

# **Foothill Transit Business Plan Fiscal Year 2007**

**Adopted May 3, 2006**



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# Governing Board

The Governing Board of the Foothill Transit Joint Powers Authority is comprised of representatives from 21 member cities and the County of Los Angeles. Those cities include: Arcadia, Azusa, Baldwin Park, Bradbury, Claremont, Covina, Diamond Bar, Duarte, El Monte, Glendora, Industry, Irwindale, La Puente, La Verne, Los Angeles County, Monrovia, Pomona, San Dimas, South El Monte, Temple City, Walnut, and West Covina. They are grouped into the following five clusters:

## Cluster One

### Claremont

Mayor Peter Yao

Councilmember Corey Calaycay, Alternate

### La Verne

Councilmember Robert F. Rodriguez

Councilmember Dan Harden, Alternate

### Pomona

Councilmember Paula Lantz

Mayor Norma Torres, Alternate

### San Dimas

Mayor Pro-Tem Jeff Templeman

Councilmember John Ebner, Alternate

## Cluster Two

### Azusa

Councilmember Keith Hanks

Mayor Diane Chagnon, Alternate

### Covina

Councilmember Peggy A. Delach

Councilmember George Chadwick, Alternate

### Glendora

Councilmember Doug Tessitor

Councilmember Karen Davis, Alternate

### West Covina

Councilmember Roger Hernandez

Mayor Steven Herfert, Alternate

## Cluster Three

### Arcadia

Mayor Pro-Tem Roger Chandler

Mayor John Wuo, Alternate

### Baldwin Park

Councilmember Marlen Garcia

Councilmember Ricardo Pacheco, Alternate

### Bradbury

Councilmember Richard G. Barakat

Mayor Pro-Tem William S. Todd, Alternate

### Duarte

Councilmember John Fasana

Mayor Pro-Tem Lois Gaston, Alternate

### Irwindale

Councilmember Mark Breceda

Councilmember David Fuentes, Alternate

### Monrovia

Councilmember Dan Kirby

Councilmember Thomas E. Adams, Alternate

### Temple City

Councilmember Kenneth Gillanders

Mayor David Capra, Alternate

## Cluster Four

### El Monte

Vice-Mayor Emily Ishigaki

Councilmember Art Barrios, Alternate

### Diamond Bar

Mayor Carol Herrera

Mayor Pro-Tem Bob Zirbes, Alternate

### Industry

Councilmember Jeff Parriott

Councilmember Philip Marcellin, Alternate

### La Puente

Councilmember Lola Storing

Councilmember Louie Perez, Alternate

### South El Monte

Councilmember Hector Delgado

Councilmember Joseph J. Gonzales, Alternate

### Walnut

Councilmember Tom Sykes

Mayor Pro-Tem Antonio Cartagena, Alternate

## Cluster Five

### County of Los Angeles

Wilfred E. Briesemeister (Supervisor Don Knabe)

Michael De La Torre (Supervisor Mike Antonovich)

Pat Wallach (Supervisor Gloria Molina)

# Executive Board

The Executive Board of the Foothill Transit Joint Powers Authority is comprised of five elected representatives, one from each regional cluster of the Governing Board.

Wilfred E. Briesemeister  
Vice President

Peggy A. Delach  
Member

Paula Lantz  
President

John Fasana  
Member

Lola K. Storing  
Treasurer

# Senior Staff

Doran J. Barnes  
Executive Director

Bob Arthur  
Director of Special Projects

Kevin Gano  
Director of Safety and Security

Richard Hasenohrl  
Director of Finance

George Karbowski  
Director of Operations and Maintenance

Kevin McDonald  
Deputy Executive Director

Rahul Kumar  
Director of Planning

Gary Nehls  
Director of Information Technology

David Reyno  
Director of Government Relations

Linda Somilleda  
Director of Marketing and Communications

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# **E**xecutive Summary





Foothill Transit's FY 2007 Business Plan is a combined budget document and Short Range Transit Plan for the organization. The plan projects that Foothill Transit will operate 725,335 vehicle service hours, just under last year's level of service.

The agency's operating cost is budgeted at \$65,165,000, representing a 12 percent increase over Fiscal Year 2006 projections. Skyrocketing diesel and CNG fuel costs and projected increases in transit service operations costs are the major contributors to this increase. Overall, transit operations account for 85 percent of Foothill Transit's total operating cost.

Our fare revenue projection of \$16,500,000 assumes a slightly modified implementation of Phase II of the fare increase approved by the Governing Board in May 2005. It should be noted that staff's recommendation to the Governing Board will be to delay the approved base fare increase for at least six months while the Metro Board considers modifications to the regional Formula Allocation Procedure (FAP). Staff also recommends that the approved increase to the Local Plus cash fare and pass price be delayed while an increase to the regional EZ Transit Pass price is discussed with Metro and other municipal operators. Over the next year, we will carefully monitor the results of Phase II of the fare increase and its impact on Foothill Transit's performance targets. In concert with the already approved increase in the remaining fares on July 1, 2006, ridership is expected to increase slightly to 15,150,000 boardings for the fiscal year.

Several capital and operating programs will be underway this year, continuing Foothill Transit's focus on safety, customer service, efficiency and innovation. Among these are the implementation of the Silver Streak, a fast, new, high frequency service between Montclair and downtown Los Angeles; continuation of the Transit Oriented Neighborhood Program (TONP), which allows us to address the loss of park and ride spaces in our service area; delivery of 30 new 60-foot articulated CNG-fueled buses and ten new 40-foot CNG-fueled buses; ownership and occupancy of a new Administrative Headquarters in West Covina; and full implementation of Foothill Transit's SMARTBus program, incorporating an Automatic Vehicle Location System using Global Positioning Satellite and Automatic Passenger Counter technology.

This year, the agency again faces a reduction in subsidy funding from the Los Angeles County regional Formula Allocation Procedure (FAP). This year's projected loss of approximately \$900,000 results from a significant change in the variables used to distribute FAP funds

to the 18 transit service operators eligible to receive these subsidies. The subsidy loss will impact not only Foothill Transit's per-passenger operating subsidy, but also our ability to provide the local funds to match federal grants for future capital projects. To mitigate this, the Fiscal Year 2007 budget includes the use of \$4M in federal Section 5307 funds to cover preventive maintenance on Foothill Transit's bus fleet.

Fiscal Year 2007 presents a number of challenges as we move forward through changing financial climates, while advancing the organization's mission. The advent of new technologies and a heightened awareness of customer, bus operator, vehicle, and facility security issues coupled with declining revenues and subsidies all emphasize the importance of adhering to our mission statement.

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



# Overall System Statistics

This chart shows a comparison of Foothill Transit overall system performance for FY 2005, the estimated performance for FY 2006, and the targeted performance goals for FY 2007.

Overall System Performance	FY 2005 Actual	FY 2006 Projected	FY 2007 Planned	% Change
Passenger Boardings	14,872,574	15,000,000	15,150,000	1.00%
Fare Revenue	\$13,521,304	\$16,000,000	\$16,500,000	3.13%
Vehicle Service Hours	743,663	739,000	725,335	-1.85%
Operating Expense	\$53,684,076	\$58,000,000	\$65,165,000	12.35%
Vehicle Service Miles	11,681,316	11,479,229	11,266,973	-1.85%

In order to accomplish its mission, Foothill Transit focuses on the following goals and their accompanying measurable performance indicators:

Goal	Indicator	FY2005 Actual	FY2006 Projected	FY2007 Target
Operate a Safe Transit System	Preventable Accidents per 100,000 miles	0.66	1.00	0.85
Provide Outstanding Customer Service	Complaints per 100,000 Boardings	10.17	6.5	7.5
	Schedule Adherence	83%	91%	90%
	Average Hold Time	0:49	0:45	1:00
	Average Miles between Mechanical Roadcalls	16,690	15,000	15,000
Operate an Effective Transit System	Boardings per Vehicle Service Hour	20.0	20.3	20.9
	Average Weekday Boardings	48,736	48,000	48,500
Operate an Efficient Transit System	Average Cost per Vehicle Service Hour	\$72.19	\$78.48	\$89.84
	Farebox Recovery Ratio	25.19%	27.59%	25.32%



## Fiscal Year 2006 Accomplishments

During Fiscal Year 2006, Foothill Transit completed or made significant progress on many initiatives that helped in achieving the performance shown by the indicators on page eight. These include:

- SMARTBus Program Planning**
- Transit Safety and Security Planning**
- Transit-Oriented Neighborhood Program - Claremont Park and Ride**
- El Monte Station Improvements**
- Administration Building Purchase**
- Warehouse Development Planning**
- Community Connections - Pilot Project**

## Fiscal Year 2007 Initiatives

Foothill Transit will continue to pursue opportunities to improve its performance during Fiscal Year 2007. The key initiatives for the coming fiscal year include:

- Silver Streak Service**
- SMARTBus Program Implementation**
- Transit Safety and Security Implementation**
- Transit-Oriented Neighborhood Program Implementation**
- Administration Building Remodel and Relocation**
- Warehouse Construction**
- New Bus Purchases**
- Operations Contract Procurement**
- HOV Lane Advocacy**
- Community Connections Implementation**

The FY 2007 Business Plan has been organized into the following sections:

**Service Summary:** This section provides information about Foothill Transit's history, the services that are currently provided to the community, and proposed service changes for the coming fiscal year.

**Fiscal Year 2006 Accomplishments:** This section highlights Foothill Transit's accomplishments for Fiscal Year 2006 in greater detail and as measured by performance indicators.

**Fiscal Year 2007 Initiatives:** This section provides Foothill Transit's targeted performance for several key indicators and agency-wide initiatives for Fiscal Year 2007.

**Agency Funding:** This section includes Foothill Transit's operating and capital budget for Fiscal Year 2007.

**Departmental Summary:** This final section provides the departmentalized operating budget for the agency, including department-specific initiatives for Fiscal Year 2007.



# Service Summary





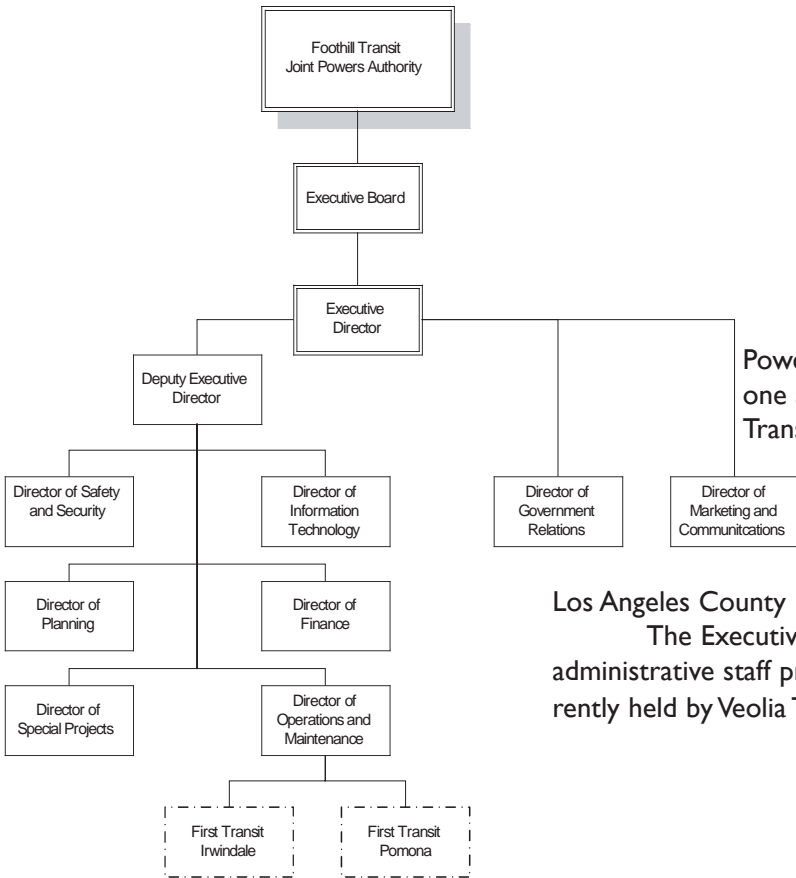
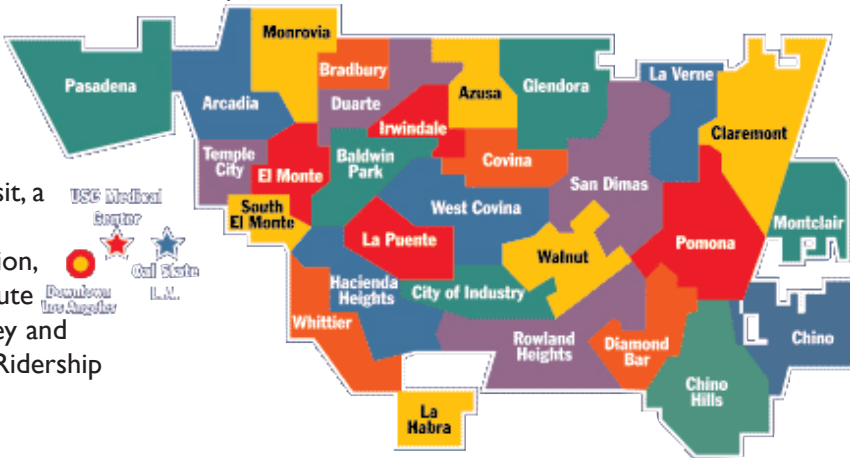
Foothill Transit began operations in December 1988, after the former Southern California Rapid Transit District (RTD) announced service cuts and fare increases that would negatively impact the San Gabriel Valley. The Foothill Transit Zone, created in accordance with enabling state legislation, was formed to provide improved bus service while increasing local control. During a phased transfer of routes formerly operated by the then Southern California Rapid Transit District (RTD), subsidies equal to those received by the RTD were transferred to Foothill for operation of the routes. Any cost savings achieved by Foothill were used to keep fares low and add service. Over a five-year period, Foothill Transit assumed operations of 14 lines formerly operated by RTD and six lines operated by the County of Los Angeles. In 2001, Foothill Transit officially shed its "zone" status and re-registered with the State Department of Corporations as Foothill Transit, a Joint Powers Agency (JPA).

Now entering its 18th year of operation, Foothill Transit currently provides 35 fixed-route local and express lines in the San Gabriel Valley and Pomona Valley areas of Los Angeles County. Ridership

for FY 2005, the last year audited information is available, was 14.9 million. Approximately 15.2 million customers are projected to ride in FY 2007.

Foothill Transit's most unique feature is that it has no employees - both its management and operations are provided under contract to private enterprises. Administration is contracted to Veolia Transportation, while operations and maintenance are contracted to First Transit, Inc.

One of the largest and most successful competitively-bid operations in the United States, Foothill Transit has delivered the high-quality, cost-effective service it promised.



