

# FOOTHILL TRANSIT BUSINESS PLAN FISCAL YEAR 2012 DRAFT REVISED



2012 Business Plan  
Draft - April 2010



**Foothill Transit**  
GOING GOOD PLACES





# Foothill Transit Governing Board

## Cluster One Claremont

- Councilmember Corey Calaycay
- Councilmember Joe Lyons, Alternate
- La Verne**
- Mayor Pro Tem Robert F. Rodriguez
- Vacant, Alternate
- Pomona**
- Councilmember Paula Lantz
- Mayor Elliot Rothman, Alternate
- San Dimas**
- Councilmember Emmett Badar
- Councilmember John Ebener, Alternate
- Walnut**
- Mayor Antonio Cartagena
- Councilmember Tom King, Alternate

## Cluster Two Azusa

- Councilmember Keith Hanks
- Mayor Pro Tem Uriel Macias, Alternate
- Baldwin Park**
- Councilmember Marlen Garcia
- Mayor Manuel Lozano, Alternate
- Covina**
- Councilmember Peggy A. Delach
- Councilmember Robert Low, Alternate
- Glendora**
- Councilmember Doug Tessitor
- Councilmember Gene Murabito, Alternate
- Irwindale**
- Councilmember Mark Braceda
- Mayor H. Manuel Ortiz, Alternate
- West Covina**
- Councilmember Shelly Sanderson
- Mayor Pro Tem Michael Touhey, Alternate

## Cluster Three Arcadia

- Councilmember Roger Chandler
- Councilmember Robert Harbicht, Alternate
- Bradbury**
- Councilmember Richard G. Barakat
- Mayor Richard T. Hale, Alternate
- Duarte**
- Councilmember John Fasana
- Mayor Tzeitel Paras Caracci, Alternate
- Monrovia**
- Councilmember Becky Shevlin
- Mayor Mary Ann Lutz, Alternate
- Pasadena**
- Councilmember Margaret McAustin
- Mayor Bill Bogaard, Alternate
- Temple City**
- Councilmember Cynthia Sternquist
- Councilmember Vincent Yu, Alternate

## Cluster Four El Monte

- Councilmember Emily Ishigaki
- Mayor Andre Quintero, Alternate
- Diamond Bar**
- Mayor Carol Herrera
- Councilmember Jack Tanaka, Alternate
- Industry**
- Councilmember Jeff Parriott
- Councilmember Tim Spohn, Alternate
- La Puente**
- Mayor Pro Tem Nadia A. Mendoza
- Mayor David Argudo, Alternate
- South El Monte**
- Mayor Pro Tem Hector Delgado
- Councilmember Willhans A. Ili, Alternate

## Cluster Five County of Los Angeles

- David C. Rodriguez
- (Representing Supervisor Don Knabe)
- Michael De La Torre
- (Representing Supervisor Mike Antonovich)
- Pat Wallach
- (Representing Supervisor Gloria Molina)

# Foothill Transit Executive Board

**Roger Chandler**  
Chair

**Carol Herrera**  
Vice Chair

**Peggy A. Delach**  
Treasurer

**Paula Lantz**  
Member

**Pat Wallach**  
Member

# Foothill Transit Senior Management

**Doran J. Barnes**  
Executive Director

**Kevin McDonald**  
Deputy Executive Director

**Jaime Becerra**  
Director of Safety and Security

**George Karbowski**  
Director of Operations and Maintenance

**David Reyno**  
Director of Government Relations

**Gary Nehls**  
Director of Procurement

**LaShawn Gillespie**  
Director of Planning

**Linda Somilleda**  
Director of Marketing and Communications

**Richard Hasenohrl**  
Director of Finance

**Joseph Raquel**  
Director of Information Technology

**Roland Cordero**  
Director of Facilities

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## Executive Summary and Mission Statement

The Board of Directors of the Metropolitan Transit Authority (MTA) has approved the proposed FY 2013 budget. This budget is a result of a collaborative process between the Board and the MTA's management. The budget is designed to ensure the MTA's financial stability and to support its mission of providing safe, reliable, and efficient public transit service to the region.

The proposed FY 2013 budget is based on a number of key assumptions, including a 3.5% increase in fare revenue, a 2.5% increase in state and federal funding, and a 1.5% increase in other revenue. The budget also includes a 1.5% increase in operating costs, primarily due to inflation and the need to maintain and improve the MTA's infrastructure.

The MTA's mission is to provide safe, reliable, and efficient public transit service to the region. This mission is supported by a number of key initiatives, including the implementation of new technologies, the expansion of service to underserved areas, and the improvement of customer service. The MTA is committed to providing a high-quality transit experience for all of its customers.

The proposed FY 2013 budget is a balanced budget, meaning that it does not require any additional state or federal funding. This is a significant achievement, as it demonstrates the MTA's ability to manage its finances responsibly and to ensure its long-term financial stability.

## Executive Summary

The mission of the Metropolitan Transit Authority is to be the premier public transit provider in the region.





## Summary and Mission Statement

Foothill Transit's FY 2012 Business Plan is a combined budget document and Short Range Transit Plan for the organization. The Plan assumes no service reductions or fare increases and presents a balanced budget. This is primarily a result of proactive steps taken by the Foothill Transit Governing Board last year to address projected funding shortfalls. In addition, countywide sales tax revenues have stabilized somewhat and appear to be slowly rebounding. The Business Plan projects that Foothill Transit will operate 690,000 vehicle service hours, matching last year's budgeted service level.

The agency's FY 2012 operating cost, budgeted at \$66.4 million, represents a 5.9 percent increase over Fiscal Year 2011 projections. This is 3.6 percent above the budgeted FY 2011 amount. Conservative estimates on fuel costs, and transit operations and maintenance contract annual rates, projected to increase by CPI, are the major contributors to the resulting budget figures. Overall, transit operations account for 85 percent of Foothill Transit's total operating cost.

Foothill Transit's FY 2012 fare revenue is projected at \$17.2 million. This represents a 1.4 percent increase over projected FY 2011 levels. The FY 2012 fare revenue figure is 11.4 percent higher than the FY 2011 budgeted fare revenue figure.

The state's current proposed budget this year includes limited funding to the State Transit Assistance (STA) fund for Fiscal Year 2012. Foothill Transit's Volumetric Excise Tax Credit revenues, authorized by the Federal government through December 2011, have been budgeted and will be used to fund the FY 2012 capital program.

Continuing Foothill Transit's focus on safety, customer service, efficiency and innovation, several new and ongoing capital and operating programs will be underway this year. Among these are the continued progress on a number of projects initially funded through the American Recovery and Reinvestment Act of 2009 (ARRA), including full Line 291 Ecoliner zero-emission electric bus service in Pomona and La Verne, and conversion to solar power for much of the organization's energy needs at both operations and maintenance facilities.

As the local economy and the prospect of job growth in the region improves, Fiscal Year 2012 promises to be a year of recovering and growing ridership. The advent of new media technology to enhance customer care, and a heightened awareness of customer, bus operator, vehicle, and facility security issues all emphasize the continued importance of adhering to our mission statement

### 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's overall system performance for FY 2010, the projected performance for FY 2011, and the targeted performance goals for FY 2012.

Overall System Performance	FY 2010 Actual	FY 2011 Target	FY 2011 Estimate	FY 2012 Target	% Change
Passenger Boardings	14,436,713	12,900,000	13,500,000	13,800,000	2.2%
Fare Revenue	\$16,481,247	\$15,480,200	\$17,000,000	\$17,242,500	1.4%
Vehicle Service Hours	745,530	690,000	680,300	690,000	1.4%
Operating Expense	\$63,513,225	\$64,106,600	\$62,720,200	\$66,424,300	5.9%

In order to accomplish its mission, Foothill Transit focuses on four key goals and their accompanying measurable performance indicators, which are outlined in the chart below.

Goal	Indicator	FY 2010 Actual	FY 2011 Target	FY 2011 Estimate	FY 2012 Target
Operate a Safe Transit System	Preventable Accidents per 100,000 miles	0.46	0.80	0.40	0.80
	Complaints per 100,000 Boardings	6.0	7.5	7.1	7.5
Provide Outstanding Customer Service	Schedule Adherence	87%	90%	81%	90%
	Average Hold Time	0:26	0:50	0:24	0:50
	Miles between Service Interruptions	19,266	15,000	20,000	15,000
Operate an Effective Transit System	Boardings per Service Hour	19.4	18.7	19.8	20.0
	Average Weekday Boardings	47,178	42,500	46,000	44,000
Operate an Efficient Transit System	Average Cost per Vehicle Service Hour	\$85.19	\$92.91	\$92.19	\$96.27
	Farebox Recovery Ratio	25.95%	24.15%	27.10%	25.96%



## Fiscal Year 2011 Accomplishments

During Fiscal Year 2011, Foothill Transit completed or made significant progress on many initiatives that helped in achieving the performance shown by the indicators above. These include:

- Implement Service Reductions in line with Projected Operating Revenues
- Ecoliner Implementation
- ARRA-funded Capital Projects
- Agency-wide Customer Service Training
- Authorization Advocacy

## Fiscal Year 2012 Initiatives

Foothill Transit will continue to pursue opportunities to improve its performance during Fiscal Year 2012. The key initiatives for the coming fiscal year include:

- Operations Contract Procurements
- Schedule Adherence Strategy
- Zero-Emissions Line 291
- Future Fleet Size and Composition Strategy
- San Gabriel Valley Park and Rides
- Environmental Management System
- New Media Technology in Advanced Customer Care

## Budget Organization

The FY 2012 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 years.

