
December	12/7-12/13	50	*380*	*2,355*	*26,873*	**29,608**
	12/14-12/20	51	*405*	*2,364*	*25,537*	**28,306**
	12/21-12/27	52	*294*	*1,910*	*20,730*	**22,934**
	12/28-1/3	53	*213*	*1,788*	*18,177*	**20,178**
January	1/4-1/10	1	*339*	*2,400*	*23,564*	**26,303**
	1/11-1/17	2	*485*	*2,522*	*25,889*	**28,896**
	1/18-1/24	3	*486*	*2,653*	*26,002*	**29,141**
	1/25-1/31	4	*408*	*3,031*	*26,895*	**30,334**
February	2/1-2/7	5	*346*	*2,892*	*27,596*	**30,834**
	2/8-2/14	6	*410*	*2,905*	*27,438*	**30,753**
	2/15-2/21	7	*404*	*2,902*	*26,881*	**30,187**
	2/22-2/28	8	*396*	*3,188*	*28,568*	**32,152**
March	3/1-3/7	9	*302*	*3,232*	*30,692*	**34,226**
	3/8-3/14	10	*352*	*3,341*	*30,720*	**34,413**
	3/15-3/21	11	*364*	*3,621*	*32,296*	**36,281**
	3/22-3/28	12	*436*	*4,042*	*32,886*	**37,364**
	3/29-4/4	13	*325*	*3,949*	*32,686*	**36,960**

Third party vendors continue to be the largest seller of weekly TAP passes. The gap will continue to widen as additional third party locations are installed throughout the year. Declines in weekly sales for weeks 52 and 53 are due to the year end holiday season.