General membership in the Foothill Transit Joint Powers Authority includes one city council member and one alternate from each of the 21 cities in the Foothill Transit service area and three appointed representatives for the County of Los Angeles.

A five-member Executive Board governs Foothill Transit: four elected officials representing four clusters of cities, and the fifth member is elected by the

Los Angeles County representatives (Cluster Five).

The Executive Board directs policy that is implemented by an administrative staff provided under a management contract, which is currently held by Veolia Transportation.

## Fleet Size

In FY 2007, 314 coaches will provide service on 38 planned routes operated by Foothill Transit. Bus seating capacity ranges from 24-58 passengers, depending on bus type. All 314 coaches are equipped with bicycle racks and are all wheel-chair accessible. The following chart summarizes the planned mix of vehicles in the Foothill Transit fleet in FY 2007.

Year	Fleet #	MFG.	Type	Fuel	Seating Capacity	Quantity
2000	FI100	Gillig	30' Gillig Low-Floor	Diesel	24	7
2000	FI100	Gillig	40' Gillig Low-Floor	Diesel	40	75
2002	FI200	Orion	40' Orion V High Floor	CNG	41	66
2003	FI300	Orion	40' Orion V High Floor	CNG	43	51
2005	FI400	NABI	40' NABI Low Floor	CNG	40	75
2006	FI500	NABI	40' NABI Low Floor	CNG	40	10
2006	FI600	NABI	60' NABI Low Floor Articulated	CNG	58	30
<b>Total</b>						<b>314</b>

## Facilities

Foothill Transit's administrative offices are currently located at 100 N. Barranca Ave. in the City of West Covina. The administrative offices also serve as the site of the agency's monthly Executive Board Meetings and the location of its management staff operations, which are provided by Veolia Transportation.

Due to steadily mounting operating costs, Foothill Transit began the process of developing a new administrative office, which it will own and operate. The agency closed escrow on an existing office building in West Covina and will occupy 30,000 square feet on four floors of the building's 45,000 square feet. Tenant improvements are underway to upgrade the facility to meet Foothill Transit's needs.

Foothill Transit's operations are based out of two agency-owned operations and maintenance facilities. First Transit is contracted at both the Arcadia/Irwindale facility, which was completed in September 2002, and the Pomona facility, which opened in January 1997.



# Service Statement

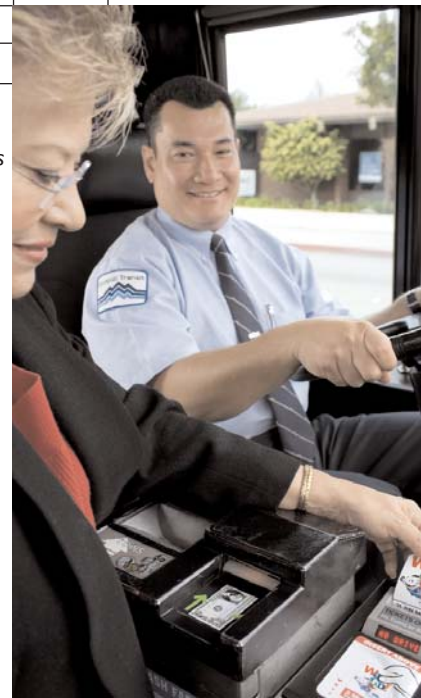
The FY 2007 Business Plan projects that Foothill Transit will operate fixed-route transit services on 38 routes in the San Gabriel and Pomona Valleys, consisting of 25 local lines, seven Local Plus lines, five of which will be converted to local service with the introduction of the Silver Streak, five Commuter Express lines, and one proposed expeditious, high frequency line known as the Silver Streak.

Service Category	Routes	FY 2007
Irwindale Local Lines	178, 184, 185, 187, 189*, 269, 272, 274, 280, 281, 283*/284, 289, 851	268,449
Pomona Local Lines	190**, 191**, 193**, 195**, 285, 291, 292, 852, 853/854, 855	95,089
Irwindale Express Lines	480/481***, 482***	140,499
Pomona Express Lines	486***, 488***, 492***, 493, 494***, 497, 498, 499, 690, 699	221,298
<b>TOTAL:</b>		<b>725,335</b>

\* Proposed to be canceled due to low productivity. See page 16 for details.  
 \*\* Proposed to be consolidated to improve performance. See page 17 for details.  
 \*\*\* Service will be restructured with the implementation of the Silver Streak. See page 18 for details.

During FY 2007, Foothill Transit's budget will provide for operation of 725,335 vehicle service hours. The table below lists Foothill Transit's lines and the origin and destination of each route. Further details on new service and service restructuring can be found in the Service section of the budget.

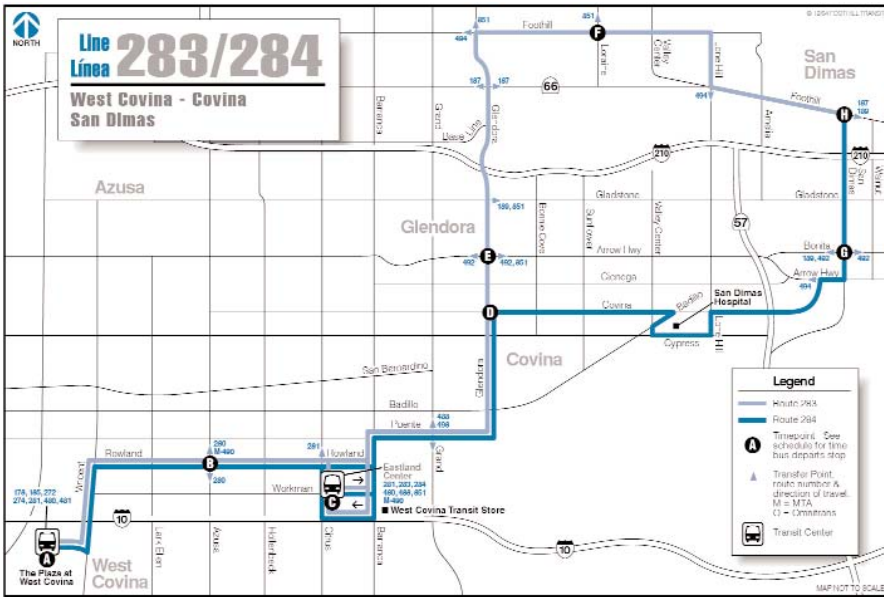
Local		Local Plus		Commuter Express	
178	Puente Hills Mall - El Monte	480/481	Montclair - Los Angeles	493	Diamond Bar - Los Angeles
184	Duarte - Monrovia - Arcadia	482	Pomona - Los Angeles	497	Industry - Los Angeles
185	Azusa - West Covina - Hacienda Heights	486	Mt. SAC - Los Angeles	498	Citrus College - Los Angeles
187	Montclair - Pasadena	488	Glendora - Los Angeles	499	San Dimas - Los Angeles
189	Claremont - Glendora	492	Montclair - Los Angeles	699	Montclair - Los Angeles
190	Montclair - Pomona Fairplex - Cal Poly	494	San Dimas - Los Angeles		
191	Pomona - Cal Poly	690	Montclair - Pasadena		
193	Pomona - Cal Poly				
195	Pomona - Cal Poly	<i>The proposed Silver Streak will service the portion of Local Plus routes that travel between El Monte and Los Angeles. This will in effect, change Lines 480, 482, 486, 488, 492, and 494 to local lines. Line 481 is proposed for cancellation to eliminate current service duplication. Further information about the Silver Streak can be found in this chapter of the FY 2007 Business Plan.</i>			
196	Pomona - Cal Poly				
197	Montclair - Pomona				
269	El Monte Station - Montebello				
272	Duarte - West Covina				
274	West Covina - Whittier				
280	Azusa - Puente Hills Mall				
281	Puente Hills Mall - Glendora				
283/284	West Covina - San Dimas				
285	Puente Hills Mall - La Habra				
289	Pomona - Puente Hills Mall				
291	La Verne - South Pomona				
292	Claremont - Pomona				
851	West Covina - Glendora				
852	Pomona - Fairplex				
853/854	Diamond Bar - Phillips Ranch				
855	Pomona - Claremont				



# Service Adjustments for FY2007

As shown in the proposed Performance Indicators for FY 2007, overall hours are proposed to be reduced by 1.8 percent. This reduction is based upon ridership statistics and service duplication. The routes and details are listed below.

Foothill Transit will introduce a brand new service based upon its existing Line 480, known as the Silver Streak. This new service will not result in an increase in hours, and only a marginal increase in operating costs, but has the potential to increase ridership by 15 percent and fares by 7-10 percent annually.



## Proposed Elimination of Line 283

Line 283 serves the cities of San Dimas, Glendora, Covina and West Covina. This line duplicates much of Line 851, which operates peak only, but provides more frequent service. Line 283 has under-performed for a number of years, and it is proposed that this line be eliminated.

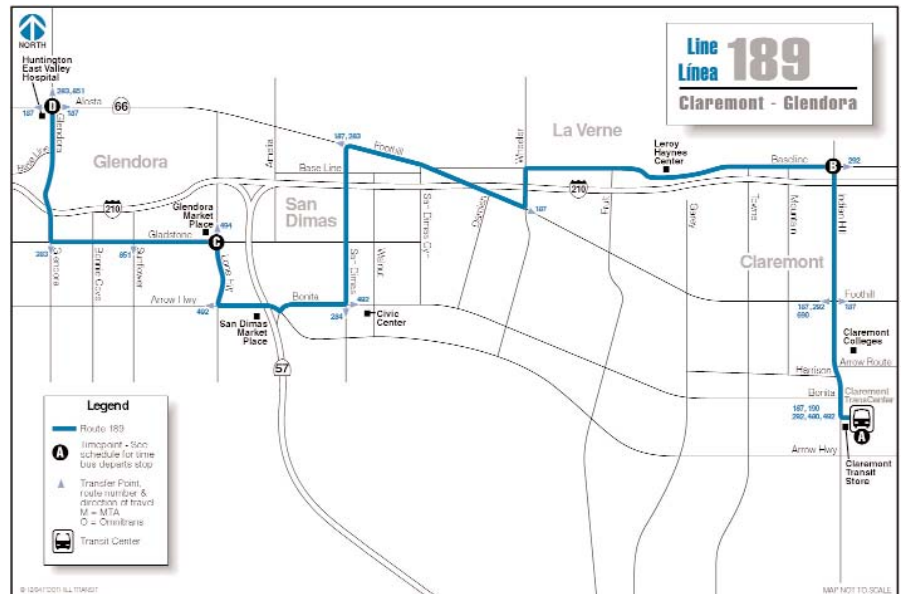
Service on Line 851 will be expanded during off-peak periods to minimize customer impact with the elimination of Line 283. Cancelling Line 283 will result in a reduction of 11,000 annual operating hours and approximately \$500,000 in annual savings.

## Proposed Elimination of Line 189

Line 189 provides service to the cities of Claremont, La Verne, and Glendora. This line was introduced in 2002 to service previously unserved areas and a new shopping center. With an average of 3.7 passengers per hour and boardings of 0.26 passengers per mile, Line 189 is by far Foothill Transit's lowest performing route.

There are several other higher frequency routes which customers can choose such as Line 187, which duplicates Line 189 along Foothill Blvd in La Verne.

Cancellation of this line will save Foothill Transit approximately 7,000 hours and \$350,000 annually.



**Public hearings will be held prior to making a final recommendation to the Foothill Transit Governing Board on these proposed service reductions.**

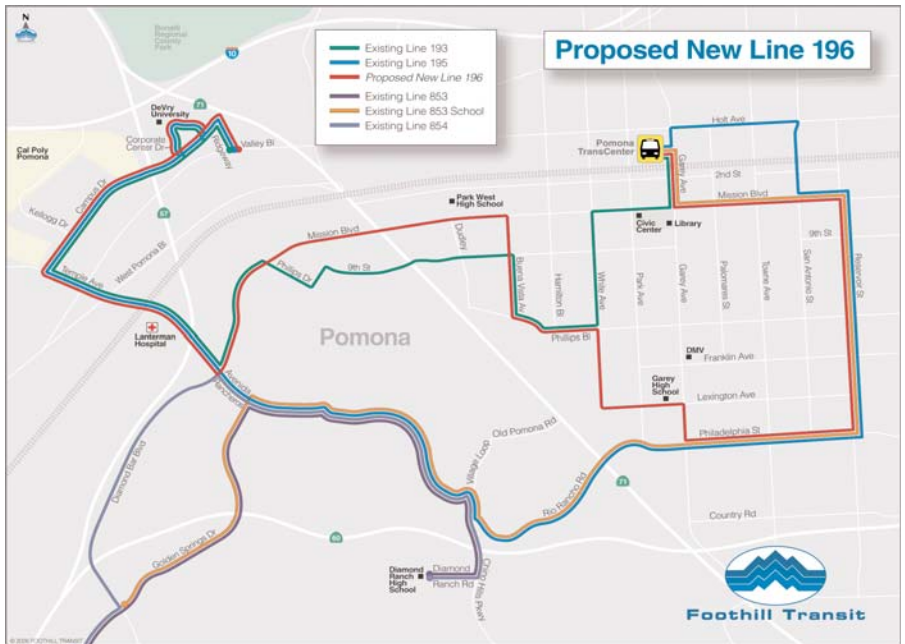


## Proposed Changes to Lines 190, 191, 193, and 195

As part of our service change process, we have reviewed the effectiveness of Lines 190, 191, 193, 195. These lines formerly served the Cal Poly Transit Center. They were detoured in order to accommodate construction at the location. This detour was meant to be temporary, but unfortunately has become permanent due to ongoing construction on the Cal Poly Pomona Campus.

While evaluating a more permanent solution, it was determined that efficiencies could be achieved with a restructuring of these lines and combining them into two more frequent operating lines, proposed to be numbered 196 and 197.