**Fiscal Year 2011 Accomplishments:** This section highlights Foothill Transit's accomplishments for Fiscal Year 2011 in greater detail and as measured by performance indicators.

**Fiscal Year 2012 Initiatives:** This section provides Foothill Transit's targeted performance for several key indicators and agency-wide initiatives for Fiscal Year 2012.

**Agency Funding:** This section includes Foothill Transit's operating and capital budget for Fiscal Year 2012.

**Departmental Summary:** This final section provides the departmentalized operating budget for the agency, including department-specific initiatives for Fiscal Year 2012.

**Five-Year Financial Outlook:** This section looks ahead and examines the agency's funding future and budget trends.

# Foothill Transit Fiscal Year 2012 Business Plan Service Summary

The Foothill Transit Board of Directors has approved the Fiscal Year 2012 Business Plan. The Board is pleased to announce that the Transit Authority will continue to provide high-quality transit service to the community. The Board has also approved the Transit Authority's budget for Fiscal Year 2012, which includes a 2% increase in fares and a 1% increase in the number of routes. The Board is confident that these changes will ensure the Transit Authority's long-term financial stability and ability to provide the highest quality of service to our customers.

The Transit Authority's primary goal is to provide safe, reliable, and efficient transit service to the community. To achieve this goal, the Transit Authority will continue to invest in its fleet, infrastructure, and customer service. The Transit Authority will also continue to work closely with the community to address their needs and concerns. The Transit Authority is committed to providing a high-quality transit service that meets the needs of our customers and supports the growth of the community.

The Transit Authority's Fiscal Year 2012 Business Plan includes the following key initiatives:

- Investing in fleet and infrastructure to improve service reliability and efficiency.
- Enhancing customer service through staff training and improved communication.
- Expanding service to underserved areas of the community.
- Implementing fare increases to ensure the Transit Authority's long-term financial stability.

The Transit Authority is committed to providing a high-quality transit service that meets the needs of our customers and supports the growth of the community. We look forward to continuing to serve the community in Fiscal Year 2012 and beyond.

The Transit Authority's Fiscal Year 2012 Business Plan is a comprehensive document that outlines the Transit Authority's goals, objectives, and strategies for the coming year. The Transit Authority is committed to providing a high-quality transit service that meets the needs of our customers and supports the growth of the community. The Transit Authority's Fiscal Year 2012 Business Plan includes the following key initiatives:

- Investing in fleet and infrastructure to improve service reliability and efficiency.
- Enhancing customer service through staff training and improved communication.
- Expanding service to underserved areas of the community.
- Implementing fare increases to ensure the Transit Authority's long-term financial stability.

The Transit Authority is committed to providing a high-quality transit service that meets the needs of our customers and supports the growth of the community. We look forward to continuing to serve the community in Fiscal Year 2012 and beyond.



## Agency History

Foothill Transit, a joint powers authority of 22 member cities in the San Gabriel and Pomona Valleys, was created in 1988 after the former Southern California Rapid Transit District (RTD) announced service cuts and fare increases that would negatively impact the San Gabriel Valley. In an effort to provide better public transportation options for the community while reducing costs and improving local control, the Los Angeles County Transportation Commission (LACTC) approved Foothill Transit's application to assume operation of 14 lines which were operated by the RTD.

Fixed-route bus service began in December 1988 with operation of Lines 495 and 498. The remaining 12 lines were transferred to Foothill Transit over a period of five years. Foothill Transit also assumed administration of the Bus Service Continuation Project and began providing service on an additional six lines that were abandoned by the RTD. The agency analyzed the transit need for the region and began modifying existing lines, increasing weekday service, introducing weekend service, and creating new service.

Foothill Transit now operates 34 fixed-route local and express lines, covers 327 square miles, and serves 13.5 million customers each year. This number is up from 9.5 million at the time of Foothill Transit's original application.

In 2002, Foothill Transit entered a cleaner new era by beginning its conversion to a compressed natural gas (CNG) fleet. Since then, Foothill Transit has put into service 274 CNG buses and is planning to retire the last vehicles in its diesel fleet by 2012. The agency also opened its second operations and maintenance facility in September 2002. Located on the border of Arcadia and Irwindale, it joined Foothill Transit's first agency-owned facility in Pomona, which opened in 1997. Prior to the opening of these facilities, the agency had to rely on its operations contractors to provide their own facilities. In 2007, Foothill Transit's administrative offices were relocated to the Vincent Avenue building purchased in 2006. This purchase enabled the investment of capital dollars to offset ongoing operating costs associated with the operating lease of the prior administrative office space on Barranca Avenue.

In 2007, Foothill Transit launched the region's first cross-valley, high occupancy bus service – the Silver Streak. Covering approximately 40 miles – from Montclair to Grand and Olympic in downtown Los Angeles – the Silver Streak route spends about five percent of its total trip time on surface streets, utilizing freeways and HOV lanes for quick commuting between designated station stops, mimicking the efficiency and speed of light rail. The Silver Streak was also the first public transit service in Southern California to offer customers free mobile WiFi service on all 30 of its 60-foot articulated buses. WiFi service was discontinued in early 2009 due to technological advancements and looming operating budget cuts from the state.

In FY 2011, the agency took a bold step in zero-emission bus technology with the implementation of the first-of-its-kind all-electric Ecoliner. The Ecoliner began operation with three buses in September 2010, funded through the American Recovery and Reinvestment Act of 2009 (ARRA). These vehicles are the first all-electric, heavy duty public transit buses ever to utilize in-route fast charging capability, enabling them to remain in service throughout the day without having to leave the route to be charged before returning to service. Foothill Transit received a \$10.1M TIGGER II grant in early 2011 to expand the Ecoliner program. This funding will enable the purchase of nine more Ecoliner vehicles for use on Line 291, making it the first all-electric, zero-emissions bus line in the county.

The American Public Transportation Association recognized Foothill Transit in 2001 with their "Bus Safety Gold Award," dubbing Foothill Transit the safest transit agency of its size. Foothill Transit was also named "Outstanding Transit System" of its size by APTA in 1993 and 1995. The National Safety Council, Greater Los Angeles Chapter, recognized Foothill Transit in 1995, 1996, 1997, 1998 and 2001 with first-place awards for its safety programs.

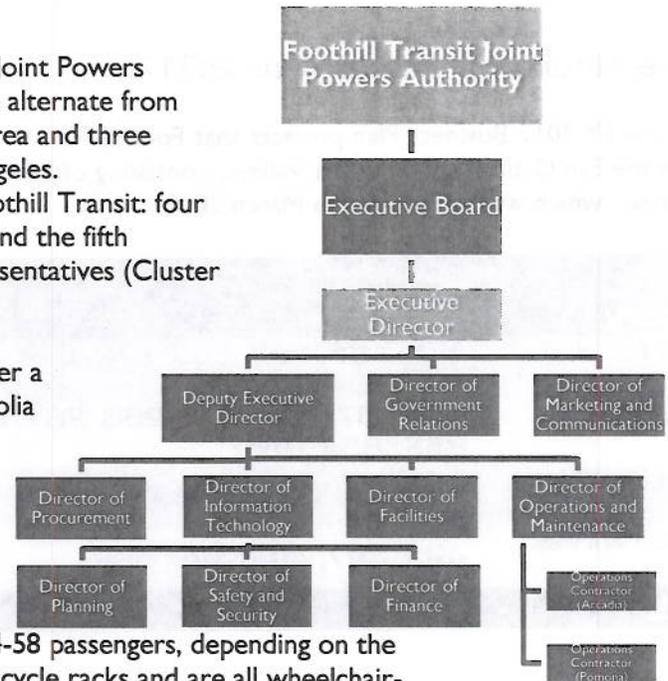
In FY 2011, the agency will enter its 23<sup>rd</sup> year of transportation service to the San Gabriel and Pomona Valleys. Several landmark initiatives will be rolled out in the upcoming fiscal year which will expand Foothill Transit's infrastructure and enhance its sustainability.

## Structure

General membership in the Foothill Transit Joint Powers Authority includes one city council member and one alternate from each of the 22 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.



## Foothill Transit Fleet

In FY 2012, 300 coaches will provide service on 34 planned routes operated by Foothill Transit. Bus seating capacity ranges from 24-58 passengers, depending on the vehicle model. All 300 coaches are equipped with bicycle racks and are all wheelchair-accessible. The chart below summarizes the planned mix of vehicles in the Foothill Transit fleet in FY 2012.