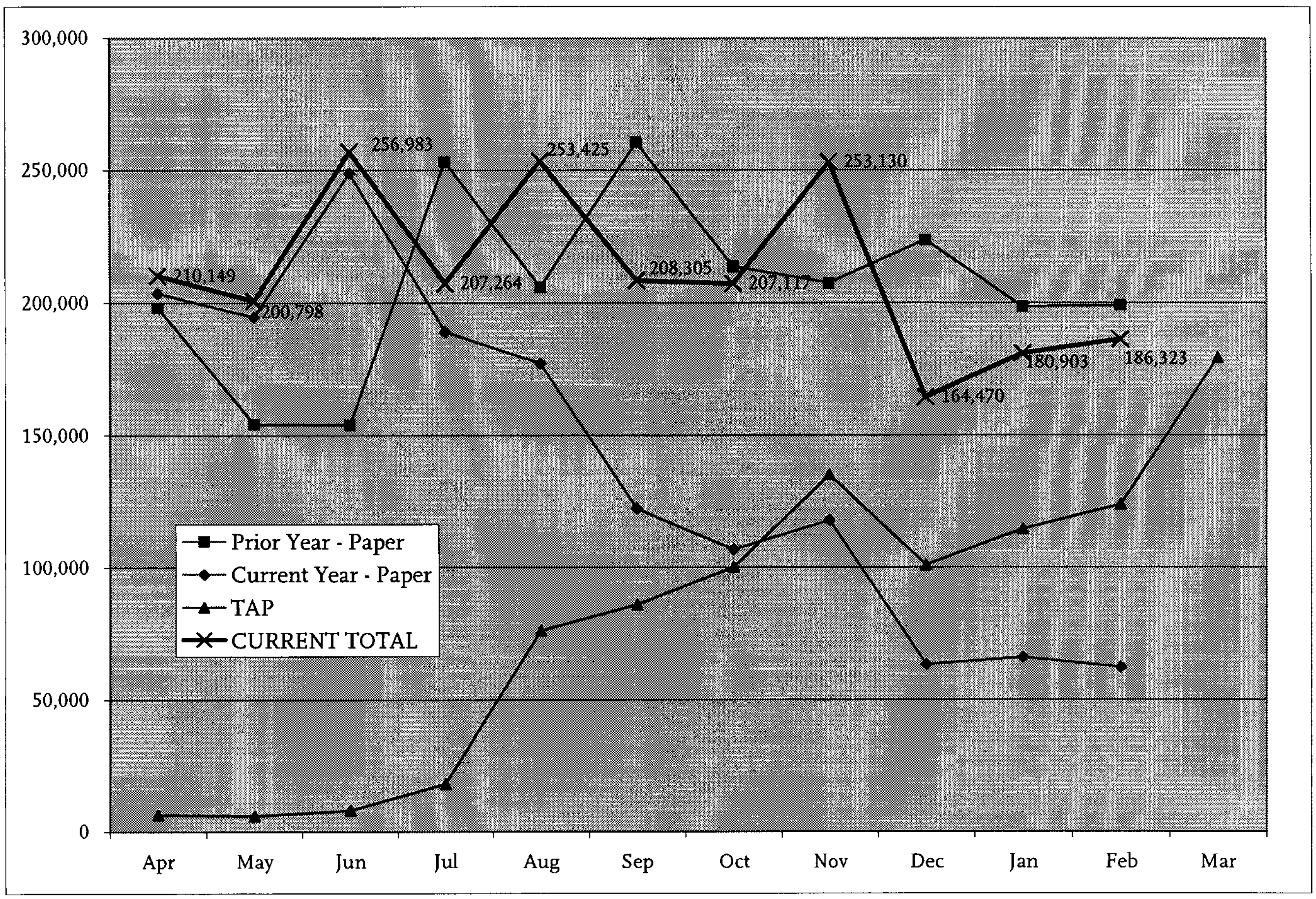


ATTACHMENT B

Metro Weekly Pass Sales Trends – TAP & Paper

A total of 186,323 paper plus TAP weekly passes were sold in February 2009 compared to 200,974 paper weekly sales in February 2008. TAP pass sales accounted for 67% of February weekly pass sales compared to 63% in January, 61% in December, and 53% in November.

Fluctuation in weekly pass sales from month to month is due to variation in the number of weeks per sales month. The weekly pass is valid from Sunday through Saturday, with the month in which the Sunday falls determining for what month the sales data is reported. There may be four or five weekly passes sold for a given month.



ATTACHMENT B

I-TAP Sales Trends
Program Inception to Date

UCLA I-TAP sales have remained consistent since the program began nearly two years ago. Consistent with student enrollment, I-TAP sales peak in the Fall (the first quarter of the school year) and decline each quarter through the Summer before peaking again the next Fall. Fall 2008 sales, which ended in October, were the highest for the program to date with 1,379 UCLA students and staff purchasing the Fall I-TAP pass.

	Fall 06	Winter 07	Spring 07	Summer 07	Fall 07	Winter 08	Spring 08	Summer 08	Fall 08	Winter 09	Spring 09
UCLA	1,014	985	975	666	1,218	1,018	989	899	1,379	1,245	974
LACCD										4,258	16,000

I-TAP products are sold to both students and faculty/staff. The student product, sold at a lower cost, is generally valid for a shorter period of time as faculty/staff remain on campus even after the instruction period (i.e. quarter) ends for the students.

Beginning in August 2008, a pilot I-TAP program was launched with six campuses of the Los Angeles Community College District. Approximately 3,000 I-TAP cards were provided for this program with actual sales totaling 2,439. The program is being expanded to all nine campuses for January 2009 where all 27,000+ full-time LACCD students will be able to purchase an I-TAP for just $15 per student after subsidy by the District. Through January 2009, 4,258 LACCD I-TAP passes had been sold. Preliminary numbers for the Spring sales period indicate that approximately 16,000 LACCD I-TAP products have been sold through March.

With 605,451 taps of ITAP products in March, the average number of taps per ITAP cardholder was 35.7.