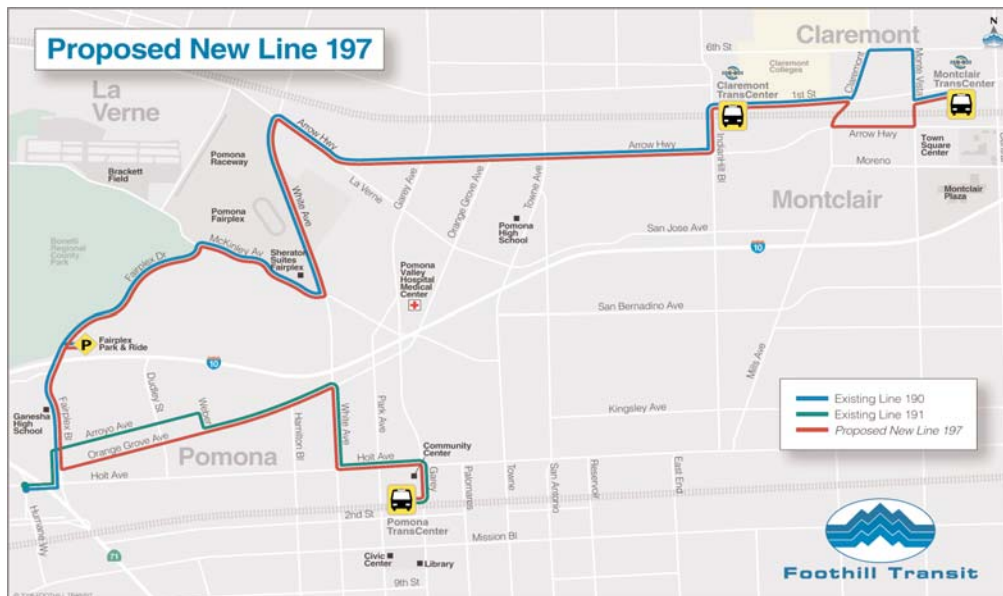
Lines 193 and 195 are proposed to be restructured into Line 196. This route will take passengers from Ridgeway St. and Valley Blvd to the Pomona Transit Center traveling through most of south Pomona and connecting with some of our heaviest routes along the way which include 480, 486, 482, 291 and the soon to be introduced "Silver Streak". We are proposing operating this route at 30-minute frequencies, which is better than the



average 45-minute frequency being operated on Lines 193 and 195.

Line 197 is proposed to replace Lines 190 and 191. It will enable our customers to travel from Montclair Transit Center to Pomona Transit Center, stopping along main points such as the Pomona Fair Grounds and the Fairplex Park and Ride. Line 197 mimics both the 191 and 193

routes. This will eliminate our passengers having to transfer from bus, to bus and create a more direct connection to our other lines.



**Public hearings will be held prior to making a final recommendation to the Foothill Transit Governing Board on these proposed service reductions.**

# Silver Streak



Metro, San Bernardino Omnitrans, Metrolink Commuter Rail service, and local Foothill Transit routes, which will act as "feeders" to the Silver Streak. By making stops at major boarding and alighting locations, the Silver Streak will provide service to the most popular destinations in Foothill Transit's service area.

The FY 2007 Business Plan includes the introduction of a revolutionary type of service called the Silver Streak. The proposed Silver Streak service will replace our existing Line 480 which travels from the eastern most terminus in Montclair to the western most in downtown Los Angeles. This current trip takes over two hours in one direction. However, Line 480 is Foothill Transit's most effective, carrying the most passengers on a daily and an annual basis. The Silver Streak will improve upon this line by providing an expeditious state-of-the-art bus system which operates like a rail line on rubber tires.



The Silver Streak conceptual plan shows a bus route with the same eastern and western endpoints as the existing Line 480; however, it will travel between those points much faster by using the existing network of freeways and the El Monte Busway. By keeping the service mostly on the I-10, the Silver Streak can shave 20-30 minutes off of one-way travel time when compared to Line 480.

This simple, easy to understand route will provide Foothill Transit customers with connections to Los Angeles

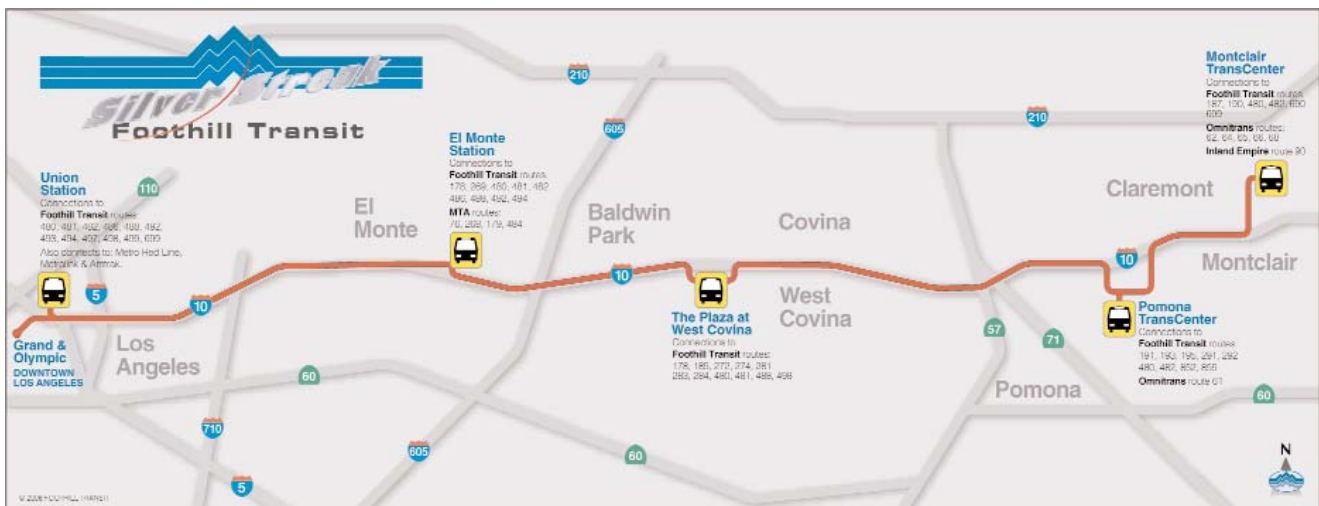
While the service plan is revolutionary, the biggest draw of the Silver Streak will be the vehicles designated to provide service on the route.

These state-of-the-art vehicles will allow boarding through three doors, further speeding up travel time for customers.

Operationally similar to buses currently used on the Metro Orange Line, Foothill Transit's buses will be cosmetically different, providing a new look that has never been seen in the San Gabriel and Pomona Valleys.

The proposed fare structure follows the model of the routing simplicity.

Customers will be able to choose from a \$2.00 one-way fare or an \$80 monthly pass. These fares will be discounted at our normal 50 percent discount rate for those eligible. This simple fare structure allows customers to easily identify which fare is appropriate for this service, and will minimize operator involvement. This fare will replace the existing Local Plus fare, and is projected to increase revenue, despite being lower than the existing fare along the busway portion of the line.



**Public hearings will be held prior to making a final recommendation to the Foothill Transit Governing Board on this proposed new service.**

# Fares, Passes, and Transfers

In FY 2006, Foothill Transit's Governing Board approved a two-phase fare restructuring to combat rising operating costs and revenues which had not increased in a number of years. Phase I was implemented in July 2005 and the results, as indicated earlier, have been positive. Revenue projections to date have been met, ridership is higher than projected, and farebox recovery ratio is on target despite significant increases in fuel costs.

Phase II is scheduled for implementation on July 1, 2006. The assumptions used to create Phase II have changed slightly based upon data we have collected from Phase I. In response to these changes, the Business Plan proposes a delay in implementation of several parts of Phase II. For reference, the following table depicts the fare restructuring approved and the fares proposed for implementation on July 1, 2006.

As shown to the right, one of the biggest changes is the delaying of the increase in the base fare. The current base fare is competitive and allows Foothill Transit to maximize its farebox and countywide funding revenues.

It is also proposed that the increase to Local Plus fares be delayed. This is the fare on all the routes that go into downtown Los Angeles by way of the El Monte Bus Station. Over the past six months, we have seen revenues and ridership on Local Plus routes decrease. This is due to the fact that customers have been switching to the EZ Transit Pass which is comparable in price and allows the customer greater flexibility in the services they can use. Unfortunately, the revenue generated from the sale and use of the EZ Transit Pass is far lower than that of our Local Plus pass. Staff is currently working with the EZ Transit Pass committee to discuss the possibility of increasing the pass price, which hasn't changed since the introduction of the pass four years ago.

The inception of Foothill Transit's Silver Streak service which could replace all current Local Plus service into downtown Los Angeles, will require a change to the Local Plus fare this year.

All other fares are slated to increase as approved. Based upon the fare structure depicted above, and the ridership increase resulting from the new Silver Streak service, Foothill Transit fare revenue is projected to increase by 3.1 percent to an annual total of \$16,500,000, resulting in a farebox recovery of 25.3 percent. Further information regarding the Silver Streak can be found in the Service Adjustment section of this document.

<b>CASH increase</b>			
<b>FARE TYPE</b>	<b>PHASE I FARE</b>	<b>PHASE II FARE</b>	<b>PROPOSED PHASE II</b>
Adult Local	\$1.00	\$1.10	<b>\$1.00</b>
Senior/Disabled/Medicare Local	\$0.50	\$0.55	<b>\$0.50</b>
Local Plus	\$3.00	\$3.15	<b>\$3.00</b>
Senior/Disabled/Medicare Local Plus	\$1.50	\$1.55	<b>\$1.50</b>
Commuter Express	\$3.50	\$3.65	\$3.65
Senior/Disabled/Medicare Commuter Express	\$1.75	\$1.80	\$1.80
<b>31-Day pass increase</b>			
<b>FARE TYPE</b>	<b>PREVIOUS FARE</b>	<b>PHASE II FARE</b>	<b>PROPOSED PHASE II</b>
Adult Local	\$50	\$55	\$55
Senior/Disabled/Medicare Local	\$14	\$18	\$18
K-12 Local	\$18	\$23	\$25
College Local	\$23	\$25	\$25
Local Plus	\$100	\$110	<b>\$100</b>
Discount Local Plus <i>K-12, local college students, seniors, medicare card users, and persons with disabilities.</i>	\$50	\$55	<b>\$50</b>
Commuter Express	\$120	\$130	\$130
Discount Commuter Express <i>K-12, local college students, seniors, medicare card users, and persons with disabilities.</i>	\$60	\$65	\$65
<b>Transfers</b>			
Transfer	\$0.50	\$0.50	\$0.50
Senior/Disabled/Medicare Transfer	\$0.25	\$0.25	\$0.25
Bold indicates a proposed change from Approved Phase II fare increase.			



# Accomplishments in FY2006





# Service Goals and Performance Review

During FY 2006, Foothill Transit tracked each of its performance indicators on a monthly basis to determine if the established performance targets were being met. The targets for FY 2006 were based on projected estimates of performance through FY 2005 and anticipated changes during the year. Following is a summary of service-related issues, and indicator performance:

## Passenger Boardings and Fare Revenues

In FY 2006, Foothill Transit is projecting increases in both boardings and revenues compared to FY 2005. Boardings are projected to increase less than one percent. While this may not seem sizeable, it is encouraging as original ridership projections included a net decrease in boardings due to the fare restructuring implemented on July 1, 2005. Commuter Express boardings benefited the most from high gas prices throughout the fiscal year.

Fare revenues are projected to increase by 18 percent over FY05 figures and as with boardings, are above the target set for this fiscal year. The fare restructuring which was implemented at the beginning of this fiscal year was developed to maximize revenue and minimize customer impact. This appears to have been accomplished successfully.

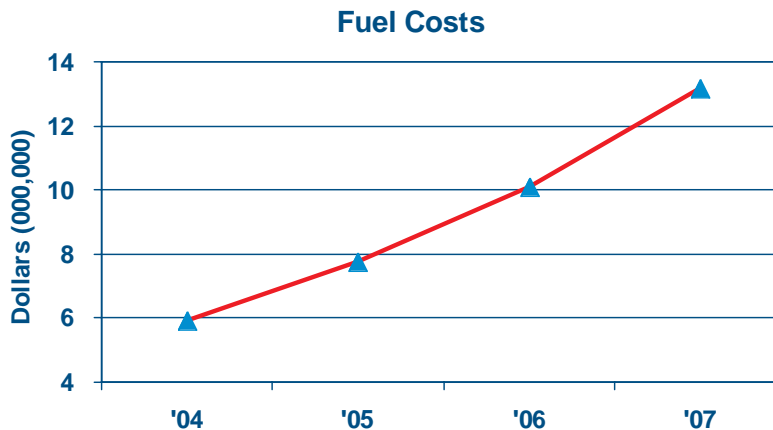
Overall System Performance	FY 2005 Actual	FY 2006 Projected
Passenger Boardings	14,872,574	15,000,000
Fare Revenue	\$13,521,304	\$16,000,000
Vehicle Service Hours	743,663	739,000
Operating Expense	\$53,684,076	\$58,000,000
Vehicle Service Miles	11,681,316	11,479,229

## Vehicle Service Hours and Total Operating Expense

In FY 2006, Foothill Transit essentially operated the same amount of service that it operated in FY 2005. As indicated earlier, the agency was more effective in its operations as passenger boardings have increased with essentially the same service in FY 2006.

Planned operating expenses increased by over eight percent from FY 2005 to FY 2006. The increases were due to fuel prices showing an over 50 percent increase during the fiscal year.

Below is a graph depicting rising actual fuel costs from Fiscal Year 2004 through Fiscal Year 2006 with projections for Fiscal Year 2007.



# Service Goals and Performance Review

Performance indicators are established annually based on projections of total vehicle service hours, ridership, revenues, and expenses. The estimated boardings per vehicle service hour, farebox recovery ratio and cost per vehicle service hour are derived directly from overall system statistics. The other indicators are estimated based on historical data and current events. Each indicator is discussed below.

Goal	Indicator	FY2005 Actual	FY2006 Target	FY2006 Projected
Operate a Safe Transit System	Preventable Accidents per 100,000 miles	0.66	0.85	1.00
Provide Outstanding Customer Service	Complaints per 100,000 Boardings	10.17	6.5	6.5
	Schedule Adherence	83%	90%	91%
	Average Hold Time	0:49	1:00	0:45
	Average Miles between Mechanical Roadcalls	16,690	15,000	15,000
Operate an Effective Transit System	Boardings per Vehicle Service Hour	20.0	19.3	20.3
	Average Weekday Boardings	48,736	47,350	48,000
Operate an Efficient Transit System	Average Cost per Vehicle Service Hour	\$72.19	\$78.62	\$78.48
	Farebox Recovery Ratio	25.19%	27.28%	27.59%

Below is an analysis of these key indicators. A  indicates that Foothill Transit is on-track to achieve its targeted performance for the indicator discussed.

## Preventable Accidents per 100,000 Miles

This indicator measures system safety. Foothill Transit lists safety as the first item in its mission statement, and therefore sets an aggressive target of 0.85 accidents per 100,000 miles for FY 2006. This year, a number of challenges were encountered in meeting this target; an average just under one accident per 100,000 miles is projected.

## Complaints per 100,000 Boardings

Complaints in FY 2006 were at the target of 6.5 per 100,000 boardings. This is a good indicator of overall service on the street. As service improves, complaints usually drop. FY 2006 began with the fare restructuring and heavy passenger loads towards the middle of the year were experienced due to high gas prices. Both of these contributed to the increased complaints; however, this year's aggressive target set for this performance indicator was met.



# Service Goals and Performance Review

## ✓ Schedule Adherence

For FY 2006, Foothill Transit is projected to exceed the target of 90 percent on-time performance. This standard has not been changed for FY 2007. This is a very important indicator of customer service. Therefore, the agency has consistently held its standard at 90 percent for this criterion. This fiscal year, despite the reduction in service hours, the agency was able to add more time on routes that required it. Additionally, performance at both operating facilities showed continued improvement over the outstanding FY 2005 performance.