Year	Series	Type	Fuel	Quantity
2002	1200	Orion 40ft	CNG	66
2003	1300	Orion 40ft	CNG	51
2004	1400	NABI 40ft Low Floor	CNG	75
2006	1500	NABI 40ft Low Floor	CNG	10
2006	1600	NABI 60ft Low Floor	CNG	30
2009	1700	NABI 42ft Low Floor	CNG	30
2010	1800	NABI 42ft Low Floor	CNG	12
2012	1900	NABI 42ft Low Floor	CNG	14
2010-2012	2000	Proterra Ecoride 35	Electric	12
<b>TOTAL</b>				<b>300</b>

## Foothill Transit Facilities

Foothill Transit's administrative office is located at 100 South Vincent Ave in the City of West Covina. The administrative office also serves as the site of the agency's West Covina Transit Store, monthly Executive Board meetings, and as the location of its management staff operations, which are provided by Veolia Transportation. The agency occupies 30,000 square feet on four floors of the building's 45,000 square feet.

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



## Service Hours for Fiscal Year 2012

The FY 2012 Business Plan projects that Foothill Transit will operate fixed-route transit services on 34 routes in the San Gabriel and Pomona Valleys, consisting of 26 local lines, seven Commuter Express lines, and the Silver Streak, which was introduced in March 2008.

Service Category	Routes	FY 2012 Hours
Arcadia Local Lines	178, 185, 187, 269, 272, 274, 280, 281, 284, 289, 480, 494, 851	281,841
Pomona Local Lines	195, 197, 282, 285, 286, 291, 292, 482, 486, 488, 492, 853/854, 855	255,416
Arcadia Express Lines	481, 690, Silver Streak	92,164
Pomona Express Lines	493, 497, 498, 499, 699	60,579
<b>TOTAL</b>		<b>690,000</b>

## Service Changes through Fiscal Year 2014

The service reductions implemented in FY 2010 and FY 2011 addressed the projected structural deficit. In the coming years, changes will be made to enhance the service to customers in the areas of on-time-performance, frequency, and addressing the numerous, long term detours that are in effect throughout the service area. These changes will follow the necessary requirements of service changes including garnering Executive Board authority to hold public hearings on the proposed changes, conducting public hearings prior to making final recommendations to the Governing Board. Changes that will be explored and evaluated are as follows:

### Schedule Adherence Strategy

Achieving the goal of at least 90 percent on-time performance, system-wide, is one of the agency's major initiatives for FY 2012. While service planning is only one strategy to achieve this performance target, extensive effort will be applied in reviewing the schedules to compare them to current travel times, traffic, and myriad conditions which impact service delivery. Considerable planning and analyzing of the arrival and departure times at each timepoint within the service area has begun. As work continues, opportunities to adjust travel times based on time of day, day of week, and by direction will be implemented.

### Silver Streak

In 2007, Foothill Transit launched the region's first cross-valley, high occupancy bus service – the Silver Streak. Covering approximately 40 miles from Montclair to Grand and Olympic in downtown Los Angeles—the Silver Streak services key transit hub and transfer points along the route including El Monte Station. Los Angeles Metro introduced its Silver Line service in 2010 which provides service between El Monte Station to downtown with some trips continuing on to provide service to the Artesia Transit Station. The service profile and route of Foothill Transit's Silver Streak and Metro's Silver Line are similar on the portion that travels between El Monte Station and Downtown Los Angeles. To provide high quality service to the San Gabriel and Pomona Valley regions, several options are being considered to best meet the transportation needs of Silver Streak riders. In FY 2010 surveys were conducted to gather feedback from current Silver Streak customers. This survey will provide a springboard

to develop schedule, route, frequency and stop changes to continue to provide high quality service to the San Gabriel and Pomona Valleys.

#### Line 291 Zero Emissions Service

With the recent executive board approval of nine more Ecoliner buses, Line 291 is slated to be will be a fully electric in FY 2012. The full electrification of Line 291 will require the Ecoliners to have a maximum dwell time of approximately ten minutes at the Pomona Transcenter in order to recharge the lithium ion batteries. As the charge time analysis continues and the coaches receive updates to their system the dwell time will decrease. The additional time on Line 291 will require a restructure of the line's schedules, time points and map.

#### Improved Service Coordination

Foothill Transit interacts with eight municipal transit operators on a daily basis. These include Orange County Transportation Authority, Montebello Buslines, Omnitrans, Norwalk Transit, Metrolink and Los Angeles Metro Bus and Light Rail services. While the agency continues to move forward improving schedule adherence we will also continue to review the connectivity and transfers at those specific time points, providing for a successful transfer between transit agencies.

#### Metro Goldline Extension

Planning for the Phase 2A of the Metro Foothill Goldline light rail extension from the existing Sierra Madre Villa Station in East Pasadena to Azusa continues. The 11.5-mile extension of the Gold Line that will add six stations in the cities of Arcadia, Monrovia, Duarte, Irwindale, and Azusa. Several Foothill Transit lines will be affected by the Goldline extension which may require a restructuring of the lines including Line 187 and Commuter express service Line 690 which services Montclair, San Dimas, Azusa and Pasadena. A bus interface plan is being developed to identify and plan the changes to these lines in an effort to provide enhanced regional mobility.



to develop schedule route frequency and stop changes to coordinate with other transit services in the area.

Line 291 Transit Service  
With the recent executive board approval of line 291, the transit board will require the bus to have a maximum of 15 minutes of travel time between stations. The bus will be required to stop at the following stations: ...

Improved Service Coordination  
Foothill Transit interacts with eight municipal transit agencies on a daily basis. These include Orange County Transportation Authority, Riverside County Transit, San Bernardino County Transit, San Diego County Transit, and San Luis Obispo County Transit. While the agency continues to move forward with its schedule adjustments, it will continue to review the connectivity and transfer at their specific time points, providing for a seamless transfer between transit agencies.

Major Station Expansion  
Phase 1A of the Metro Foothill Goldline light rail extension from the existing Santa Anita Station to East Pasadena to Azusa continues. The 1.2-mile extension of the Gold Line that will also include the stations of Azusa, Pasadena, Duarte, Irwindale, and Azusa. Several Foothill Transit lines will be affected by the Goldline extension which may require a restructuring of the lines including Line 115 and Connector. Line 690 which services Pasadena, San Dimas, Azusa and Fontana. A bus transfer plan is being developed to identify and plan the changes to these lines in an effort to provide enhanced regional mobility.

### Overall System Statistics

During FY 2011, Foothill Transit tracked each of its nine performance indicators on a monthly basis to determine if the annual performance targets were being met. The targets for FY 2011 were based on projected estimates of performance through FY 2010 and anticipated changes during the year.

The following is a summary of service-related issues and ridership performance.

Category	Actual	Target
Passenger Boardings	177,000,000	175,000,000
Revenue	\$24,500,000	\$24,000,000

### Financial Budgeting and Fair Revenue

The year's budget plan projects a decrease in ridership for FY 2011. The decrease can primarily be attributed to...

## Foothill Transit Fiscal Year 2012 Business Plan

### Fiscal Year 2011 Accomplishments

The overall decrease in vehicle service hours is a result of the Fiscal Year 2011 initiative to reduce service hours with program operating revenues as well as the 2010 Service Level Agreement. These initiatives included reducing fleet to address operating costs, adjusting frequencies and routes and in some cases cancelling unproductive routes. Lower than anticipated fuel costs, along with the cost saving measures implemented agency-wide, resulted in lower than expected average operating expenses.

### Goals and Performance Standards

Performance indicators are established quarterly based on projections of total vehicle miles, revenue, and passenger boardings per vehicle. The estimated boardings per vehicle metric tracks recovery rates and cost recovery. Other performance indicators are reported based on historical and current events. Each indicator is discussed on the next page.





## Overall System Statistics

During FY 2011, Foothill Transit tracked each of its nine performance indicators on a monthly basis to determine if the established performance targets were being met. The targets for FY 2011 were based on projected estimates of performance through FY 2010 and anticipated changes during the year.

The following is a summary of service-related issues and indicator performance.

Overall System Performance	FY 2010 Actual	FY 2011 Estimate
Passenger Boardings	14,436,713	13,500,000
Fare Revenue	\$16,481,247	\$17,000,000
Vehicle Service Hours	745,530	680,300
Operating Expense	\$63,513,225	\$62,720,200

## Passenger Boardings and Fare Revenues

This year's Business Plan projects a decrease in ridership for FY 2011. This decrease can primarily be attributed to the high levels of unemployment and the slow economic recovery.

## Vehicle Service Hours and Operating Expenses

The overall decrease in vehicle service hours is a result of the Fiscal Year 2011 initiative to reduce service in line with projected operating revenues as well as the 2010 Service Level Alignment. These initiatives included modifying lines to address passenger loads, adjusting frequencies and routes and in some cases cancelling unproductive service. Lower than anticipated fuel costs, along with the cost saving measures implemented agency-wide, contributed to lower than expected average operating expenses.

## Goals and Performance Standards

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 on the next page.



Goal	Indicator	FY 2010 Actual	FY 2011 Target	FY 2011 Estimate
Operate a Safe Transit System	Preventable Accidents per 100,000 miles	0.46	0.80	0.40
	Complaints per 100,000 Boardings	6.0	7.5	7.1
Provide Outstanding Customer Service	Schedule Adherence	87%	90%	81%
	Average Hold Time	0:26	0:50	0:24
	Miles between Service Interruptions	19,266	15,000	20,000
Operate an Effective Transit System	Boardings per Service Hour	19.4	18.7	19.8
	Average Weekday Boardings	47,178	42,500	46,000
Operate an Efficient Transit System	Average Cost per Vehicle Service Hour	\$85.19	\$92.91	\$92.19
	Farebox Recovery Ratio	25.95%	24.15%	27.10%

#### Preventable Accidents per 100,000 Miles

Through the continued focus on safety in FY 2011, Foothill Transit is projected to meet the target of 0.80 preventable accidents per 100,000 miles. This target is below industry standards for preventable accidents. Safety will continue to be a top priority for Foothill Transit at all levels of the agency.