ATTACHMENT B

A/B-TAP Sales Trends
Program Inception to Date

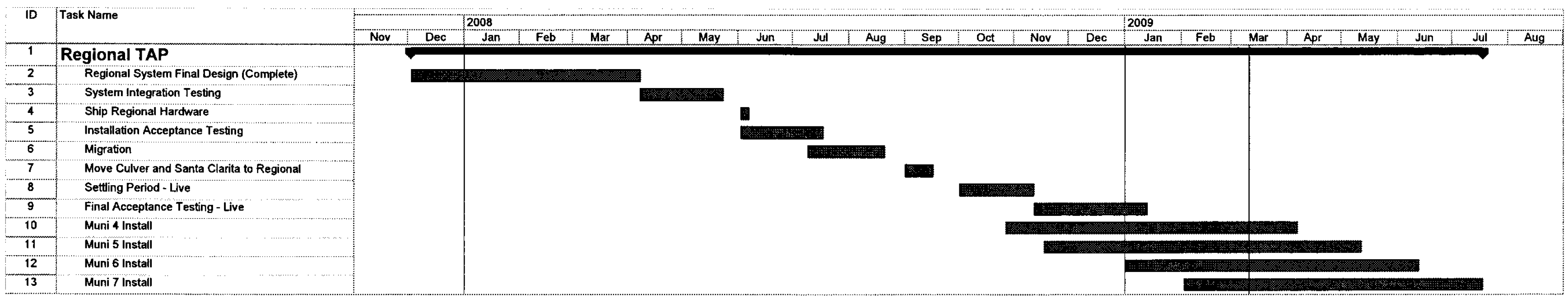
The A/B-TAP program began in November 2006 and ended the year with 478 active cardholders. This number grew to 5,764 by the end of 2007. As of the end of 2008, the number of active cardholders had increased by 8,688 – growth of 151% over 2007 sales. As of March 2009, there were 11,205 A/B-TAP cardholders.

Year End 2006	Year End 2007	Year End 2008	2009 YTD
478	5,764	14,452	11,205

ATTACHMENT C

Cubic's Proposed Regional Computer & Municipal Operator Installation

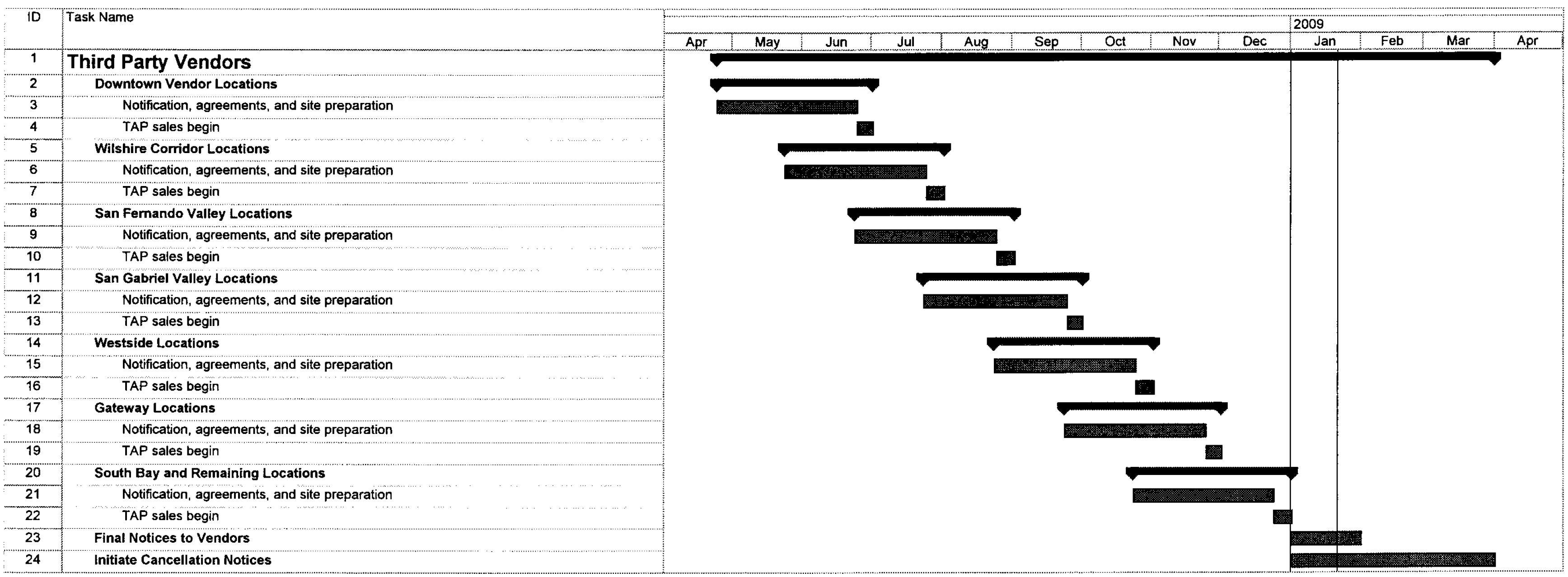
Metro TAP Operation and Regional TAP Service Center staff have completed system integration testing and training for the regional central computer. Metro, Culver CityBus and Santa Clarita Transit and most recently, Norwalk Transit, have successfully migrated to the regional central computer. Installation preparation has begun for the next three municipal operators – Foothill Transit, Gardena Municipal Bus Lines, and Montebello Bus Lines for installation in May, June, and July 2009.