## ✓ Average Hold Time

This indicator of customer satisfaction was adopted at the Executive Board's request for the first time with the FY 2003 budget. Previously, the percent of calls answered, which was over 99 percent, was tracked. Software monitors the average time customers calling the Stores remain on hold, with a goal of no more than one minute for FY 2006 for each incoming call. Due to the diligence of customer service representatives, Foothill Transit remained below the targeted hold time. An average hold time of approximately 45 seconds for this fiscal year is projected.

## ✓ Average Miles between Mechanical Roadcalls

This measurement of customer service was established to ensure that customers were not inconvenienced due to mechanical breakdowns. In FY 2006, Foothill Transit set the performance target of 15,000 miles between mechanical roadcalls. Due to Foothill Transit's high maintenance standards, the agency is projected to meet the target with an average of 15,000 miles between mechanical roadcalls.

## ✓ Boardings per Vehicle Service Hour

This indicator of system effectiveness measures the number of customer boardings for each hour of service provided. Due to the fare restructuring, overall boardings were projected to decrease slightly in FY 2006 compared to FY 2005. However, total boardings increased, positively impacting this indicator. An average of 20.3 boardings per service hour for FY 2006 is projected.

## ✓ Average Weekday Boardings

This performance indicator measures the average system-wide ridership, excluding weekends. In FY 2006, average weekday ridership is projected to be slightly over the target at an average of 48,000 boardings.

## ✓ Average Cost per Vehicle Service Hour

This is a prime indicator of efficiency. Each year, the cost of doing business rises, resulting in an increasing cost per vehicle service hour. Costs to provide service have risen substantially, not only at Foothill Transit, but statewide and nationwide due to fuel price hikes, clean-fuel vehicle maintenance costs, state legislation requiring paid lunch breaks, and inflationary pressures associated with increases in health and workers compensation benefits. If revenues and expenditures are consistent with budget projections, the agency is projecting to end FY 2006 with an average cost per service hour of \$78.48, below the target of \$78.62.

## ✓ Farebox Recovery Ratio

This efficiency measure indicates total fare revenue as a percent of total operating cost. In other words, this reflects the portion of the service used that is paid for directly by the customer. The projected farebox recovery ratio for FY 2006 is 27.6 percent, compared to 25.2 percent in FY 2005.

*In FY 2006, Foothill Transit is projected to meet or exceed eight of its nine performance targets.*

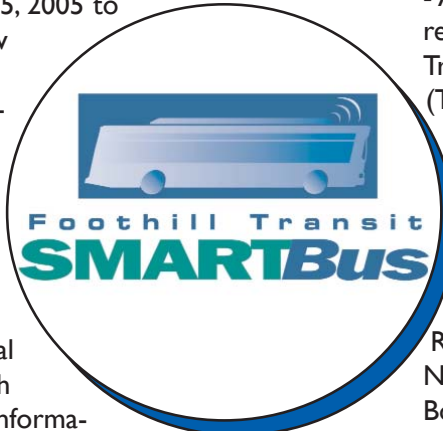


# Accomplishments for FY2006

This section highlights Foothill Transit's major accomplishments during Fiscal Year 2006.

## SMARTBus Program

Foothill Transit entered into an agreement with Orbital TMS on December 5, 2005 to implement the agency's new SMARTBus System. The SMARTBus System will integrate automatic vehicle location, computer aided dispatch, data communications, automatic passenger counters, Video Security System, automatic voice announcement, a wireless local area network, Vehicle Health Monitoring and passenger information. This new technology will promote efficiency and improved service and operator and passenger safety and provide enhanced delivery of transit information to the public. Foothill Transit's goals are to provide exceptional service, reduce costs and more efficiently manage resources. SMARTBus, designed to provide an efficient, effective, reliable, flexible, and expandable bus fleet management system, will be a powerful tool in achieving those goals.



years of extensions and debate, SAFETEA-LU (Safe, Accountable, Flexible, and Efficient Transportation Equity Act - A Legacy for Users) was signed into law. The six-year reauthorization bill authorized \$7.9 million to Foothill Transit for our Transit Oriented Neighborhood Program (TONP). We will receive \$1.8 million in FY 2006. In late 2005, Congress passed the FY 2006 transportation appropriations bill and Foothill Transit was allocated \$3.3 million in TONP funding. Accordingly, Foothill Transit will receive a total of \$5.1 in FY 2006 federal Section 5309 discretionary funds. This is great news and a special thanks goes to the agency's House delegation including Representatives David Dreier, Hilda Solis, Gary Miller, Grace Napolitano and Adam Schiff as well as Senators Barbara Boxer and Dianne Feinstein and their very supportive and capable staff for their tireless work on Foothill Transit's behalf.

## Administration Building

At the April 2005 Executive Board meeting staff was authorized to submit an offer to purchase the Washington Mutual Building at 100 S. Vincent Avenue in West Covina for use as Foothill Transit's administrative headquarters. In response to an invitation by Washington Mutual, Foothill Transit submitted a Best And Final Offer (BAFO) for the purchase of the building, and between September and February, a Purchase and Sale Agreement (PSA) for sale of the property to the agency was drafted, reviewed and executed. Once escrow was opened, the architectural engineering consultants began developing construction drawings for the building's renovations, and letters of requests were drafted and sent to the Federal Transit Administration for their approval and concurrence on environmental exclusions and partnership funding. In late February the FTA approved the funding requests and with the closing of escrow on March 6, 2006 and transfer of title, Foothill Transit became the owner of the building.



## Transit-Oriented Neighborhood Program

Foothill Transit's Transit-Oriented Neighborhood Program is designed to partner with member cities by providing funding for commuter parking in transit-oriented projects. Our Transit Oriented

Neighborhood Program is proving a success as the first major project is close to completion. Foothill Transit awarded \$2.5 million from FY 2004 and FY 2005 funds to the City of Claremont to fund 200 commuter parking spaces in their Transit Village project. In June, 2005, construction of the Claremont parking structure began, and a groundbreaking ceremony was held on August 5, 2005. The project as a whole is on schedule and on budget with a target completion date of July 1, 2006.



## Successful Grant Funding

Foothill Transit had a very successful year in its quest for federal discretionary funding! After nearly two

## Security Enhancements

Advancing the safety and security mission of Foothill Transit, a Director of Safety & Security was selected and hired in December, 2005. The agency's Director of Safety & Security is responsible for enhancing security for staff and customers within Foothill Transit's System. In addition to working with the Los Angeles County Sheriff's Department Transit Services Bureau to provide problem-specific law enforcement services, security camera enhancements were made at the Irwindale and Pomona Facilities, as well as the Puente Hills, Duarte and El Monte Transit Stores.

Following-up on the Sheriff's Department "Physical Security Risk Assessment," recommended security enhancements were addressed and additional safety and security measures were implemented at each of the operations and maintenance facilities. In addition, all six Transit Stores had new, upgraded safes installed.

## El Monte Station Improvements

Construction on the second round of improvements to the El Monte Bus Station began in September 2005 and was completed in February 2006. The scope of work in the first phase included construction and opening of a Foothill Transit Store that provides services to over 8,000 customers each



month, renovations to the public restrooms, new directional signage; improved lighting in and around the station; new landscaping and irrigation systems throughout the facility; improvements to the public address system, re-painting of the entire station; new route signage improvements; and upgrades and expansion of the Closed Circuit Television Security System. In the final phase, improvements to the station included a new bus berth in the western parking lot; entry and directional signage; new landscaping and irrigation system; new bus berth canopy lighting; new public address system; and new station lighting. In all, Foothill Transit successfully completed nearly \$3 million worth of improvements to the station.

## Warehouse Development Planning

The location of the new Foothill Transit operations warehouse and storage building, originally proposed on property owned by the agency that is adjacent to the

Arcadia/Irwindale Maintenance and Operations Facility, was changed this year to the southern area of the bus yard at the facility. Logistics and budget issues necessitated the move. A construction cost savings of \$476,586 could be realized by relocating the project according to estimates. The revised building plans are completed and are currently under review by the Arcadia Planning Department. An Invitation for Bids for construction was released in March 2006 with construction set to begin in June. The building is approximately 40,000 square feet and will accommodate the storage needs of the agency for such things as the thousands of Bus Books, archived agency records, plans, documents and materials, and our parade "Mini-Bus". The new warehouse will become the new home or base of operations for the Stops and Zone crew and their road vehicles and trailers.

## Community Connections - Pilot Project

For FY 2006, Foothill Transit created a program called Community Connections. The objective was to meet with our member communities with the goal of creating a seamless transportation network in the San Gabriel and Pomona Valleys. This program would create a way for customers to receive up-to-date information about not only Foothill Transit routes, but also local circulators and shuttles. To date, staff have met with the City of Baldwin Park and are establishing the groundwork to expand the project to the remainder of our member communities.





# Initiatives for FY2007





# Service Goals and Performance Review

During FY 2007, Foothill Transit will continue to focus on the delivery of high quality transit service. The following table shows Foothill Transit's anticipated service delivery during the upcoming year.

Overall System Performance	FY 2006 Projected	FY 2007 Planned	Percent Change FY06-07
<b>Passenger Boardings</b>	15,000,000	15,150,000	1.00%
<b>Fare Revenue</b>	\$16,000,000	\$16,500,000	3.13%
<b>Vehicle Service Hours</b>	739,000	725,335	-1.85%
<b>Operating Expense</b>	\$58,000,000	\$65,165,000	12.35%
<b>Vehicle Service Miles</b>	11,634,591	11,266,973	-1.85%

## Passenger Boardings and Fare Revenues

This year's Business Plan projects a one percent increase in ridership, primarily tied to the implementation of Foothill Transit's Silver Streak which is proposed to begin service in March 2007. In concert with the implementation of this new service, and after evaluating trends during the current fiscal year, the plan projects a 3.13 percent increase in fare revenues. In order to maximize fare and grant revenues, the plan assumes that the current base fare will be held at \$1.00 and that the Local Plus fare will remain at \$3.00. The introduction of the Silver Streak will necessitate a modified fare structure for that service that will require public input and Governing Board approval. Staff will seek approval to conduct public meetings/hearings in the coming months and will bring a recommendation to the Governing Board for their consideration in September.

## Vehicle Service Hours and Operating Expense

Currently, some Foothill Transit lines are performing below acceptable productivity standards. Ridership on these lines, as well as overall system productivity, could potentially increase with a restructuring of service. The Vehicle Service Hours and Operating Expense figures included in this Business Plan assume the minor restructuring of some lines and the elimination of others. Additionally, implementation of the Silver Streak has been included in the plan assumptions. The result of these service modifications will be a 1.85 percent reduction in overall vehicle service hours along with a 12.35 percent increase in operating cost. The primary drivers in the operating cost increase are dramatically rising fuel costs and increases in the cost of contracted service operations.



# Service Goals and Performance Review

The agency uses several performance indicators to determine Foothill Transit's achievement of its goals. Each goal and its corresponding performance target is provided in the table below.

Goal	Indicator	FY2005 Target	FY2006 Projected	FY2007 Target
Operate a Safe Transit System	Preventable Accidents per 100,000 miles	0.85	1.00	1.00
Provide Outstanding Customer Service	Complaints per 100,000 Boardings	6.5	6.5	7.5
	Schedule Adherence	90%	91%	90%
	Average Hold Time	1:00	0:45	0:45
	Average Miles between Mechanical Roadcalls	15,000	15,000	15,000
Operate an Effective Transit System	Boardings per Vehicle Service Hour	19.3	20.3	20.9
	Average Weekday Boardings	47,350	48,000	48,500
Operate an Efficient Transit System	Average Cost per Vehicle Service Hour	\$78.62	\$78.48	\$89.84
	Farebox Recovery Ratio	27.28%	27.59%	25.32%

Performance indicators are established annually based on estimates of total vehicle service hours, ridership, revenues, and expenses. The estimated boardings per vehicle service hour, farebox recovery ratio and cost per vehicle service hour are derived directly from overall system statistics. The other indicators are established based on historical data and current events

During FY 2007, Foothill Transit will continue to track each of its performance indicators on a monthly basis to determine if the established performance targets are being met. The targets for FY 2007 are based on projected estimates of performance through the remainder of FY 2006 and anticipated changes during the upcoming year.



# Initiatives for FY2007

This section highlights Foothill Transit's major initiatives during Fiscal Year 2007.

## Silver Streak Service

In FY 2007, Foothill Transit is planning on introducing a revolutionary new type of service known as the Silver Streak. This service will replace the existing 480, although the 480 will still exist as a local route. However, the Silver Streak will be able to provide service faster and more frequently than the 480 by utilizing the I-10 HOV lane and providing service to major transfer points such as Pomona Transit Center and El Monte Station. The service will utilize state-of-the-art technology such as brand-new 60-foot articulated coaches equipped with SMARTBus equipment and three doors. A new type of fare structure will simplify boarding and reduce dwell time by allowing boarding through all three doors.



## Community Connections Implementation

In FY 2006, Foothill Transit introduced a program called City Connections. The goal of this program is to increase ridership by creating a seamless transportation network where important planning information is shared between agency staff and its member communities.

This program has been revamped and renamed Community Connections, and will be a major initiative for FY 2007. The focus will still be to create a seamless transportation network. In addition, the agency will also collect city-specific information such as upcoming events and popular city attractions. Foothill Transit will also work with cities to publicize this information, increasing service visibility and access to customers within Foothill Transit's service area.



## Transit Safety and Security

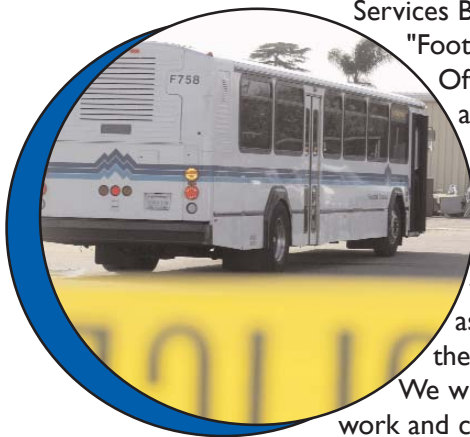
This year Foothill Transit will continue to work with the Los Angeles County Sheriff's Department Transit

Services Bureau to establish a

"Foothill Transit Safety Officer" program that addresses overall system security. Transit Safety Officers will also address quality of life issues within the system and serve as fare inspectors on the new "Silver Streak".