#### Complaints per 100,000 Boardings

Complaints for the current fiscal year are projected to meet the target of 7.5 per 100,000 boardings at 7.1. This represents a slight increase above FY 2010; however it is important to note that these comments included those related to the fare increase, which was fully implemented at the beginning of the fiscal year followed by Foothill Transit's largest service reduction. Enhancements were made to the complaint handling process this fiscal year which provide more efficient complaint collection and effective response tracking.

#### Schedule Adherence

With the increased use of extensive data being reported by Foothill Transit's SMARTBus System (SBS), opportunities to significantly enhance the on-time performance have been identified. For FY 2011, Foothill Transit is projected to fall below the 90 percent on-time performance target at 81 percent. This fiscal year, the agency's SBS monitored the on-time performance of the entire system on a trip by trip basis, resulting in more than 400,000 monthly on-time performance checks being conducted in contrast to the 4,000 checks that were



conducted manually. This data will be used to advance this year's initiative of achieving 90 percent on-time performance.

#### Average Hold Time

Average Hold Time for FY 2011 is projected to be well within the goal of 50 seconds at 24 seconds. As the usage and management of telephone system technology continues to be adopted the handling of customer calls will be refined. The improvement of this indicator is a direct result of the revisions made in FY 2010, which allowed the calls coming into the system to be monitored efficiently. That data was then used to adjust staffing levels.

#### Average Miles between Service Interruptions

For the last three years, Foothill Transit has continued to achieve the performance target of 15,000 miles between service interruptions, set to ensure that customers were not inconvenienced due to a poorly maintained bus fleet. In FY 2011, it is estimated that the performance of this indicator will exceed that of FY 2010 by more than 700 miles. The target of 15,000 miles between service interruptions continues to be approximately four times the national average, a testament to Foothill Transit's high maintenance standards.

#### Boardings per Service Hour

Overall boardings are estimated to be below the FY 2010 boardings, however, the measurement of boardings per vehicle service hour are projected to be 19.8, an improvement over the last two years. The higher boarding per service hour value indicates that the targeted service reduction increased overall efficiency.

#### Average Weekday Boardings

Weekday boardings are projected to average 46,000, exceeding the target of 42,500 for the fiscal year. This increase is primarily a result of adjusting the level of service to match ridership demand.

#### Average Cost per Vehicle Service Hour

The fluctuations in the price of fuel and increasing operating costs continue to impact the average cost per vehicle service hour. In FY 2010 Foothill Transit anticipated a projected funding deficit and implemented the necessary budget cuts to address the deficit. These actions have resulted in an achievement of the average cost per service hour performance target of \$92.91 for FY 2011 with the estimated fiscal year cost of \$92.19 per service hour.

#### Farebox Recovery Ratio

Farebox Recovery Ratio is one of the two indicators used to measure efficiency by evaluating total fare revenue as a percent of total operating cost. For FY 2011, it is estimated that 27.10 percent of service costs will be paid for directly by the customer. The estimated farebox recovery exceeds the fiscal year Target of 24.15 percent.



## Major Accomplishments for FY 2011

### Implement Service Reductions in line with Projected Operating Revenues

Foothill Transit faced an unprecedented budget deficit in fiscal year 2011. In addition to administrative cuts and a fare increase, a \$3.2 million dollar service reduction was implemented in July 2010 to address the deficit. During the initial development of the fiscal year 2011 business plan, projections indicated that a \$10 million reduction would be necessary to present a balanced budget, in line with projected operating revenues. In the midst of the public outreach campaign to gather input on the initial proposed \$10 million reduction, the financial outlook for fiscal year 2011 improved. Through significant ridership and mobility analysis, coupled with the thousands of comments received through the outreach campaign, a \$3.2 million service reduction was implemented. This reduction reflected approximately eight percent of Foothill Transit's annual revenue service hours. The reduction was achieved by changing frequencies on ten lines, changing six routes, a combination of frequency and route changes on three lines, and cancelling service on two lines. Despite the service reduction, overall ridership is projected to remain relatively flat for the fiscal year.

### Ecoliner Implementation

The Ecoliner Electric Bus project was funded through the American Recovery and Reinvestment Act (ARRA) during FY 2009 for commencement and implementation during FY 2010 and FY 2011.

Through this project, Foothill Transit replaced three diesel buses with three zero emissions electric buses.

The Ecoliner's introduction in Fall 2010 drew guests from around the nation and the globe. Notable attendees included Therese McMillan, Deputy Administrator of the Federal Transit Administration (FTA), Congressman John Mica, Chairman of the House Transportation and Infrastructure Committee, Congressman David Drier, and Congresswoman Grace Napolitano. The Ecoliner buses were deployed into revenue service on Line 291 shortly after the introduction event. Line 291 runs between the cities of La Verne and Pomona and carries approximately five percent of Foothill Transit's ridership, or 750,000 people annually.



The Ecoliner's charging station, located at Pomona Transit Center (PTC), was completed in early 2011. The charging station features one central enclosure that feeds two charging arms and charges two buses simultaneously. One hundred percent of the energy used to charge the Ecoliners is offset by the purchase of renewable energy certificates (RECs). With a true 'zero emissions' goal in mind, leveraging renewable energy to charge the Ecoliners' batteries is a critical component of the ground-breaking example the Foothill Transit Ecoliner is setting for the transit world.

The Ecoliner Electric Bus project has spurred unique and growing relationships across Southern California and the nation, including the creation and maintenance of at least 40 new jobs. In FY 2011, the Ecoliner was displayed at the South Coast Air Quality Management District, California Transit Association Conference, South Pasadena Clean Air



Show, the Pentagon, American Public Transportation Association Annual Meeting, Disney Imagineering, Covina Green Fair, Climate Action Reserve Conference, and the Alternative Clean Transportation Expo. International press outlets continue to cover the project.

#### ARRA-funded Capital Projects

In Fiscal Year 2009, Foothill Transit received \$21.3 million in American Recovery and Reinvestment Act Funds. Foothill Transit invested these funds to complete a number of innovative capital projects including the Ecoliner, Server Virtualization, Water Saving Bus Wash facilities, Solar Projects at our Arcadia and Pomona operating facilities, Window Glazing at the Administrative Office building, Rehabilitation and a new Dispatch Center at the Pomona Facility, and an upgrade of the Administrative Office building Elevators.

All of these projects were completed in Fiscal Year 2011 with the exception of the Solar Project in Arcadia and Pomona. Construction began at both the Arcadia and Pomona facilities in May 2011 and completion is slated for late September 2011.

#### Agency-wide Customer Service Training

Providing outstanding customer service has always been one of Foothill Transit's four key goals. A Foothill Transit-specific customer service program was developed and rolled out to the entire Foothill Transit team last year. Its goal is to elevate the level of care we provide to our customers. This year, the program which focuses on the unique Foothill Transit culture with an emphasis on the organization's history and purpose, was incorporated into the initial and ongoing training of all frontline personnel. Over the past year, it has enhanced the service provided to our customers in person, on the phone, and via written customer comment responses.



#### Authorization Advocacy

Federal surface transportation programs authorized under the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) expired on September 30, 2009. Congress has passed seven short term extensions since, including the most recent which funds surface transportation programs, including transit programs, at FY 2010 levels through September 30, 2011. The Administration released its proposed FY 2012 Budget request that calls for spending cuts and freezes in most domestic programs, but prioritizes infrastructure spending and calls for significant increases for public transportation. The funding proposed for FY 2012 would represent the first installment of a proposed \$556 billion six-year authorization bill that includes an up-front investment of \$50 billion in highway, rail, transit, and aviation systems to jumpstart economic growth. The budget outlines a bold proposal for the next surface transportation authorization bill that would significantly increase funding for transportation infrastructure investments for fiscal years 2012-2017; restructure and rename the Highway Trust Fund; establish a new High Speed Rail Program; and create a new National Infrastructure Bank for investment in major capital projects.

Work has been ongoing at the national level under the leadership of the American Public Transportation Association (APTA) to work with Congress and the Administration to pass this much needed new funding legislation as quickly as possible. Foothill Transit has been working diligently with APTA and our congressional delegation for successful passage of the next authorization bill. Foothill Transit's administrative team and Board members have made regular trips to Washington, D.C. to meet with our delegation and key congressional

committee staff to stress the positive impact the passage of a new six-year authorization bill will have on our national economy. As Foothill Transit continues moving toward converting its entire fleet of 300 buses to cleaner burning alternative fuel, we will continue to seek \$30 million in funding under the new authorization bill. This will enable the retirement of a portion of the older, diesel-fueled vehicles and advance Foothill Transit's "green" goals, furthering its role in improving regional air quality through cleaner fuel technology and congestion reduction in Los Angeles County. The money will be used for the purchase of compressed natural gas (CNG) as well as Zero Emission Battery Powered buses. Any funding Foothill Transit receives will be in addition to the amount received over the next six years from federal transportation appropriation bills.