ATTACHMENT C

Third Party Vendors TAP Sales Device Installation Schedule

Metro TAP Operation and Customer Communications staff, in conjunction with the Regional TAP Service Center, has nearly completed the TAP conversion process for Metro third party vendors. To date, all vendor regions have been converted to TAP sales of the Metro regular monthly and weekly passes. More than 400 outlets are currently selling fare media using the TAP compact sales device. TAP staff is working with a small number of vendors who are still progressing with the transition.

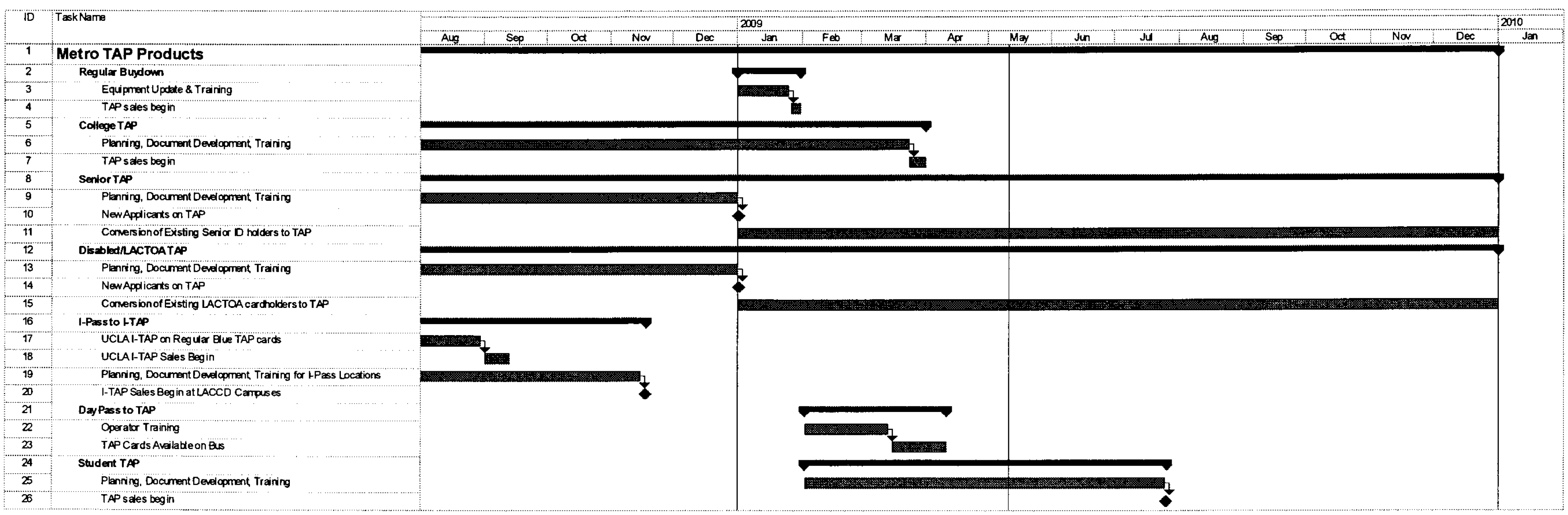


ATTACHMENT C

Metro TAP Fare Products Rollout Schedule

Metro has successfully implemented regular Metro Monthly and Weekly passes on TAP cards, with the number of sales outlets providing TAP Monthly and Weekly passes increasing every month. Rollout of other Metro TAP products including the County Buydown Monthly pass, as well as reduced fare passes for students, college/vocational students, seniors, and the disabled continues. The schedule shown below identifies the products as follows:

- The Buydown program was converted to TAP in January 2009.
- The Los Angeles Community College District I-Pass program rolled out to all nine LACCD campuses with sales for the Spring 2009 semester beginning in December. TAP conversion at Foothill Transit, Montebello Bus Lines, and Norwalk Transit in 2009 is a critical component of the Rio Hondo I-Pass program conversion to I-TAP (Fall 2009).
- Day Pass on TAP started on March 15, 2009. More than 300,000 TAP cards have been made available on bus for the first four weeks following Day Pass conversion to TAP.
- Senior passes and Disabled LACTOA passes are now in circulation with TAP. Application processing continues. There are currently 22,000 Senior and 35,000 LACTOA passes on TAP.
- Campaign for K-12 student are underway.



ATTACHMENT C

Metro Rail Gating Schedule

The Gating project is scheduled for pilot operation at the Soto and Mariachi Plaza Stations of the new Eastside Extension in July 2009.

ID	Task Name	Start	Finish
1	**Metro Gating**	**Sat 3/1/08**	**Thu 12/31/09**
2	Cubic Limited Notice To Proceed	Sat 3/1/08	Mon 5/5/08
3	Prop 1B Pending	Wed 3/5/08	Thu 7/31/08
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5	Cubic Technical Spec Review	Fri 5/2/08	Sun 8/31/08
6	Cubic Design/Build/Test	Mon 9/1/08	Fri 6/26/09
7	Pilot Test of Fare Gates	Wed 7/1/09	Tue 9/29/09
8	**Civil Work**	**Thu 5/1/08**	**Thu 12/31/09**
9	**CCTV**	**Thu 5/1/08**	**Wed 9/30/09**
10	Metro CCTV Concept Phase	Thu 5/1/08	Sun 8/31/08
11	CCTV & Help Phone Spec Development & Procuren	Mon 9/1/08	Fri 2/27/09
12	CCTV Infrastructure Installation	Mon 3/2/09	Fri 5/8/09
13	CCTV & Help Phone Installations	Wed 5/13/09	Wed 9/30/09
14	**Equipment & Fencing Installation**	**Mon 6/15/09**	**Thu 12/31/09**
15	Demo Gold Line (Mariachi & Soto Stations)	Mon 6/15/09	Tue 6/30/09
16	Red Line	Wed 7/1/09	Mon 8/31/09
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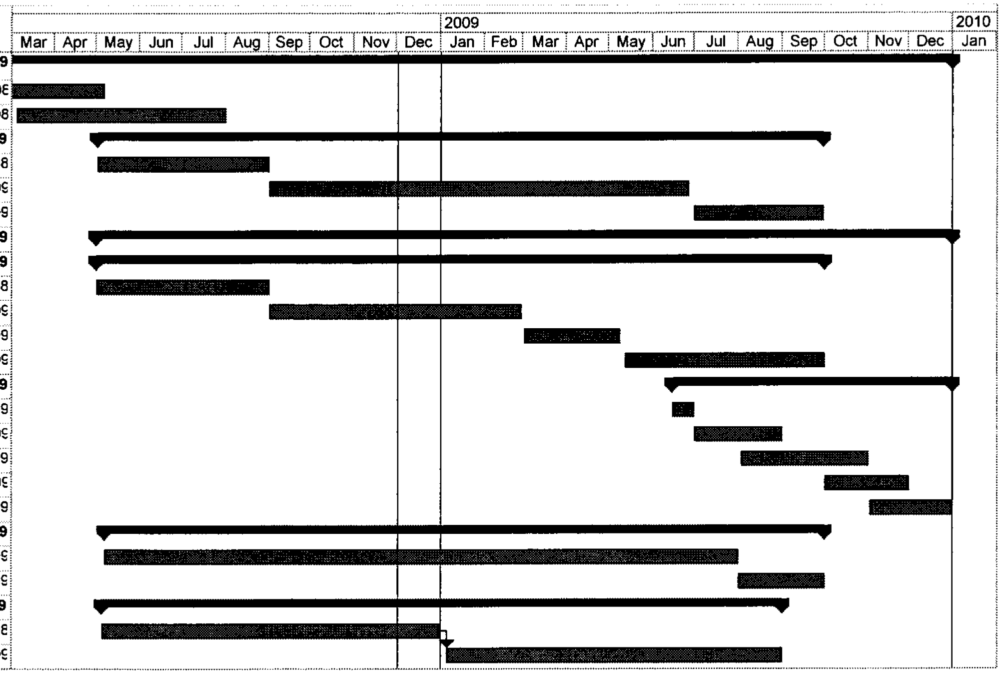