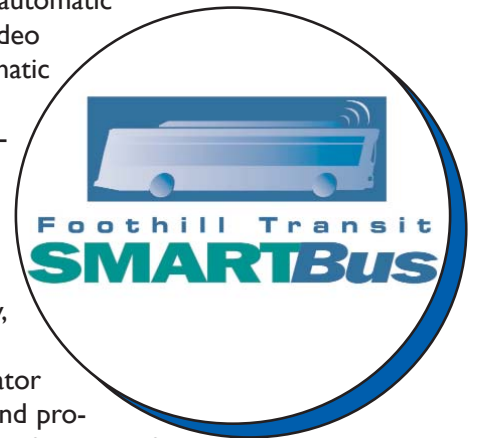
We will continue to network and coordinate with local

public safety agencies; include them in our routine and emergency planning and coordinate annual emergency drills and exercises. Additionally, comprehensive internal and external policies, procedures and training guides will be established. This year, we will complete the facility improvements recommended in the Sheriff's Department Threat Assessment. Plans are already in place and completion of safety enhancements at the Pomona Facility are anticipated in July 2006. We will continue to be innovative in our approach and at the pulse of national and local security trends, issues, concerns and preventative strategies.



## SMARTBus Program

In FY 2007, the SMARTBus System will be installed on every bus in the fleet. The SMARTBus System will integrate automatic vehicle location, computer aided dispatch, data communications, automatic passenger counters, Video Security System, automatic voice annunciation, a wireless local area network, Vehicle Health Monitoring, and passenger information. This new technology will promote efficiency, resulting in improved service, improve operator and passenger safety and provide improved delivery of transit information to the public. Weekly and monthly working group meetings are scheduled to ensure successful completion of this project. The Final Design Review was completed in March 2006 with the Final Acceptance Test scheduled to begin on June 19, 2006.



## Operations Contract Procurement

The current fiscal year will see the issuance of a Request for Proposals and award of a contract for operations and maintenance at the Pomona facility. The new contract language will include requirements for the support of the

Foothill Transit SMARTBus system which will involve fundamental changes in the way service is operated, monitored and evaluated. The new contract will also utilize Federal Transit Administration approved methods to capitalize the cost of support vehicles and some preventive maintenance expenses. These changes will help reduce operating budget expenditures.

## New Bus Purchases

During FY 2006, Foothill Transit approved two bus procurements. These buses are scheduled for manufacture and delivery in the first quarter of FY 2007. The agency was able to obtain an unexecuted Metro option to add ten new 40ft. NABI CNG buses to the fleet. Another 30 60ft. NABI CNG articulated buses were also obtained using a Metro option. The articulated buses scheduled for deployment as the Foothill Transit Silver Streak is a first for Foothill Transit.

## Transit Oriented Neighborhood Program

Foothill Transit will request \$10 million in Bus Facility Capital funding from Congress to continue (see Fiscal Year 2005 Accomplishments) our Transit Oriented Neighborhood Program. The primary focus of this year's TONP is to assemble funding for potential park and ride facilities in the City of Industry, La Puente and Diamond Bar.

## Warehouse Construction

Currently, Foothill Transit leases storage space at an industrial park to accommodate the needs of the agency. Thousands of Bus Books are stored there along with archived agency records, plans, documents and materials, and our parade "Mini-Bus". Additionally, all of the materials and equipment required by our Bus Stop and Zone Technicians are housed in the space. The new warehouse will become the home for all of the above as well as the base of operations for Foothill Transit's Stops and Zone crew as well as their road vehicles and trailers. Construction is expected to begin in July 2006.

## Administration Building

Prior to the close of escrow and Foothill Transit's ownership of the Washington Mutual Bank Building in March 2006, numerous activities for the planned relocation were well underway. The Architectural and Engineering Design team and Project Management consultants were developing construction plans for the renovations. Additionally, Requests for Technical Proposals (RFTP) were sent directly to approximately 60 construction firms asking for their qualifications, experience and interest, and willingness to submit bids for the project in late February. Proposals are due in April with a formal construction Invitation for Bids issued in early May. Demolition and construction are scheduled to begin in June and end in early December, in time for relocation to occur by the end of December 2006.

## High Occupancy Vehicle (HOV) Lanes Advocacy

The population growth in the San Gabriel Valley and a recently enacted law allowing hybrid vehicles to use high occupancy vehicle lanes have created increased congestion to the point that our express service to and from downtown Los Angeles has been severely impacted. With the introduction of our Silver Streak Express Service in early 2007, improvements to the traffic flow on Interstate Highway 10 Busway are imperative. Foothill Transit will work with members of the state delegation to introduce legislation that would improve traffic flow on the Interstate 10 Busway.

# Agency Funding





Foothill Transit utilizes the following funding sources to support its operating and capital budget:

## **Prop. A 40% (Discretionary)**

These funds are derived from a 1980 voter-approved local sales tax ordinance. The funds are allocated by the Los Angeles County Metropolitan Transportation Authority (Metro) to all of the fixed-route operators serving Los Angeles County by the Formula Allocation Procedure (FAP). The FAP is derived from audited passenger revenues and vehicle service miles traveled. These funds are used to supplement Foothill Transit's operating budget. If surplus Prop. A funds are available, they may be used for future year capital purposes.

## **Prop. A Bus Service Continuation Program (BSCP)**

Foothill Transit receives funds from Metro on a formula-equivalent basis for the BSCP lines (191, 193, 195, 291, 292, 492, and 494). The funds are derived from Prop. A 40 percent growth-over-inflation funds. These funds can only be used for operating purposes.

## **Prop. C 40% (Discretionary)**

These funds are derived from a 1990 voter-approved sales tax ordinance. The funds are allocated by Metro to improve and expand services. Programs funded by Prop. C Discretionary include the Bus System Improvement Plan (BSIP) Overcrowding Relief on Lines 480/481, Base Restructuring on Lines 498/499, local Saturday service on various lines, and Transit Service Expansion (TSE) on Line 690. These funds can only be used for operating purposes.

## **Prop. C 25% (Call for Projects)**

These funds are applied for through Metro's Call for Projects process that normally occurs every two years. Foothill Transit has been very successful in receiving these funds for a variety of projects, including Metrocard, Transit Stores, the Monrovia Transit Center project and the El Monte Transfer Center. These funds can be used for capital or operating purposes, based on the approved application.

## **Prop C 40% MOSIP (Municipal Operators Service Improvement Program)**

This program began in 2002 by Metro Board action to improve service to transit users countywide. The board allocated \$15 Million of Prop C 40% Discretionary funding for each of the five years beginning with 2002. The funds are allocated to each of the municipal operators according to the Formula Allocation Procedure. The program allows operators the flexibility to determine if the funds are used for operating or capital expenditures to best accomplish needed improvements.

## **Transportation Development Act Funds (TDA)**

These funds are derived from the state Local Transportation Fund (LTF) and are allocated by Metro using the Formula Allocation Procedure. These funds can be used for capital and operating purposes, and are Foothill Transit's main source of federal capital matching funds.

## **State Transit Assistance (STA)**

These funds are derived from sales and use taxes on diesel fuel and gasoline and can be used for capital and operating purposes. However, in order to be eligible to use them for operating purposes, Foothill Transit must pass the eligibility test administered each year.

## **Section 5307 Formula Funds (Formerly Section 9)**

These capital funds are allocated by Metro to all of the fixed-route operators in Los Angeles County based on the Capital Allocation Procedure (CAP) derived from Vehicle Service Miles and Passengers. Foothill Transit traditionally uses these funds for bus replacement purchases and substantial capital projects. These funds can only be used for capital purposes, and Foothill Transit must provide a 20 percent local match to all federally-approved grants.

## **Section 5307 15% (Discretionary)**

These funds are taken out of the federal allocation of Section 5307 before it is distributed during the CAP process described above. The funds are distributed by the Countywide Bus Operations Subcommittee (BOS) on a "by-project" basis. The BOS annually holds a special meeting to discuss the merits of projects from various operators and decides how the funds will be distributed. Foothill Transit has received these funds for the COPs and for the second bus facility, the Bus Stop Enhancement Program and the El Monte Station remodeling project. These funds can only be used for capital purposes.

## **Section 5309 (Formerly Section 3)**

These discretionary funds are requested during the annual federal appropriations process for specific capital projects. Foothill Transit has received grants through this fund for both of its bus operations and maintenance facilities, as well as alternative fuel bus replacements. Funds have been received for the Transit Oriented Neighborhood Program (TONP). These funds can only be used for capital purposes authorized by the approved application.

## **Other Funding**

Based on the 1996 legislation encased in SB1755, all of the fixed-route operators in Los Angeles County are entitled to a proportionate amount of funds each time Metro allocates additional revenues to its bus operating budget. Metro periodically collects funds from Prop. A, TDA and STA interest accounts. When Metro allocates these funds to itself, Foothill Transit is supposed to receive its proportionate share. This typically occurs during the development of funding estimates for the upcoming fiscal year, issued in March or April.

## **Auxiliary Revenue (Non-Grant Revenue)**

Foothill Transit operates a shuttle service for the Hollywood Bowl and Rose Bowl, San Dimas Rodeo, and a Dial-a-Ride service for the City of Monrovia. These services are not part of Foothill Transit's normal transit operation. The revenue is classified as auxiliary revenue and the expenses are accounted for as Special Services and Dial-A-Ride.

## Formula Allocation Summary

Foothill Transit receives funding from a regional allocation of Los Angeles County Proposition A transit funds, State Transit Assistance funds and Transportation Development Act funds, which are generated from sales taxes. All of these funds can be used to subsidize operating expenses, and some may be used for capital purposes in future years if not needed as operating subsidies.

During FY 2006, Foothill Transit experienced a reduction of approximately \$3.7 million from FY 2005 levels in this subsidy funding, which is distributed by the Metropolitan Transportation Authority (Metro) using a process known as the Formula Allocation Procedure, or FAP. Preliminary Funding Marks for FY 2007 indicate that Foothill Transit's FAP share will be \$900,000 million less than FY 2006 levels.

The FAP relies on fare revenue and vehicle service mile data from the most recent audited Transit Performance Measurement (TPM) report available for each of the 18 included and eligible transit operators. Metro, in its role as the regional planning agency, collects performance data from its own operation and from the other 17 operators in the county, including Foothill Transit. Metro then distributes the available funds to itself and the other operators in the county based on the FAP.

Fifty percent of the FAP funds are allocated using vehicle service mile data and fifty percent are allocated based on "fare units". A "fare unit" is the value that is derived by dividing a transit operator's total farebox revenues by their adult local (base) fare. No other fares are used in this calculation. This portion of the FAP encourages transit operators to generate as much farebox income as possible while keeping their base fare low.

In March 2003, Foothill Transit implemented an across-the-board fare increase designed to increase the agency's total fare revenue and, correspondingly, farebox recovery ratio; the ratio of fare revenues to operating expenses. This included an increase in our adult local fare from \$0.90 to \$1.10. Despite these efforts, and partly because of them, Foothill Transit's FAP allocation decreased by \$3.7 million, or 8.69 percent, from FY 2005 levels. In addition, we experienced an additional reduction of \$322,000 in supplemental revenue that is also allocated using the FAP formula, for an overall decrease of \$3.7 million in FAP or FAP-equivalent subsidy funding.

Based on the data available so far, while the amount of regional funds from the FAP available during the upcoming year increased by \$46.2 million, Metro's allocation for FY 2007 increased by \$46.6 million. The major factor contributing to MTA's ability to increase its FAP funding was the decrease in the their base fare which increased their fare

units. Shortly after Foothill Transit implemented an across-the-board fare increase, including an increase in our base fare, Metro reduced its base fare while raising other fares. These changes working in concert resulted in this year's projected decrease in Foothill Transit's FAP and FAP-equivalent allocation.

The funding allocations for FY 2007 are based on performance data for FY 2005. Metro's fare adjustment was implemented during the middle of FY 2004. Accordingly, the full impact of their fare adjustments has now been reflected into the FY 2007 FAP allocation.

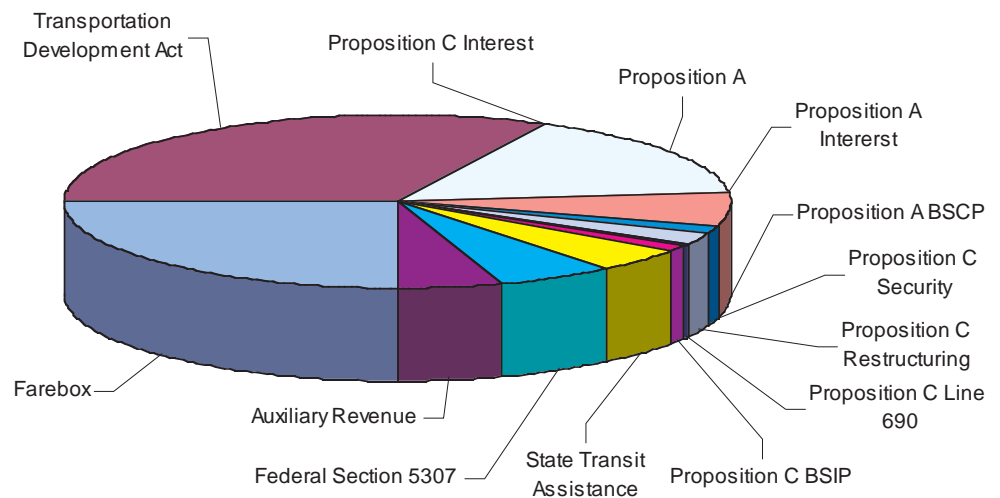
Should the formula remain in its current form, Foothill Transit's FY 2006 reduction in the base fare and increased fare revenue will positively impact the agency's FAP share. However, efforts are currently underway, involving the Metro Board and municipal operators to restructure the regional funding formula.

# Operating Budget - Revenue

	FY 2005 Actual	FY 2006 Budget	FY 2007 Budget
Operating Revenue:			
Farebox	8,688,233	9,640,242	10,050,000
Pass Sales	2,700,705	3,767,658	3,927,900
Metrocards	1,247,621	1,189,400	1,239,900
MetroLink	19,405	30,000	31,200
EZ Transit Passes	870,492	875,000	912,200
Transfers	0	325,000	338,800
<b>Operating Revenue</b>	<b>13,526,456</b>	<b>15,827,300</b>	<b>16,500,000</b>
Non Operating Revenue:			
Foothill Transit:			
TDA	17,048,622	16,673,800	21,689,300
Prop A Discretionary	13,573,738	11,891,800	10,730,400
Prop A interest	112,957	61,500	0
Prop A BSCP	5,069,038	4,711,400	4,096,500
Transit Security	49,328	890,000	469,000
Transit Security (Prior Year)	0	0	187,000
Prop C interest	776,577	492,000	0
Prop C Restructuring	1,516,407	1,557,200	1,597,200
Prop C Line 690	252,697	259,500	266,200
Prop C BSIP	706,011	725,000	743,800
STA	0	3,030,100	2,160,700
STA (Prior Yr)	0	0	777,000
FTA Security	0	0	0
Federal Section 5307	0	0	4,000,000
Auxiliary Rev (5% Oper Exp)	2,201,445	2,887,600	3,252,400
<b>Non-Operating Revenue</b>	<b>41,306,820</b>	<b>43,179,900</b>	<b>49,969,500</b>
<b>Total Revenue</b>	<b>54,833,276</b>	<b>59,007,200</b>	<b>66,469,500</b>

This table details Foothill Transit's revenue in both operating and non-operating funds from Fiscal Year 2005 to Fiscal Year 2007.