...of a new 10-year authorization bill will allow our  
... As Foothill Transit continues moving forward covering an entire fleet of 100 buses to clean  
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... federal transportation  
... authorization bills.



# Foothill Transit Fiscal Year 2012 Business Plan Fiscal Year 2012 Initiatives





## Overall System Statistics

During FY 2012, 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	FY2011 Target	FY2011 Estimate	FY2012 Target	% Change
Passenger Boardings	12,900,000	13,500,000	13,800,000	2.2%
Vehicle Service Hours	690,000	680,300	690,000	1.4%
Total Fare Revenue	\$15,480,200	\$17,000,000	\$17,242,500	1.4%
Total Operating Expense	\$64,106,600	\$62,720,200	\$66,424,300	5.9%

### Passenger Boardings and Fare Revenue

Boardings in FY 2012 are projected to increase slightly above target due to the recent increases in gas prices which are estimated to continue at least through the end of the fiscal year. The modest economic recovery within Los Angeles County is also a contributing factor in the increasing ridership. The service refinements undertaken in FY 2010 and FY 2011 increased the efficiency of several lines and schedules as well as decreased the total vehicle service hours while meeting customer demand and operating within the agency's financial constraints.

Fare revenue is projected to increase ten percent in FY 2011 a result of the fare increase that went into effect in June 2010, which reduced the level of service reductions that would have otherwise been necessary to balance the organization's operating budget.

### Vehicle Service Hours and Operating Expenses

Service hours are projected to remain flat in FY 2012.

Operating Expenses are projected to increase by 5.9 percent as a result of the cost increases on both operating contracts that are anticipated in the coming year.

### Goals and Performance Standards

The agency uses several performance indicators to determine Foothill Transit's achievement of its goals. These goals are established annually based on projections of total vehicle service hours, ridership, revenues and expenses. Each goal and its corresponding performance target is provided in the table on the next page.



Goal	Indicator	FY2010 Actual	FY2011 Target	FY2011 Estimate	FY2012 Target
Operate a Safe Transit System	Preventable Accidents per 100,000 miles	0.46	0.80	0.40	0.80
	Complaints per 100,000 Boardings	6.0	7.5	7.1	7.5
Provide Outstanding Customer Service	Schedule Adherence	87%	90%	81%	90%
	Average Hold Time	0:26	0:50	0:24	0:50
	Miles between Service Interruptions	19,266	15,000	20,000	15,000
Operate an Effective Transit System	Boardings per Service Hour	19.4	18.7	19.8	20.0
	Average Weekday Boardings	47,178	42,500	46,000	44,000
Operate an Efficient Transit System	Average Cost per Service Hour	\$85.19	\$92.91	\$92.19	\$96.27
	Farebox Recovery Ratio	25.95%	24.15%	27.10%	25.96%

## Initiatives for FY 2012

### Operations Contract Procurements

During Fiscal Year 2012, the contracts for operations and maintenance at Foothill Transit's two operations and maintenance facilities in Pomona and Arcadia/Irwindale will be reprocured. These two contracts represent the core of Foothill Transit's service and the new or incumbent contractor(s) will be responsible for delivery of service to our customers for the next three to five years or more. Several aspects of the contracts will be modified to fully incorporate the organization's SMARTBus system, transition contract end dates to match the Foothill Transit fiscal year, and include contract incentives that encourage enhanced service delivery while targeting lower operating costs.

### Schedule Adherence Strategy

Schedule adherence is the indicator used to measure on-time performance. Over the years, congestion and inconsistent road and traffic conditions have become steadily more challenging, plaguing transit operations. In FY 2012 both operations contracts will be modified, and





SMARTBus technology will be utilized to analyze travel patterns and trends in order to modify schedules.

#### Zero-Emissions Line 291

Due to the successful implementation of the first three Ecoliners, and the current Administration's belief that the Foothill Transit Ecoliner program will be replicated across the transit industry, Foothill Transit was awarded \$10.2 million in Transit Investments in Greenhouse Gas Emissions Reductions (or TIGGER II) funding for the purchase of nine more electric buses. This was not only the largest TIGGER II grant in the state of California, but it was the largest in the nation and in Foothill Transit's history.

The Executive Board reaffirmed action taken at the February 2011 Board Retreat, and authorized the Executive Director to exercise an existing option order with Proterra for the purchase of nine battery powered electric buses, funded by the TIGGER II grant program. The buses will match the three Ecoliners currently in service.

During FY 2012, Foothill Transit will deploy nine more Ecoliners into regular revenue service; this will fully "electrify" Line 291. The Ecoliners will continue to operate identically to existing compressed natural gas (CNG) coaches on the line, with the exception of the need to fast-charge at the Pomona Transit Center.

#### Future Fleet Size and Composition Strategy

During FY12 Foothill Transit will procure an additional nine electric buses to supplement the three Ecoliners now in service. These 12 buses will be sufficient to completely electrify Line 291, which operates local service between La Verne and Pomona. In addition, Foothill Transit will receive 14 new CNG Bus Rapid Transit (BRT) style 42-foot buses from North American Bus Industries (NABI). These buses will be outfitted with amenities such as high back seats and luggage racks, which will allow them to be used on both commuter and local line service. The purchase of the 23 buses will allow the retirement of the remaining diesel buses in the Foothill Transit fleet. All 23 buses are expected to be delivered in the third quarter of FY 2012. No additional bus purchases are planned for FY 2012; however planning will begin for the next electric bus line running between the Gold Line station in Azusa and the Puente Hills Mall.



#### San Gabriel Valley Park and Rides

In 2003, the Foothill Transit Executive Board adopted a policy to develop a mixed-use transit oriented neighborhood program (TONP). The purpose of the TONP was to develop park and ride facilities located close to freeways, transit corridors, and existing express routes and major trip generators. Park and ride facilities are an obvious and permanent solution to the parking issues for commuters seeking public transit and reduction in greenhouse gas emissions.

Foothill Transit has been working on developing park and ride projects for a number of years. During this past year, work has advanced on projects in both Azusa and Industry. In February 2011, Architectural and engineering firms as well as environmental consultants were hired to develop design plans and to prepare environmental documents

as required under the National Environmental Policy Act (NEPA) and California Environmental Quality Act (CEQA). Currently, the environmental analysis is underway for both sites. The tentative schedule has construction of these park and ride facilities by 2013. Work is also underway to explore the development of park and ride projects in West Covina and Diamond Bar.

#### Environmental Management System

In June 2010, the Federal Transit Administration (FTA) offered ten providers of public transportation the opportunity to receive assistance in training and implementation of an Environmental Management System (EMS). An EMS, as its name suggests, manages an organization's environmental programs in a comprehensive, systematic, planned, and documented manner.

Operating an effective EMS enables an organization to monitor and audit its overall performance and compliance with regulations. Efficiency is increased and savings are realized through reduction of waste, efficient use of natural resources, and better risk management. Externally, an organization reduces the impact of its activities on local residents, leading to more community support.

The training is designed to help agencies develop and implement an EMS using the International Organizational Standard (ISO) 14001. Foothill Transit was recognized by the FTA as one of the ten recipients of the free training and implementation program. Foothill Transit's EMS Team members are currently undergoing training and are scheduled to complete the program by the end of the year.

#### New Media Technology in Advanced Customer Care

Foothill Transit will advance a variety of methods to more efficiently reach customers in FY 2012 using new and developing technologies. These include the enhancement and expansion of the Foothill Transit Facebook page and Twitter account to provide customers with a forum for dialogue and input; real time data delivery to customers at the bus stop, via both mobile phones and computers; a streamlined Customer Care Call Center focused on improving the delivery of information and tracking of customer comments; and an Electronic Bus Book available in English, Spanish and Chinese.



is required under the National Environmental Policy Act (NEPA) and California Environmental Quality Act (CEQA). Currently, the environmental analysis is underway for both sites. The tentative schedule for completion of these park and ride facilities by 2013. Work is also underway to explore the development of park and ride projects in West Covina and Diamond Bar.

### Environmental Management System

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Operating an effective EMS enables an organization to monitor and track its overall performance and compliance with regulations. Efficiency is increased and savings are realized through reduction of waste, efficient use of resources and better risk management. Generally, an organization receives the most benefit from an EMS program leading to more community support.

The training is designed to help agencies develop and implement an EMS using the International Organization for Standardization (ISO) 14001. Foothill Transit was recognized by the FTA as one of the ten recipients of the best practice and implementation program. Foothill Transit's EMS Team members are currently undergoing training and are scheduled to complete the program by the end of the year.

### New Mobile Technology to Advance Customer Care

Foothill Transit will advance a variety of methods to more efficiently reach customers in FY 2013 using new and developing technologies. These include the enhancement and expansion of the Foothill Transit website to allow account to provide customers with a forum for dialogue and request that data delivery to customers. The bus stop, via both mobile phone and computer, a streamlined Customer Care Call Center, located on improving the delivery of information and tracking of customer comments, and an Electronic Signage system in English, Spanish and Chinese.