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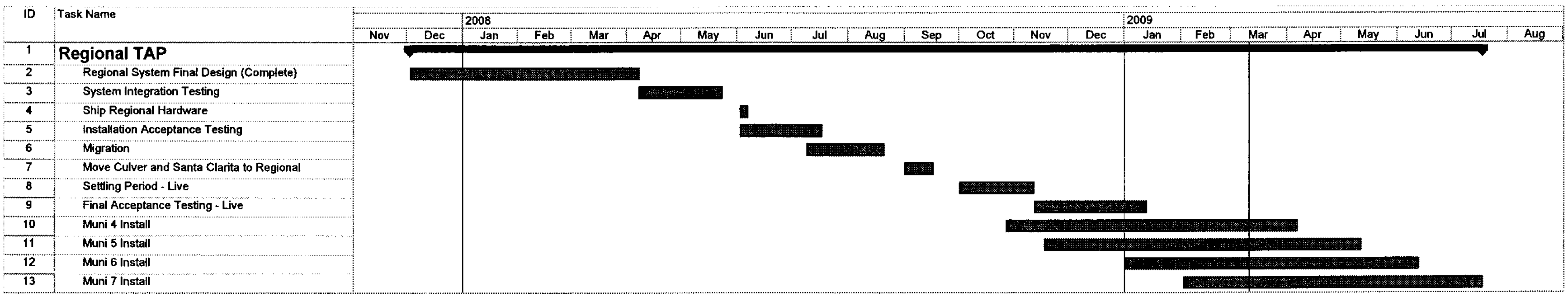

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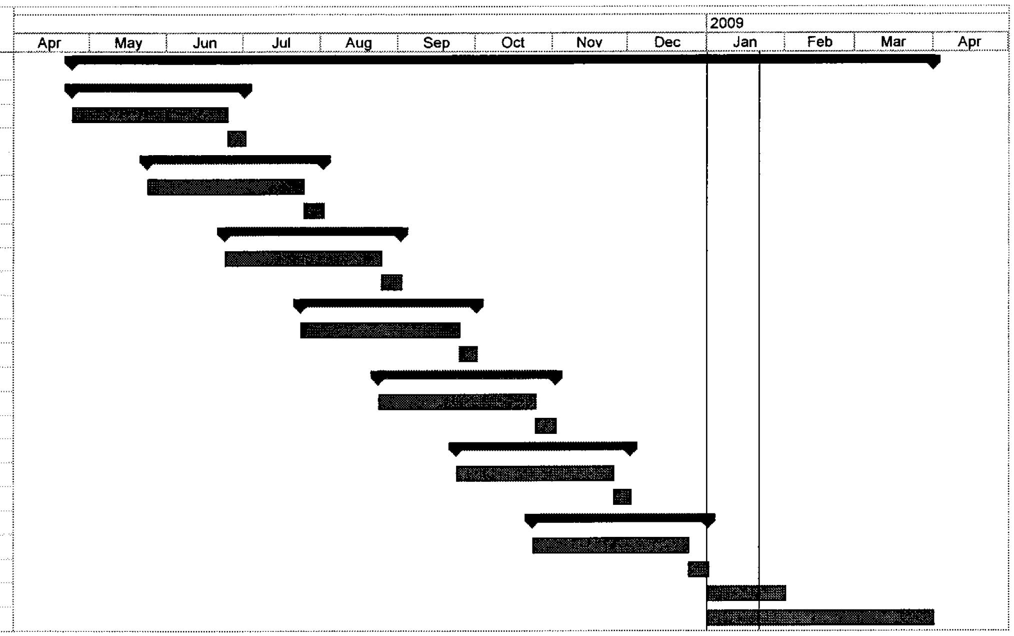
ID	Task Name
1	**Third Party Vendors**
2	**Downtown Vendor Locations**
3	Notification, agreements, and site preparation
4	TAP sales begin
5	**Wilshire Corridor Locations**
6	Notification, agreements, and site preparation
7	TAP sales begin
8	**San Fernando Valley Locations**
9	Notification, agreements, and site preparation
10	TAP sales begin
11	**San Gabriel Valley Locations**
12	Notification, agreements, and site preparation
13	TAP sales begin
14	**Westside Locations**
15	Notification, agreements, and site preparation
16	TAP sales begin
17	**Gateway Locations**
18	Notification, agreements, and site preparation
19	TAP sales begin
20	**South Bay and Remaining Locations**
21	Notification, agreements, and site preparation
22	TAP sales begin
23	**Final Notices to Vendors**
24	**Initiate Cancellation Notices**