The pie chart below provides a visual representation of Foothill Transit's primary sources of revenue.

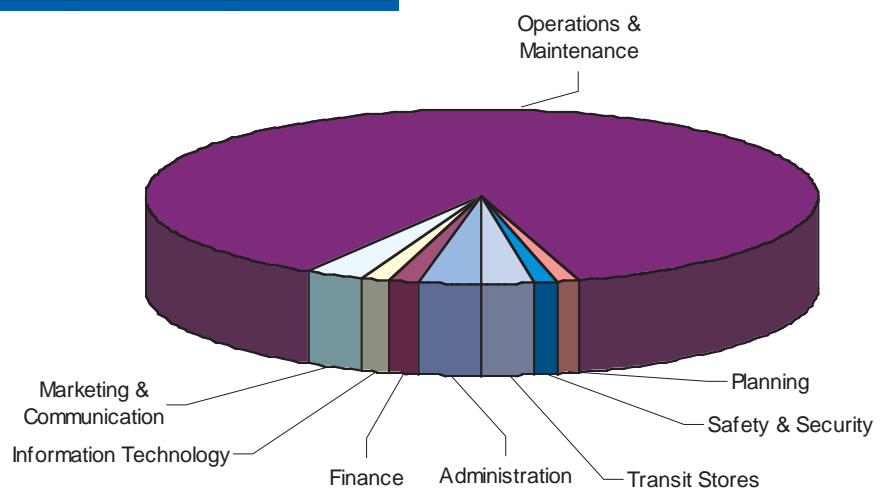


# Operating Budget - Expenditures

This table details Foothill Transit's expenditures in both operating and non-operating funds from Fiscal Year 2005 to Fiscal Year 2007.

The pie chart below provides a visual representation of Foothill Transit's expenditures by department.

	FY 2005 Actual	FY 2006 Budget	FY 2007 Budget
<b>Operating Expenses:</b>			
Operations & Maintenance	46,666,486	49,407,500	56,358,400
Marketing & Communications	1,627,471	1,766,700	1,883,600
Planning	676,280	743,200	740,400
Safety & Security	0	850,000	715,700
Transit Stores	1,556,809	1,694,400	1,712,000
Administration	1,686,944	1,836,000	1,942,300
Finance	838,311	928,200	934,400
Information Technology	734,800	793,200	878,200
<b>Total Operating Expense</b>	<b>53,787,101</b>	<b>58,019,200</b>	<b>65,165,000</b>
<b>Non-Operating Expenses:</b>			
Special Services	561,473	510,000	510,000
Dial-A-Ride	484,702	478,000	478,000
Property Management			316,500
<b>Total Non-Operating Expense</b>	<b>1,046,175</b>	<b>988,000</b>	<b>1,304,500</b>
<b>Total Expenditures</b>	<b>54,833,276</b>	<b>59,007,200</b>	<b>66,469,500</b>





# Capital Funding

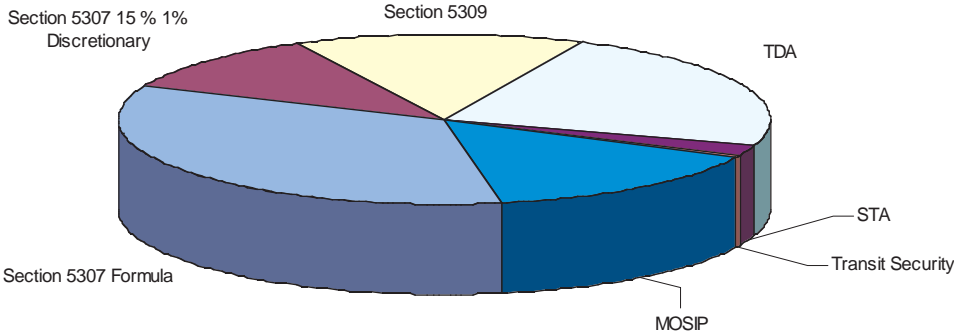




# Capital Budget - Revenue

Foothill Transit's FY 2007 Capital Budget is presented in this section. Below is the table that details the agency's main sources of Capital Revenue from both the prior year carry-over and the Fiscal Year 2007 allocation.

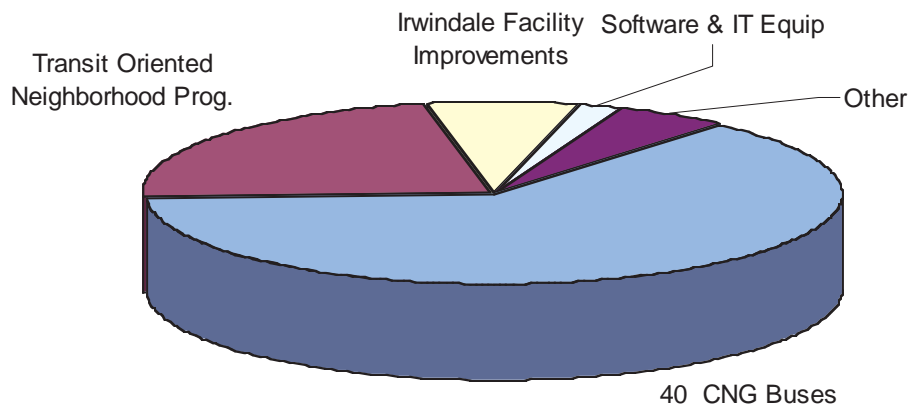
<b>Funding Sources</b>			
	Amount Carried Over	FY 07 Allocation	Total
Section 5307 Formula	\$9,906,900	\$8,000,000	\$17,906,900
Section 5307 Discretionary	2,079,700	2,500,000	4,579,700
Section 5309	3,326,700	5,206,100	8,532,800
TDA	8,650,700	0	8,650,700
STA	1,120,800	0	1,120,800
Transit Security	0	343,700	343,700
MOSIP	661,100	3,888,200	4,549,300
<b>Total Capital Funding Sources</b>	<b>\$25,745,900</b>	<b>\$19,938,000</b>	<b>\$45,683,900</b>



# Capital Budget - Expenditures

Foothill Transit's Capital Expenditures are detailed in the table below. A number of major initiatives will be underway this year. Among these are the anticipated procurement of 40 new Compressed Natural Gas (CNG) buses to replace older diesel-fueled coaches, thirty of these replacement buses will be 60-foot articulated buses to implement the new Foothill Transit Silver Streak; implementation and testing of the first phase of our SMARTBus Program; purchase and renovation of a new Administrative Headquarters for the agency; Transit Oriented Neighborhood Program for the construction of Park and Ride facilities; and improvements at the Irwindale Maintenance and Operations facility to accommodate the 60-foot articulated buses, among other initiatives.

<b>Buses:</b>	
40 Replacement CNG Buses	\$28,750,000
<b>Facilities:</b>	
Pomona CNG Facility FY 07 (Capital Lease)	1,300,000
<b>Facility Improvements:</b>	
Major Repairs/Replacement/Maintenance	500,000
Pomona Ventilation System	300,000
Irwindale Facility Improvements	3,165,000
Transit Oriented Neighborhood Program	10,432,800
<b>Other:</b>	
Financial Software	350,000
IT Infrastructure	250,000
Executive Information System (EIS)	50,000
Phone System	100,000
Silver Streak Ticket Vending Machines	250,000
Route Scheduling Software	200,000
<b>Total FY 06-07 Capital Programs</b>	<b>\$45,647,800</b>
Capital Equipment Fund	36,100
<b>Total Capital Programs</b>	<b>\$45,683,900</b>



# Capital Budget - Carry Over

The FY 2007 Capital Budget Carryover includes capital projects approved in prior fiscal years. These projects have not been completed and are carried over to the current fiscal year.

The amounts budgeted for these projects are not included in the FY 2007 budget because they were allocated and approved in prior fiscal years. However, if funds are remaining at the conclusion of the projects, the remaining amounts will be added back as available funds in the next fiscal year.

<b>Buses:</b>	
Smart Bus Project	\$14,500,000
<b>Facilities:</b>	
Irwindale Warehouse	2,250,000
Irwindale CNG Facilities	3,300,000
El Monte Transit Center Phase II	1,850,000
Administration Office	17,500,000
Monrovia Transit Center	2,577,000
Pomona CNG Capital Lease FY 06	300,000
<b>Facilities Improvements:</b>	
Pomona Structural Repairs	700,000
Pomona Lift Repair/Replacement	250,000
Capital Equip & Improvements (Security)	500,000
Bus Stop Enhancement Prog (BSEP)	1,425,000
Transit Store Improvements	100,000
Pomona Yard Restriping	150,000
Security Cameras (Irwindale)	150,000
Capital Maintenance/Replacement	750,000
Claremont Village Expansion	2,500,000
<b>Other:</b>	
IT Infrastructure	700,000
Admin Office Equip & Improvements	50,000
Executive Information System	125,000
POS Replacement	100,000
320 UFS Fareboxes	6,794,800
Non-Revenue Vehicles	450,000
Non-Revenue Vehicles (Operations)	1,000,000
Security Patrol Vehicles/Equipment	250,000
Telephone System	350,000
<b>Total Prior Year Capital Programs</b>	<b>\$58,621,800</b>



# Departmental Summary



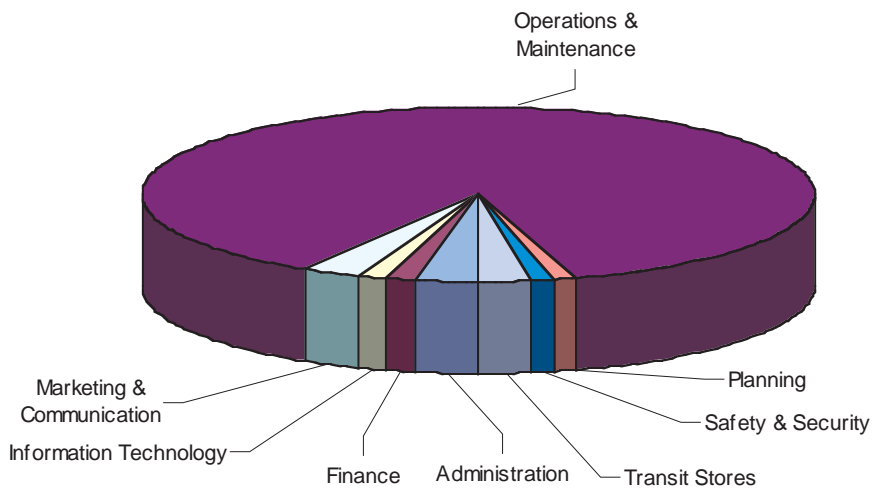




# Departmental Summary

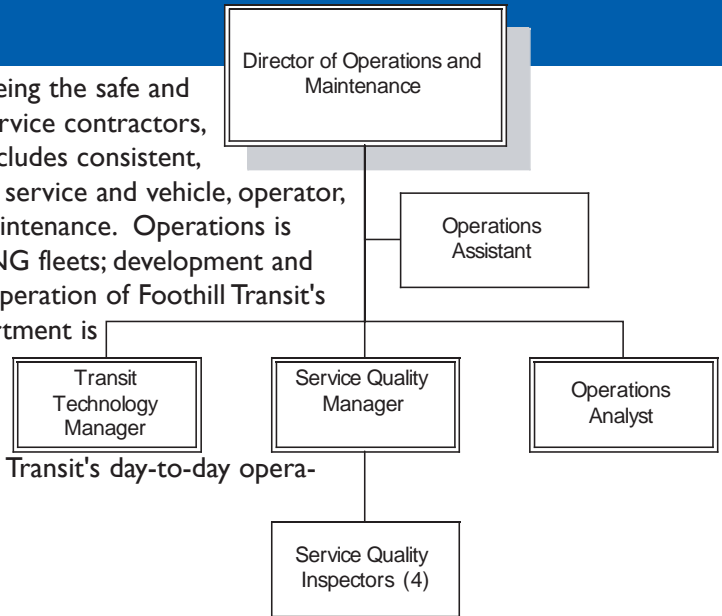
Foothill Transit's operating budget for FY 2007 is presented in this section. A brief description of each department has been provided. A list of each department's specific initiatives for FY 2007 is presented and the operating budget for each department is shown. The department budgets are presented in the following order:

- Operations and Maintenance
- Marketing and Communications
- Planning
- Safety and Security
- Transit Stores
- Administration
- Finance
- Information Technology



# Operations and Maintenance

The Operations Department is responsible for overseeing the safe and efficient day-to-day operation of the Foothill Transit fleet, its service contractors, and the operation and maintenance facilities. That oversight includes consistent, regular enforcement of Foothill Transit standards for customer service and vehicle, operator, and facility appearance, as well as vehicle and infrastructure maintenance. Operations is responsible for the regulatory compliance of the diesel and CNG fleets; development and implementation of the natural gas bus program; and the daily operation of Foothill Transit's customer comment system. In addition, the Operations Department is responsible for the specification and purchase of new rolling stock. During FY 2007, Operations will oversee the installation, start-up, and daily oversight of the SMARTBus system. That system's functionality will have a major impact on Foothill Transit's day-to-day operations.