# Foothill Transit Fiscal Year 2012 Business Plan Agency Funding

## Funding Sources Summary



Foothill Transit utilizes funding from a variety of federal, state, and local sources to provide public transportation to the communities it serves.

American Recovery and Reinvestment Act of 2009 (ARRA)

ARRA was approved by Congress to stimulate the economy by infusing money for capital improvements into the economy. These funds were directed to various government agencies including transit providers. The transit funds were given to the Los Angeles County Metropolitan Transportation Authority (Metro) for distribution via the Capital Allocation Plan (CAP) already in place, allocating approximately \$21 million to Foothill Transit. Fifty percent of these were required to be under contract within a 75-day window imposed by the Los Angeles County Metropolitan Transportation Authority (Metro). Foothill Transit's projects included a Zero Emission Electric Bus Project, solar energy projects, and various energy efficient improvements to the agency's facilities.

Proposition A 40% (Discretionary)

These funds are derived from a 1980 voter-approved local sales tax ordinance. The funds are allocated by Metro, to 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 Proposition A funds are available, they may be used for future year capital purposes.

Proposition A Bus Service Continuation Program (BSCP)

Foothill Transit receives funds from Metro on a formula-equivalent basis for the BSCP lines (195, 197, 291, 292, 492, and 494). The funds are derived from Proposition A 40 percent growth-over-inflation funds. These funds can only be used for operating purposes.

Proposition 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 Proposition C Discretionary include the Bus System Improvement Plan (BSIP) Overcrowding Relief on Lines 480/481 and 707 (Silver Streak), Base Restructuring on Lines 497/498, local Saturday service on various lines, and Transit Service Expansion (TSE) on Line 690. These funds can only be used for operating purposes.

Proposition 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 Proposition C 40% Discretionary funding for each of the five years beginning with 2002. This funding was to expire after the initial five year period and has subsequently been approved for annual funding indefinitely. 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. Recently during the state's FY 08-09 budget process this funding was greatly reduced and may be completely eliminated in future budgets.

Measure R

These funds are derived from a November 2008 voter-approved local sales tax ordinance. The funds are allocated by Metro to fixed-route operators serving Los Angeles County by the Formula Allocation Procedure (FAP). These funds are available for new service and programs or as a supplement to existing revenues to maintain existing service.

#### Section 5307 Formula Funds

These capital funds are allocated by Metro to 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 its Certificates of Participation and for the second bus facility, the Bus Stop Enhancement Program, the El Monte Station remodeling project and the acquisition of buses. These funds can only be used for capital purposes.

#### Section 5309

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) and most recently for the acquisition of buses. These funds can only be used for capital purposes authorized by the approved application.

#### Other Funding

Based on the 1996 legislation included in SBI755, 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 Proposition A, TDA and STA interest accounts. When Metro allocates these funds to itself, Foothill Transit is supposed to receive its proportionate share.

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

Foothill Transit operates a park and ride shuttle service for the Hollywood Bowl and Rose Bowl, 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. Foothill Transit utilizes funding from a variety of federal, state, and local sources to provide public transportation to the communities it serves.

## Funding Review and Update

Foothill Transit receives funding from a process known as the Formula Allocation Procedure (FAP) of Los Angeles County Proposition A transit funds, State Transit Assistance funds, Measure R 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.

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.

During FY 2007, the Metro board approved modifications to the FAP that allow transit agencies to implement rational fare policy and better project agency funding from year to year without the possibility of a reduction in their allocation. Prior to the current fiscal year, 50 percent of the FAP funds had been allocated using vehicle service mile data and 50 percent 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. This portion of the FAP had encouraged transit operators to generate as much farebox income as possible while keeping their base fare artificially low. The lower base fare allowed agencies to maximize their FAP allocation, while an increased base fare reduced the FAP allocation. The Metro Board modified the process to remove the possibility of an allocation reduction should an agency increase its base fare.

A fare increase was needed to ensure the financial viability of the agency by increasing fare revenues and protecting the agency's percentage share of the FAP allocation. Foothill Transit implemented a fare increase in June 2010 to increase fare revenues and freeze its fare units at FY 2009 levels. This resulted in \$7 million of additional funding, comprised of \$1.2 million from the fare increase and \$5.8 million of additional FAP funding.

Foothill Transit accounts for its activities using the accrual basis of accounting. Under this method of accounting, revenues are recognized in the period in which they are earned. Foothill Transit revenues are primarily grant subsidies which are earned only after incurring the grant eligible expenditure, on a reimbursement basis less any other earned revenues. When revenues and expenditures are equal the resulting fund balance is zero. Cash flow is enhanced when grant funding is received in advance of the expenditures and because it is unearned it is classified as deferred revenue. The deferred revenue as of June 30, 2010 the date of our latest financial audit was \$19.7 million.

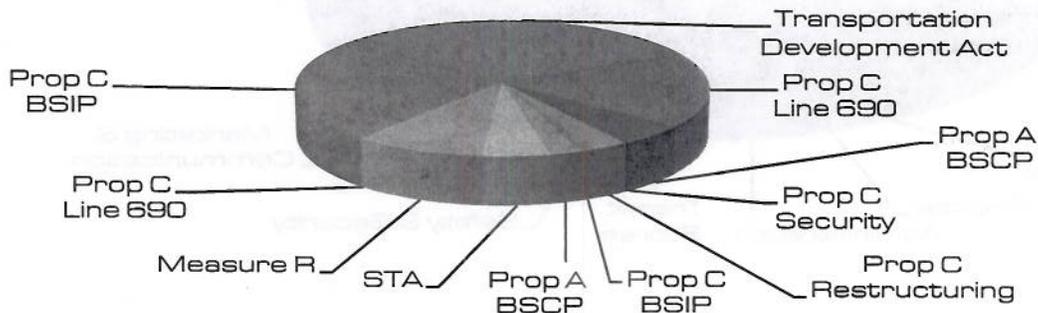
Foothill Transit's cash balance as of June 30, 2010, our last financial audit, was \$39.2 million. This includes \$21.1 million in cash, \$4.9 million invested with the Local Agency Investment Fund (LAIF), \$4.0 million in Certificate of Deposit Accounting Registry Service (CDARS), \$2.0 million in Treasury Bills, and \$7.2 million in Money Market funds. These funds are available for future capital and operational requirements.

## Operating Revenues

This table details Foothill Transit's revenue in both fare and non-fare funds from Fiscal Year 2010 to Fiscal Year 2012.

	FY 2010 Actual	FY 2011 Budget	Actual Through February 2011	FY 2011 Estimate	FY 2012 Budget
<b>Fare Revenue:</b>					
Farebox	\$10,161,155	\$9,765,300	\$7,075,887	\$10,613,831	\$11,719,600
Pass Sales	2,772,700	2,215,100	1,975,614	2,963,421	2,58,400
MetroCards	1,947,595	1,185,400	1,508,643	2,262,965	1,422,600
MetroLink	31,240	22,200	19,649	29,474	26,500
EZ Transit Passes	1,207,560	1,179,300	795,732	1,193,598	1,415,400
Transfers	334,729	1,112,900	-	-	-
<b>Total Fare Revenue</b>	<b>16,454,979</b>	<b>15,480,200</b>	<b>11,375,525</b>	<b>17,063,288</b>	<b>17,242,500</b>
<b>Non-Fare Revenue:</b>					
TDA	5,221,214	13,810,000	9,339,049	14,008,574	14,000,000
TDA (Prior Year)	-	-	-	-	7,717,200
Prop A Discretionary	12,044,241	11,582,800	8,493,857	12,740,786	12,000,000
Prop A BSCP	3,179,213	2,923,200	1,515,327	2,272,991	2,900,000
Transit Security	666,817	545,400	362,507	543,761	600,000
Prop C Restructuring	1,699,452	1,560,000	1,160,728	1,741,092	1,700,000
Prop C Line 690	283,200	226,600	193,424	290,136	290,000
Interest (Prop A & C)	3,602,224	0	(10,918)	(10,918)	0
Prop C BSIP	791,218	633,000	540,400	810,600	811,000
STA	5,266,326	3,700,000	5,280,754	5,280,754	3,250,000
Measure R ARRA Preventive Maintenance	5,880,205	6,467,800	4,940,448	7,410,672	6,290,000
ARRA 10% Admin	3,096,010	-	-	-	-
ARRA 10% Admin	2,100,000	2,000,000	397,988	596,982	-
Federal Section 5307	2,000,000	5,000,000	1,986,602	2,979,903	-
Auxiliary Revenue	2,252,450	1,500,000	1,092,551	1,638,827	1,500,000
Non-Operating Revenue	48,082,570	49,948,800	35,292,717	50,304,158	51,058,200
<b>Total Revenue</b>	<b>\$64,537,549</b>	<b>\$65,429,000</b>	<b>\$46,668,242</b>	<b>\$67,367,445</b>	<b>\$68,300,700</b>