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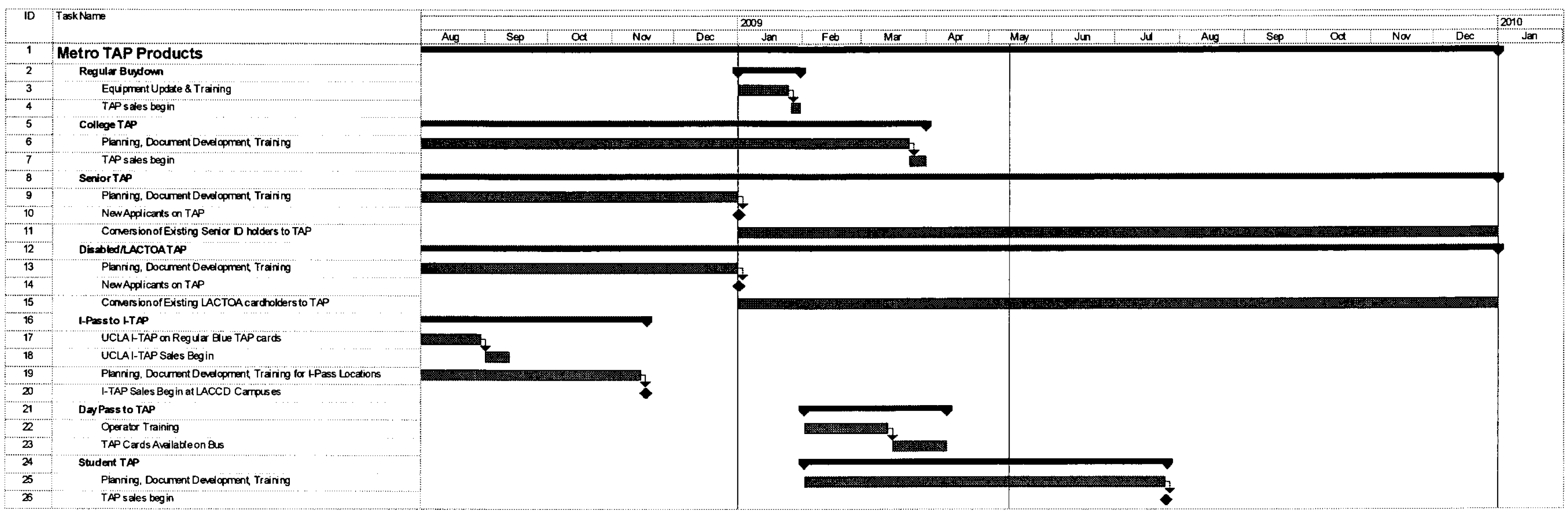

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