## Fiscal Year 2006 Accomplishments

- Secured Metro Option for 30 NABI 60ft. articulated buses
- Completed selection and awarded SMARTBus contract to Orbital TMS
- Completed successful Hollywood Bowl and Rose Bowl Special Services Season
- Conducted regular maintenance and operator audits
- Purchased and deployed five CNG operator relief vehicles at Irwindale
- Began operation of new CNG station in Irwindale
- Assisted South Coast Area Transit (SCAT), OMNITrans, and OCTA during fuel outages
- Continued Monrovia Fleet Inspection Services
- Contracted to fuel Metro contract buses located in Baldwin Park @ Irwindale
- Contracted to fuel Pomona Street Sweepers
- Completed and implemented Veolia Action Workouts
- Completed Foothill Transit, Regional, and National Rodeo events
- Completed Triennial Review

## Fiscal Year 2007 Initiatives

- Develop new operations contract and facilitate the selection of a vendor for the service operated from the Pomona facility
- Complete installation and deployment SMARTBus system
- Deploy new radio system as part of SMARTBus system
- Complete acceptance and deployment of ten new 40 ft. NABI CNG buses
- Complete acceptance and deployment of 30 new 60 ft. NABI articulated CNG buses
- Launch Silver Streak service
- Conduct successful Hollywood Bowl and Rose Bowl Special Services
- Conduct regular maintenance and operator audits
- Continue Monrovia Fleet Inspection Services
- Develop long term fuel strategies regarding Hythane, Hydrogen, and Fuel Cell Technology
- Retire 32 diesel-fueled buses
- Increase Schedule Adherence and reduce complaints
- Conduct and participate in Foothill Transit, Regional, and National Rodeo events

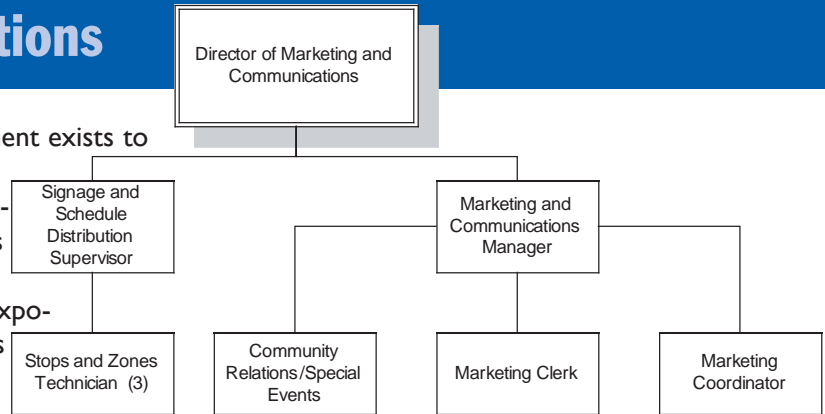
# Operations and Maintenance

Account Number	Account Name	FY 2005 Actual	FY 2006 Budget	FY 2007 Budget
5000	Management Service Fee	\$817,832	\$857,500	\$891,800
5100	Professional/Technical	4,474	118,000	312,000
5102	Consulting	90,394	20,000	20,000
5202	Postage - Pitney Bowes	218	600	600
5212	Water		500	500
5290	Other Misc Contractural Services	526	600	600
5301	Other Services	11,094	102,900	162,600
5303	Repair and Maint Other Equip.	2,390	4,000	4,000
5401	Gas and Lubricants	27,664	28,000	35,000
5402	Tires	2,664	2,500	2,500
5403	Vehicle Washing	4,937	4,000	4,500
5404	Tools	1,154	1,500	1,500
5405	Repair and Maint Vehicles	13,012	20,000	25,000
5407	Other Materials and Supplies	464	1,000	2,000
5502	Clothing Supplies	3,374	4,500	4,500
5503	Safety Supplies	157	1,000	1,500
5603	Electricity		900	900
5606	Telephone	28,116	18,000	113,000
5801	Pomona Local Lines	4,253,728	4,333,100	4,804,600
5802	Irwindale Local Lines	13,000,272	13,994,300	13,894,100
5803	Pomona Express Lines	12,876,557	13,417,500	14,524,300
5804	Irwindale Express Lines	7,508,152	7,559,700	8,257,000
5807	Service Adjustment	81,687	0	0
5821	Fuel - CNG Pomona	3,659,030	4,335,000	7,034,400
	Fuel - CNG Irwindale	156,256	546,200	1,210,100
5831	Diesel - Pomona	480,760	0	0
5832	Diesel - Irwindale	3,475,378	3,938,200	4,951,600
5900	Dues and Subscription	173	2,100	2,100
6000	Travel and Meeting	12,215	17,500	22,000
6300	Safety Programs	2,165	5,000	5,000
6400	Printing	90,228	0	0
6501	General Mail	61	400	400
6502	Express Mail	203	400	400
6702	Other Misc. Expenses	5,894	5,200	5,200
6800	Office Lease	55,257	67,400	26,700
6801	Office Building	0	0	38,000
<b>Total</b>		<b>\$46,666,486</b>	<b>\$49,407,500</b>	<b>\$56,358,400</b>

# Marketing and Communications

Director of Marketing and Communications

The Marketing and Communications Department exists to support and promote Foothill Transit's services. The primary responsibility of the department is to communicate information to existing and potential customers and encourage them to ride Foothill Transit. We do this through advertising, community relations, media exposure, special events, rider alerts, interior cards, the Bus Book and numerous avenues that will reach our public. The Marketing Department is also responsible for heightening the public's awareness of Foothill Transit and increasing ridership. The department's main focus is to promote how Foothill meets its goals of providing outstanding customer service and operating a safe, effective and efficient transit system. Foothill Transit will continue to utilize a combination of print, cable TV, and direct mail to reach our markets.



## Fiscal Year 2006 Accomplishments

- Maintained a strong community outreach program
- Developed the Farebox as a Carebox campaign in response to the Katrina disaster, which resulted in a nearly \$40,000 donation to the American Red Cross
- Commemorated the 50th Anniversary of Rosa Park's act of civil disobedience by reserving a seat in her memory on December 1st
- Implemented website marketing and promotional programs to establish a website database
- Implemented Transit Store Marketing Plan to ensure a consistent image and branding
- Developed and installed marketing signage, for the first phase of Community Connections, at designated bus stops, Transit Centers, park and rides and Metrolink connections
- Coordinated quarterly Cluster Breakfast meetings with Joint Powers Authority members, including one Special Meeting in February
- Explored the feasibility of establishing a mobile transit store
- Developed and implemented a plan to leverage Foothill Transit's affiliation with the Music Center (Disney Concert Hall), Hollywood Bowl and Rose Bowl special services, which resulted in ongoing Bus Book advertising

## Fiscal Year 2007 Initiatives

- Maintain a strong community outreach program
- Market the grand opening of the relocated West Covina Transit Store
- Develop and implement marketing campaign for new Silver Streak, including public outreach meetings
- Implement "Community Connections" marketing plan, which will include marketing signage at designated stops, as communities come on board
- Maintain efforts to leverage Foothill Transit's affiliation with the Music Center (Disney Concert Hall), Hollywood Bowl and Rose Bowl Special Services
- Maintain Foothill Transit website as key communications tool for customers and ensure SmartBus applications are successfully integrated

Budget Note: The Marketing and Communications budget has increased by \$100,000 to incorporate the marketing of the new Silver Streak bus service.

# Marketing and Communications

Account Number	Account Name	FY 2005 Actual	FY 2006 Budget	FY 2007 Budget
5000	Management Service Fee	630,800	655,000	681,200
5100	Professional and Technical	6,962	5,000	5,000
5102	Consulting	210,271	220,000	220,000
5111	Research	0	25,000	25,000
5113	Photography	5,449	5,200	5,200
5202	Postage - Pitney Bowes	1,717	3,000	3,000
5204	Security	710	600	600
5205	Shredding Service	484	600	600
5212	Water	495	500	500
5290	Other Misc Contractual Services	832	800	800
5303	Repair and Maint. Other Equip.	53	3,300	3,300
5404	Small Tools	2,226	3,300	3,300
5406	Washer & Cleaner Supplies	2,963	1,200	1,200
5500	Supplies and Uniforms	1,074	1,900	1,900
5502	Clothing Supplies	590	1,400	1,400
5503	Safety Supplies	299	0	0
5505	Marketing Supplies	1,037	3,600	3,600
5603	Electricity	762	800	800
5606	Telephone	18,603	18,000	18,000
5800	Purchased Transportation	560	0	0
5900	Dues and Subscription	6,488	2,600	2,600
6000	Travel and Meeting	11,794	5,200	5,200
6100	Advertising and Promotion	47,612	10,400	110,400
6101	General Advertising	244,368	230,000	230,000
6102	Community Sponsorship	52,100	33,000	33,000
6103	Serena's Song	12,424	13,500	13,500
6104	Promotional Items	72,509	40,000	40,000
6105	Special Events	2,043	5,000	5,000
6106	Fare Restructuring	0	20,000	20,000
6107	Luncheon and Dinners	527	0	0
6108	Cluster Breakfasts	3,986	3,000	3,000
6109	Transit Store Merchandise	22,811	20,000	20,000
6200	Bus Pass Sales Commission	36,633	44,000	44,000
6300	Safety Programs	407	1,200	1,200
6400	Printing Charges	40,669	37,000	37,000
6402	Interior Cards	33,595	20,000	20,000
6404	Passes	3,109	150,000	150,000
6405	Reprints of Brochures	1,403	5,000	5,000
6409	Footnotes	28,292	45,000	45,000
6410	Rider Alert Shells	0	0	0
6501	General Mail	4,068	5,600	5,600
6502	Express Mail	6,018	2,000	6,000
6600	Bus Rodeo/Employee Picnic	27,013	35,000	35,000
6702	Other Misc. Expenses	1,570	5,100	5,100
6800	Office Lease	82,145	84,900	44,100
6801	Office Building	0	0	27,500
<b>Total</b>		<b>\$1,627,471</b>	<b>\$1,766,700</b>	<b>\$1,883,600</b>

# Planning

Director of Planning

The Planning Department is responsible for route planning, system performance monitoring, and coordination with member cities and neighboring transit systems in the design and construction of transit-related projects. The department also projects service levels and budgets and monitors actual costs related to Foothill Transit's two service contractors.

Transit Planner  
(2)

Planning Intern

## Fiscal Year 2006 Accomplishments

- Created project overview for Community Connections program jointly with the Marketing Department
- Implemented Fare Increase
- Planned route modifications to be implemented in FY 2007 to streamline service and improve performance
- Created scope of work for Traffic Signal Priority Demonstration project
- Participated in San Gabriel Valley Transit Restructuring Study

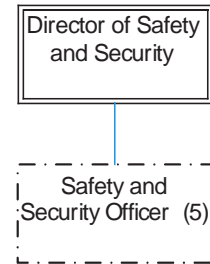
## Fiscal Year 2007 Initiatives

- Implement Silver Streak Service
- Implement Traffic Signal Priority demonstration project
- Restructure service on Lines 190,191,193,195
- Review statistical reports from SMARTBus system to further improve service
- Advance the "Community Connections" program
- Execute the Bus Stop Enhancement Program

Account Number	Account Name	FY 2005 Actual	FY 2006 Budget	FY 2007 Budget
5000	Management Service Fee	\$291,800	\$303,000	\$315,100
5100	Professional/Technical	2,303	10,000	10,000
5102	Consulting	65,108	50,000	50,000
5202	Postage - Pitney Bowes	182	400	400
5212	Water	0	0	0
5290	Other Misc Contractural Service	526	600	600
5506	Planning Supplies	7,483	4,000	11,000
5603	Electricity	0	0	0
5606	Telephone	6,025	6,500	3,600
5900	Dues and Subscription	0	1,500	1,500
6000	Travel and Meeting	4,977	7,000	8,600
6401	Bus Book Printing	258,298	300,000	300,000
6408	System Map	6,199	0	0
6501	General Mail	83	500	500
6502	Express Mail	674	500	500
6702	Other Misc. Expenses	2,877	100	100
6800	Office Lease	29,745	59,100	23,400
6801	Office Building	0	0	15,100
<b>Total</b>		<b>\$676,280</b>	<b>\$743,200</b>	<b>\$740,400</b>

# Safety and Security

The Safety and Security Director is responsible for creating and coordinating proactive strategies to provide a real and perceived sense of safety and security for staff and customers within the Foothill Transit System. The Director establishes and maintains collaborative partnerships with local public safety agencies, staff and other regional stakeholders in planning, preparing and responding effectively and efficiently on routine matters and in cases of emergency.



## Fiscal Year 2006 Accomplishments

- Hired the Director of Safety and Security
- Coordinated with the Los Angeles County Sheriff's Department in addressing and resolving specific law enforcement related issues within the system
- Conducted an emergency response training and coordination exercise with local law enforcement teams
- Enhanced the security camera system at the Irwindale Facility and the Puente Hills, Duarte, and El Monte Transit Stores
- Implemented plans to address and complete the security assessment recommendations presented by the Los Angeles County Sheriff's Department
- Replaced safes with upgraded models in all six Transit Stores

## Fiscal Year 2007 Initiatives

- Develop and implement a Transportation Safety Officer program to meet the safety & security needs and expectations of Foothill Transit, its operators, and customers
- Modify and finalize contract agreement with the Sheriff's Department to include training of Transit Security Officers
- Establish cooperative partnerships with local public safety agencies to enhance networking to operate cooperatively in addressing and handling routine and emergency situations
- Develop a Foothill Transit Emergency Operations Plan and Employee Continuity of Responsibility Handbook
- Establish and conduct quarterly internal and external emergency exercises and drills
- Continue to review, evaluate and enhance safety & security conditions at all Foothill Transit Facilities
- Develop a Safety and Security Policy & Procedure Manual

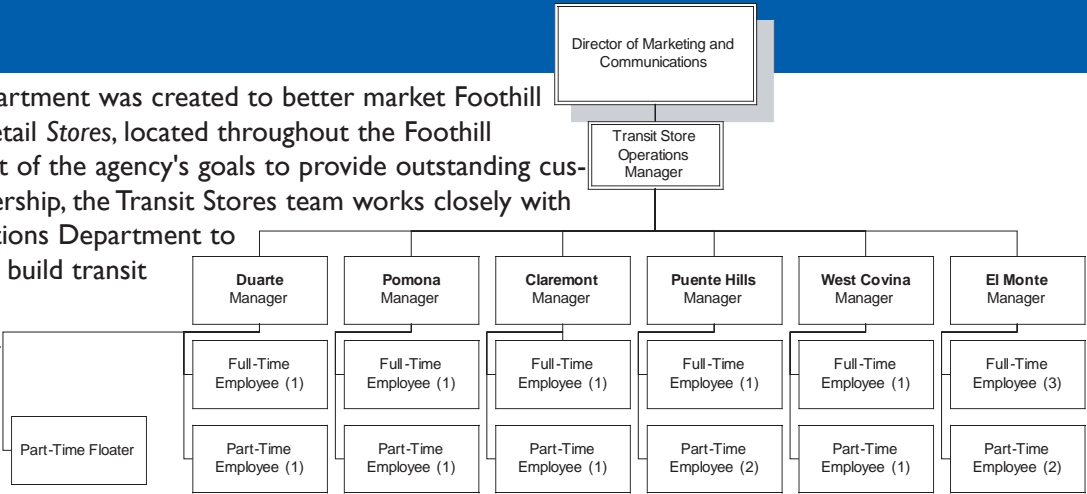


Account Number	Account Name	FY 2005 Actual	FY 2006 Budget	FY 2007 Budget
5000	Management Service Fee	\$0	\$0	\$556,000
5102	Consulting	0	0	5,000
5202	Postage - Pitney Bowes	0	0	2,000
5204	Security	0	850,000	100,000
5290	Other Misc. Contractual Service	0	0	4,000
5303	Repair Maintenance Other Equip	0	0	2,000
5404	Small Tools	0	0	5,000
5500	Supplies and Uniforms	0	0	5,000
5606	Telephone	0	0	3,000
5900	Dues and Subscriptions	0	0	1,000
6000	Travel and Meetings	0	0	5,000
6104	Promotional Items	0	0	4,000
6105	Special Events	0	0	3,000
6400	Printing Charges	0	0	2,000
6405	Reprints & Brochures	0	0	3,000
6501	General Mail	0	0	1,000
6502	Express Mail	0	0	1,000
6800	Office Lease	0	0	4,800
6801	Office Building	0	0	8,900
<b>Total</b>		<b>\$0</b>	<b>\$850,000</b>	<b>\$715,700</b>

# Transit Stores

The Transit Stores Department was created to better market Foothill Transit's services through six retail Stores, located throughout the Foothill Transit's service area. In support of the agency's goals to provide outstanding customer service and increase ridership, the Transit Stores team works closely with the Marketing and Communications Department to enhance customer services and build transit awareness.