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



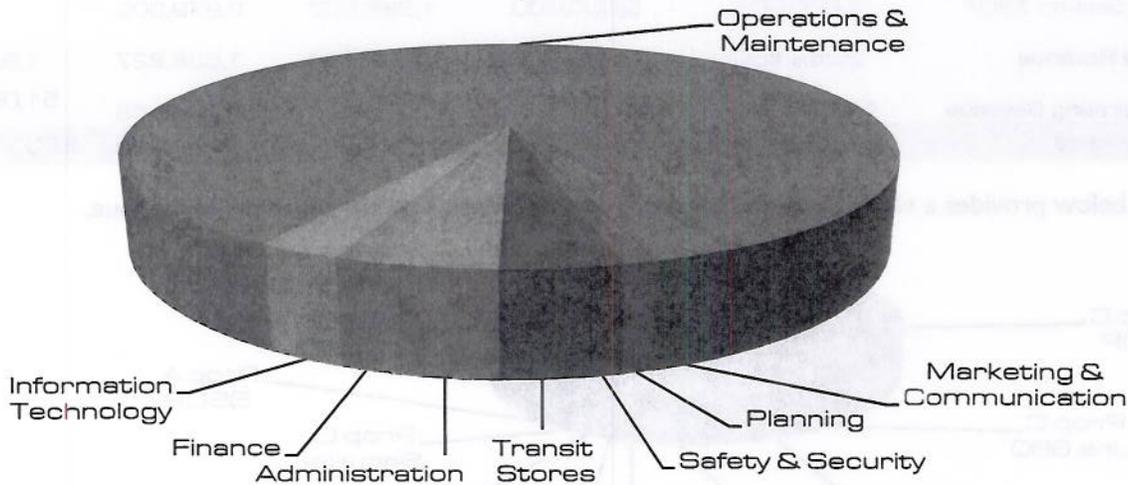
### Operating Expenditures



This table details Foothill Transit's expenditures in both operating and non-operating funds from Fiscal Year 2010 to Fiscal Year 2012.

	FY 2010 Actual	FY 2011 Budget	Actual Through February 2011	FY 2011 Estimate	FY 2012 Budget
<b>Operating Expenses:</b>					
Operations & Maintenance	\$54,546,341	\$55,569,200	33,412,064	\$54,402,275	\$56,172,700
Marketing & Communications	1,206,716	1,226,600	775,624	1,163,436	1,594,500
Planning	667,930	662,400	384,809	577,214	686,600
Safety & Security	691,760	758,500	414,513	621,770	803,000
Transit Stores	1,630,030	1,691,900	1,105,632	1,658,449	1,748,400
Administration	1,998,272	1,823,500	1,291,214	2,011,820	2,415,900
Finance	983,258	1,069,900	681,064	1,036,037	1,264,200
Information Technology	1,073,973	1,304,600	832,776	1,249,165	1,739,000
<b>Total Operating Expense</b>	<b>62,798,280</b>	<b>64,106,600</b>	<b>38,897,696</b>	<b>62,720,165</b>	<b>66,424,300</b>
<b>Non-Operating Revenue Expenses:</b>					
Homeland Security Grant	-	(1,252,765)	-	-	(1,252,765)
Special Services	440,220	525,000	197,317	295,976	575,000
Dial-A-Ride	583,545	550,000	408,292	612,438	575,000
Property Management	718,218	250,400	510,139	765,208	726,400
Regional Safety Plan	-	1,252,765	38,090	57,135	1,252,765
<b>Total Non-Operating Expense</b>	<b>1,741,983</b>	<b>1,325,400</b>	<b>1,153,838</b>	<b>1,730,756</b>	<b>1,876,400</b>
<b>Total Expenditures</b>	<b>\$64,540,263</b>	<b>\$65,432,000</b>	<b>\$40,051,534</b>	<b>\$64,450,921</b>	<b>\$68,300,700</b>

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







	Amount Carried Over	FY 2012 Allocation	Total
Section 5307 Formula	\$ 1,514,170	\$13,250,000	\$ 14,764,170
Section 5309	9,667,140	-	9,667,140
State of Good Repair	-	1,204,500	1,204,500
TIGGER II	-	10,170,000	10,170,000
Homeland Security Grant	100,000	-	100,000
MOSIP	(1,132,240)	4,200,000	3,067,760
1-B Bonds	3,598,360	7,656,500	11,254,860
1-B Bonds (Bridge Prop "C")	1,008,580	-	1,008,580
Excise Tax Credit	-	5,100,000	5,100,000
<b>Total Capital Funding Sources</b>	<b>\$14,756,010</b>	<b>\$42,081,000</b>	<b>\$ 56,337,010</b>

### Capital 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 construction of the Park and Rides, anticipated procurement of new Compressed Natural Gas (CNG) buses, nine more electric buses; property acquisition in Downtown L.A.; and facility security enhancements, among other initiatives.

<b>Buses:</b>	
9 Electric Buses Plus Charging Equip	\$ 11,300,000
Bus Cooling System Retrofit	1,524,500
<b>Facilities:</b>	
Facility Security Hardening FY 10	793,240
Bus Lay-Over Property	6,516,370
Pomona CNG Capital Lease	1,000,000
Bus Stop Enhancement Prog (BSEP)	500,000
San Gabriel Valley Park & Ride (s):	584,100
Asusa Park & Ride	5,000,000
City of Industry Park & Ride	10,004,300
West Covina Park & Ride	12,938,310
Transit Center - West Covina	5,000,000
<b>Other:</b>	
Bus Video Security Equipment FY 10	58,430
Finance Software	100,000
Maintenance Safety Equip	120,000
SBS Operating System Upgrade	100,000
Customer Care Center/Furniture & Equip	250,000
IT Infrastructure	250,000
Office Desktop Software	50,000
Non-Revenue Vehicles	8,500
Seal Precast Panels (Facility Repairs)	170,000
Network Infrastructure FY 12	50,000
<b>Subtotal</b>	<b>\$ 56,317,750</b>
<b>Capital Equipment Fund</b>	<b>19,260</b>
<b>Total Capital Budget</b>	<b>\$ 56,337,010</b>

The FY 2012 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. These amounts are not included in the FY 2012 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 as available funds in the next fiscal year.

Capital Programs	Budget	Expenditures	Balance
<b>Buses:</b>			
Destination Signs	\$1,300,000	\$1,071,746	\$ 228,254
Traffic Signal Priority	1,500,000	1,476,008	23,992
Electric Bus Project - ARRA	7,944,202	7,759,293	184,909
Replacement Buses (FY10)	13,700,000	14,918	13,685,082
12 New Buses (HOV)	7,461,000	7,305,825	155,175
Replacement Buses (FY11)	14,815,650	0	14,815,650
<b>Facilities:</b>			
Admin Facility Security Hardening FY 10	1,100,000	4,881	1,095,119
Pomona CNG Capital Lease FY 10	300,000	275,000	25,000
Transit Store Improvements	100,000	90,605	9,395
Bus Stop Enhancement Prog (BSEP)	1,925,000	1,394,354	530,646
San Gabriel Valley Park & Ride (s)	8,806,300	1,417,024	7,389,276
Facility Repairs & Improvements	1,660,000	1,005,027	654,973
Water-Saving Bus Wash Facilities	700,000	650,251	49,749
Solar Project - Arcadia & Pomona - ARRA	4,040,657	3,009,233	1,031,424
Admin Office Maint. & Upgrades FY 10	1,000,000	60,000	940,000
Resurface Admin Bldg Parking lot	1,000,000	-	1,000,000
<b>Other:</b>			
Bus Video Security Equipment FY 09	900,000	-	900,000
320 UFS Fareboxes	6,799,013	5,035,202	1,763,811
Executive Information System FY09	500,000	103,536	396,464
I.T. Infrastructure FY 11	250,000	81,268	168,732
Non-Revenue Vehicles FY 10	250,000	44,325	205,675
Security Equipment FY 10	250,000	78,164	171,836
Financial Software	200,000	182,548	17,452
Route Scheduling Software	200,000	37,906	162,094
Web Page Development	150,000	55,339	94,661
Office Equipment/Furniture	150,000	27,148	122,852
Bus Video Security Equipment FY 10	654,380	333,452	320,928
Virtual Computer Server	500,000	497,043	2,957
Point of Sale (POS) software/hardware	100,000	-	100,000
Bus Stop Customer Information	250,000	-	250,000
Net work Infrastructure	250,000	-	250,000
Document Imaging Equipment/Software	300,000	-	300,000
Phone System Upgrade	250,000	3,628	246,372
<b>Total Prior Year Capital Programs</b>	<b>\$9,306,202</b>	<b>\$32,013,724</b>	<b>\$47,292,478</b>



The FY 2012 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. These amounts are not included in the FY 2012 budget because they were approved and approved in prior fiscal years. However, it funds are remaining at the conclusion of the project, the remaining amount will be added as available funds in the next fiscal year.