Transit Stores provide a one-stop shopping experience for the residents of the San Gabriel and Pomona Valleys, assisting customers with their commuting needs. Customer Service Representatives offer one-on-one custom trip planning; bus passes; regional transit agencies' fare media; and Metrolink monthly passes. In addition to the in-person assistance, CSRs handle the incoming 800 number information line.



## Fiscal Year 2006 Accomplishments

- Answered 99 percent or more of all incoming phone calls
- Maintained the average hold time of less than one minute
- Upgraded the phone system to better serve our 800 information line and support Foothill Transit's goal of providing outstanding customer service
- Implemented a new Point of Sale (POS) system to increase efficiency and enhance customer service
- Launched online pass sales
- Conducted audits of Transit Store transactions to monitor quality and enforce Foothill Transit's high standards for customer service

## Fiscal Year 2007 Initiatives

- Continue to answer 99 percent or more of all incoming phone calls
- Maintain average hold time of less than one minute
- Relocate the West Covina Transit Store with the acquisition of the new Administrative office Building
- Redesign customer service representative uniforms

Account Number	Account Name	FY 2005 Actual	FY 2006 Budget	FY 2007 Budget
5000	Management Service Fee	\$1,219,900	\$1,266,700	\$1,317,500
5109	Check Verification	7,144	8,700	8,700
5115	Armor and Merchant Service	24,751	56,000	56,000
5200	Contract Maintenance	9,881	1,800	1,800
5202	Postage Pitney Bowes	109	4,100	4,100
5204	Security	58,524	62,600	56,300
5209	Janitorial	13,770	14,800	20,200
5212	Water	1,633	2,400	4,300
5290	Other Misc Contractural Services	3,961	5,700	4,700
5406	Washer & Cleaner Supplies	35	3,000	3,000
5502	Clothing Supplies	15,332	11,900	11,900
5603	Electricity	2,420	7,400	7,400
5604	Waste	303	3,600	3,600
5606	Telephone	98,523	122,000	122,000
6000	Travel and Meetings	4,509	10,200	10,200
6100	Advertising & Promotion	0	100	100
6400	Printing Charges	390	0	0
6501	General Mail	246	1,300	1,300
6502	Express Mail	1,056	700	700
6702	Other Misc. Expense	14,471	5,200	5,200
6800	Office Lease	79,851	106,200	59,100
6801	Office Building	0	0	13,900
<b>Total</b>		<b>\$1,556,809</b>	<b>\$1,694,400</b>	<b>\$1,712,000</b>

# Administration

The Administration Department is responsible for providing management direction to all departments within the organization, while executing the strategies and policies of the Executive Board. In addition, the Administration Department coordinates all legislative and inter-governmental affairs for Foothill Transit. The Administration Department also provides office support including receptionist, switchboard, monitoring of office supplies, and coordination of central files.

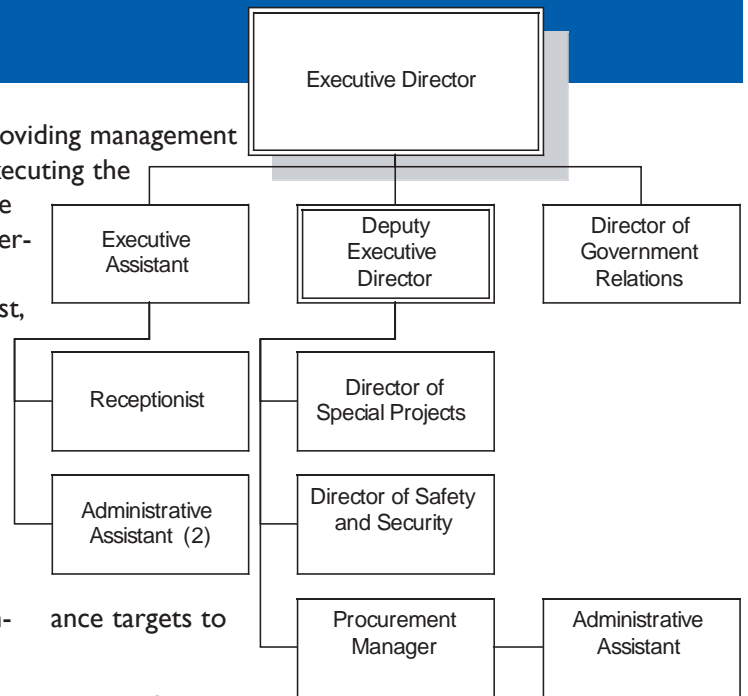
## Fiscal Year 2006 Accomplishments

- Maintained effective Executive Board and Governing Board communication
- Supported the Executive Board and Governing Board
- Guided the agency to achievement of eight of nine performance targets to date
- Purchased Washington Mutual Building in West Covina as Foothill Transit's new administrative headquarters
- Secured \$5.1 million in Federal discretionary funding
- Expanded Foothill Transit's involvement in the American Public Transportation Association, California Transit Association, and Access Services
- Expanded involvement in community activities and actively supported regional chambers of commerce.
- Created and filled position of Director of Safety and Security
- Implemented a number of safety and security recommendations from the Sheriff's Department Threat Assessment

## Fiscal Year 2007 Initiatives

- Support the Executive Board and Governing Board
- Maintain effective Executive Board and Governing Board member communications
- Maintain industry involvement with American Public Transportation Association, California Transit Association, and Access Services
- Procure and implement new operations and maintenance agreement for Pomona facility
- Obtain federal funding for Foothill Transit capital priorities
- Complete construction improvements to and occupy new Foothill Transit administrative headquarters
- Complete construction of Foothill Transit Operational Warehouse
- Pursue modifications to Regional Formula Allocation Procedure

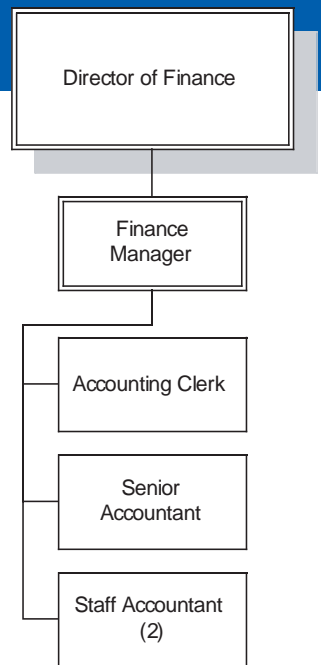
In Fiscal Year 2006, safety and security were part of the Administration budget. In Fiscal Year 2007, the Safety and Security Department was formed, which is detailed on page 56.



Account Number	Account Name	FY 2005 Actual	FY 2006 Budget	FY 2007 Budget
5000	Management Service Fee	\$802,700	\$833,500	\$890,000
5101	Legal Fees	219,128	180,000	180,000
5102	Consulting	6,541	101,200	101,200
5103	Public Affairs	177,967	160,000	185,000
5104	Board Procurement	0	50,000	50,000
5201	Copier	1,282	4,200	4,200
5202	Postage - Pitney Bowes	2,575	2,200	2,200
5212	Water	480	800	800
5290	Other Misc Contractural Services	1,153	1,000	3,500
5301	Other Services	374	2,000	2,000
5303	Repair and Maint Other Equip.	0	1,300	1,300
5501	Office Supplies	37,066	30,000	40,000
5605	After Hours Heating and Air	0	2,000	2,000
5606	Telephone	14,894	20,000	20,000
5701	Commercial Property	7,411	8,200	8,200
5702	Liability/Excess Liability Ins	65,799	58,200	58,200
5705	Directors and Officers Liability	17,820	19,600	19,600
5706	Auto Insuranse	24,149	26,400	26,400
5900	Dues and Subscription	49,125	53,000	53,000
6000	Travel and Meeting	83,187	80,000	110,000
6400	Printing Charges	12,249	20,000	20,000
6501	General Mail	1,786	3,000	3,000
6502	Express Mail	2,025	2,000	2,000
6503	Agenda Mailings	0	3,200	3,200
6701	Executive/Governing Board Fees	22,400	43,600	43,600
6702	Other Misc. Expenses	2,569	2,000	2,000
6703	RFP-Issuance Cost	15,188	5,600	5,600
6800	Office Lease	119,076	123,000	44,000
6801	Office Building	0	0	61,300
<b>Total</b>		<b>\$1,686,944</b>	<b>\$1,836,000</b>	<b>\$1,942,300</b>

# Finance

The Finance Department provides support services including accounting, financial planning, grant administration, budget development, account receivable billing and collections, and financial reporting for the organization. The department coordinates inventory of fixed assets and is responsible for adhering to local, state and federal requirements in the administration of grant funds. It also administers the required annual financial and compliance audits, oversees the investment portfolio, and monitors cash flow.



## Fiscal Year 2006 Accomplishments

- Updated 15-year financial plan
- Processed and filed claims on FTA-funded projects in a timely manner
- Coordinated compliance and financial audits
- Ensured the safety, security and growth of invested funds
- Prepared monthly expenditure and financial reports
- Prepared annual operating and capital budgets
- Trained staff on updated financial software to implement improved features
- Maintained fixed assets inventory system ensuring the safeguarding of the fixed assets
- Maintained fareboxes and reprogrammed new fare schedules ensuring accurate fare collections
- Received national and state recognition for outstanding financial reporting for Foothill Transit's Annual Comprehensive Financial Report
- Completed El Monte Transit Center Phase I close out
- Coordinated FTA Triennial Review

## Fiscal Year 2007 Initiatives

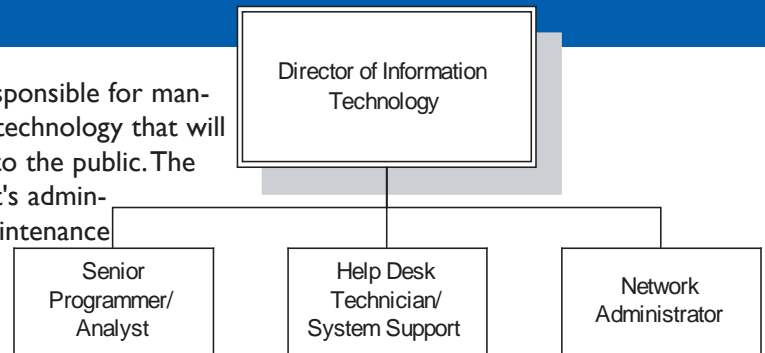
- Update 15-year financial plan
- Ensure all federal procurement guidelines are met for all capital projects
- Process and file claims on FTA-funded projects in a timely manner
- Coordinate compliance and financial audits
- Ensure the safety, security and growth of invested funds
- Prepare monthly expenditure and financial reports
- Complete financial audits without any negative findings
- Prepare annual operating and capital budgets
- Train staff on financial software to implement improved features
- Maintain fixed assets inventory system to ensure the safeguarding of the fixed assets
- Maintain fareboxes and reprogram new fare schedules assuring accurate fare collections
- Apply for industry awards for excellence in financial reporting
- Complete El Monte Transit Center Phase II close out and grant audit
- Complete financial audits without any negative findings
- Determine appropriate replacement financial software to meet the needs of Foothill Transit

Account Number	Account Name	FY 2005 Actual	FY 2006 Budget	FY 2007 Budget
5000	Management Service Fee	\$738,500	\$766,900	\$797,500
5102	Consulting	2,286	2,000	2,500
5106	Audit Fees	44,200	60,000	49,000
5202	Postage - Pitney Bowes	73	200	200
5290	Other Misc Contractual Services	569	600	700
5301	Other Services	324	600	600
5606	Telephone	2,117	3,100	3,100
5900	Dues and Subscription	1,070	1,000	1,100
6000	Travel and Meeting	6,565	9,400	9,400
6501	General Mail	744	1,300	1,300
6502	Express Mail	920	700	800
6702	Other Misc Expense	143	500	500
6800	Office Lease	40,800	81,900	32,500
6801	Office Building			35,200
<b>Total</b>		<b>\$838,311</b>	<b>\$928,200</b>	<b>\$934,400</b>



# Information Technology

The Information Technology (IT) Department is responsible for management, coordination, and implementation of information technology that will ensure more timely and cost effective delivery of services to the public. The department provides computer solutions to Foothill Transit's administrative staff, the Transit Stores, and the Operations and Maintenance contractors to achieve the organization's goals and objectives.



## Fiscal Year 2006 Accomplishments

- Maintained average computer system up-time at over 99 percent
- Provided timely technical support for management staff and maintenance contractors
- Managed network software applications and monitored network security
- Managed the IT Help Desk
- Implemented new, more comprehensive anti-virus software package, making the Foothill Transit network safer
- Replaced obsolete user PCs, network servers, and other network hardware
- Replaced obsolete Point-of-Sale (POS) software and hardware

## Fiscal Year 2007 Initiatives

- Maintain average computer system up-time at 99 percent or greater
- Provide technical support for staff
- Manage network security and network software applications, including anti-virus and anti-SPAM software
- Manage the IT Help Desk
- Continue to implement new software tools for Staff, such as Microsoft SharePoint, to increase communications through more efficient sharing of data
- Keep Foothill Transit's network up-to-date by replacing obsolete user PCs, network servers, and other network hardware
- Provide IT support for the SMARTBus project
- Implement IT infrastructure in the new Foothill Transit Administration building
- Replace phone system at the Foothill Transit Administration building and Transit Stores



Account Number	Account Name	FY 2005 Actual	FY 2006 Budget	FY 2007 Budget
5000	Management Service Fee	\$581,900	\$604,200	\$628,400
5202	Postage - Pitney Bowes	109	300	300
5290	Other Misc Contractual Services	65,984	88,400	139,400
5302	Repair and Maint Office Equip.	1,449	1,500	1,500
5303	Repair and Maint Other Equip.	1,971	6,000	6,000
5504	Computer Supplies	19,189	14,000	16,000
5606	Telephone	16,473	8,700	8,700
5610	Internet Service	14,693	26,400	26,400
6000	Travel and Meeting	6,984	5,500	5,500
6501	General Mail	1	100	100
6502	Express Mail	16	300	300
6800	Office Lease	26,031	37,800	15,000
6801	Office building	0	0	30,600
<b>Total</b>		<b>\$734,800</b>	<b>\$793,200</b>	<b>\$878,200</b>