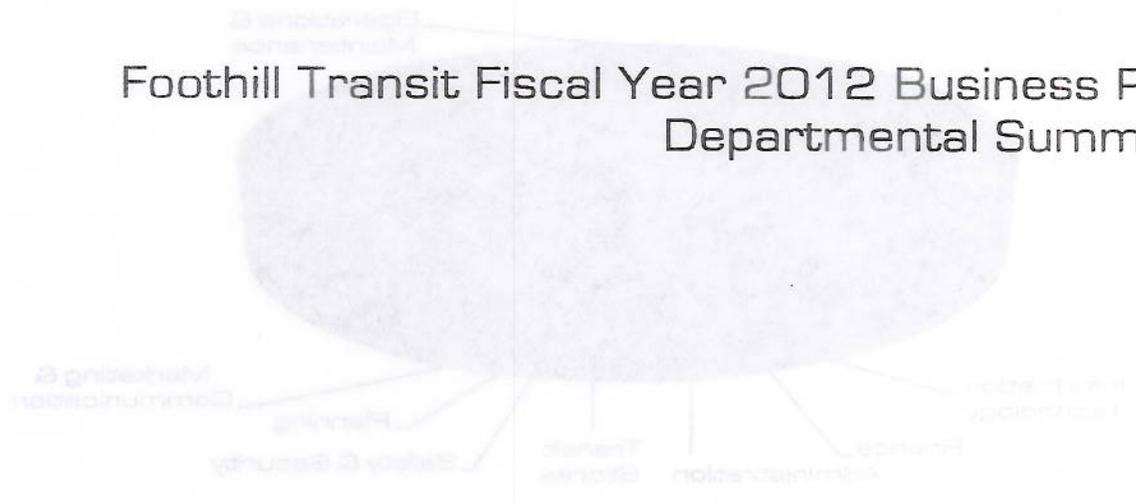
Account Number	Account Description	FY 2011 Budget	FY 2012 Budget	FY 2012 Actual
10000000	Capital Budget	10000000	10000000	10000000
10000001	Capital Budget - 2011	10000000	10000000	10000000
10000002	Capital Budget - 2012	0	0	0
10000003	Capital Budget - 2013	0	0	0
10000004	Capital Budget - 2014	0	0	0
10000005	Capital Budget - 2015	0	0	0
10000006	Capital Budget - 2016	0	0	0
10000007	Capital Budget - 2017	0	0	0
10000008	Capital Budget - 2018	0	0	0
10000009	Capital Budget - 2019	0	0	0
10000010	Capital Budget - 2020	0	0	0
10000011	Capital Budget - 2021	0	0	0
10000012	Capital Budget - 2022	0	0	0
10000013	Capital Budget - 2023	0	0	0
10000014	Capital Budget - 2024	0	0	0
10000015	Capital Budget - 2025	0	0	0
10000016	Capital Budget - 2026	0	0	0
10000017	Capital Budget - 2027	0	0	0
10000018	Capital Budget - 2028	0	0	0
10000019	Capital Budget - 2029	0	0	0
10000020	Capital Budget - 2030	0	0	0
10000021	Capital Budget - 2031	0	0	0
10000022	Capital Budget - 2032	0	0	0
10000023	Capital Budget - 2033	0	0	0
10000024	Capital Budget - 2034	0	0	0
10000025	Capital Budget - 2035	0	0	0
10000026	Capital Budget - 2036	0	0	0
10000027	Capital Budget - 2037	0	0	0
10000028	Capital Budget - 2038	0	0	0
10000029	Capital Budget - 2039	0	0	0
10000030	Capital Budget - 2040	0	0	0
10000031	Capital Budget - 2041	0	0	0
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10000071	Capital Budget - 2081	0	0	0
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10000074	Capital Budget - 2084	0	0	0
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10000077	Capital Budget - 2087	0	0	0
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10000090	Capital Budget - 2100	0	0	0
10000091	Capital Budget - 2101	0	0	0
10000092	Capital Budget - 2102	0	0	0
10000093	Capital Budget - 2103	0	0	0
10000094	Capital Budget - 2104	0	0	0
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10000096	Capital Budget - 2106	0	0	0
10000097	Capital Budget - 2107	0	0	0
10000098	Capital Budget - 2108	0	0	0
10000099	Capital Budget - 2109	0	0	0
10000100	Capital Budget - 2110	0	0	0

Departmental Summaries

Foothill Transit's operating budget for FY 2012 is presented in this section. A brief description of each department has been provided. A list of each department's specific initiatives for FY 2012 is presented and the operating budget for each department is shown. The department budget is presented in the following order:

- Finance
- Administration
- Facilities
- Transit Group
- Safety and Security
- Planning
- Marketing and Communications
- Operations and Maintenance

# Foothill Transit Fiscal Year 2012 Business Plan Departmental Summary

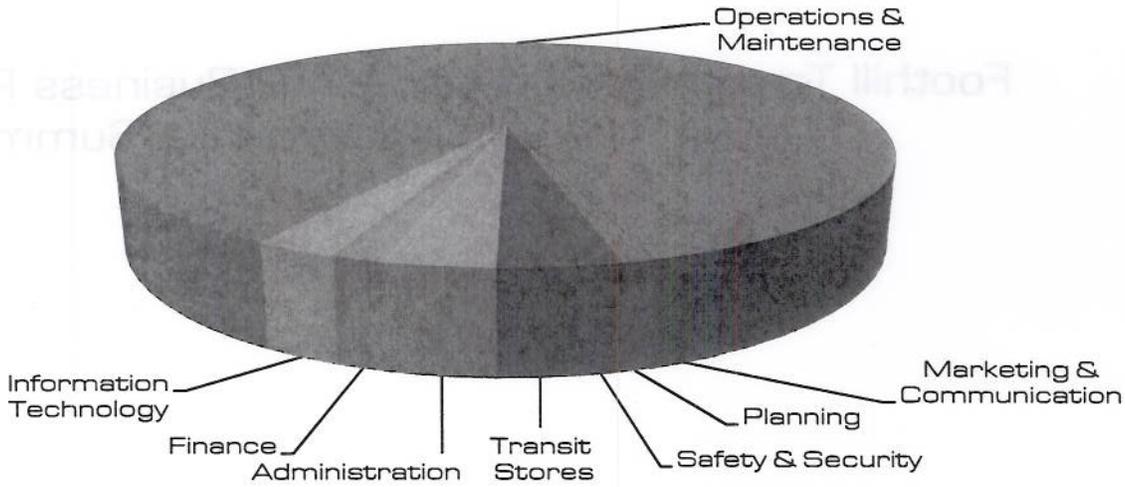




## Departmental Summaries

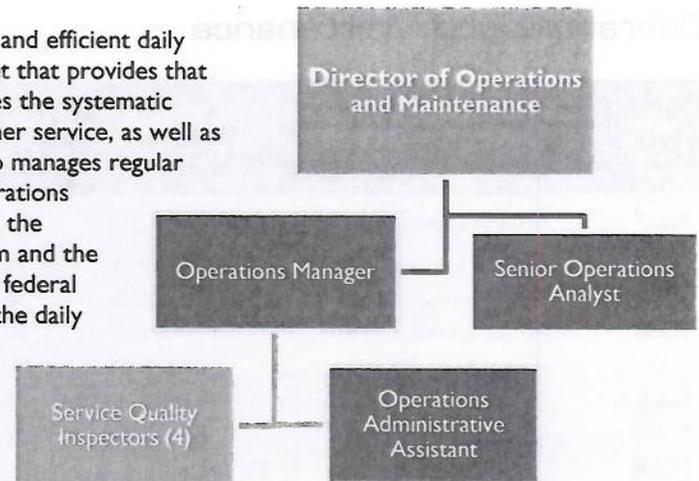
Foothill Transit's operating budget for FY 2012 is presented in this section. A brief description of each department has been provided. A list of each department's specific initiatives for FY 2012 is presented and the operating budget for each department is shown. The department budgets are presented in the following order:

- Operations and Maintenance
- Marketing and Communications
- Planning
- Safety and Security
- Transit *Stores*
- Facilities
- Administration
- Finance



## Operations and Maintenance

The Operations and Maintenance Department ensures the safe and efficient daily operation of the Foothill Transit revenue service and of the fleet that provides that service to 15 million customers annually. This oversight includes the systematic enforcement of Foothill Transit standards for safety and customer service, as well as vehicle, operator, and facility appearance. The Department also manages regular preventative vehicle maintenance and fuel operations. The Operations Department manages the elimination of the diesel bus program, the development and implementation of the natural gas bus program and the electric bus program and ensures their ongoing local, state, and federal regulatory compliance. The Operations Department maintains 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 and technologies to maximize efficiencies in both operations and maintenance.



### FY 2011 Accomplishments

- Implemented Line 291 Ecoliner service and completed charging station construction at the PTC
- Received the largest TIGGER II grant in the nation, state, and in Foothill Transit's history
- Received two MSRC grants for the purchase of CNG and electric-drive buses
- Offset 100% of Ecoliner charging energy through Renewable Energy Certificates
- Placed 12 new NABI CNG buses into revenue service
- Retired 22 diesel-fueled coaches
- Provided premium Rose Bowl and Hollywood Bowl Special Services
- Continued operation of the public access CNG station in Pomona
- Sustained membership on several APTA and CTA committees and spoke at several conferences
- Completed several on-site bus vehicle inspections at both NABI and Proterra
- Conducted regular maintenance and operator audits
- Continued City of Monrovia Dial-a-Ride fleet inspection services
- Joined with LACMTA customer comment team to share best practices
- Contributed to the FTA second annual State of Good Repair Roundtable
- Re-instituted the Annual Bus Roadeo

### FY 2012 Initiatives

- Purchase and deploy nine additional Ecoliner electric buses to fully electrify Line 291
- Equip Ecoliner fleet with pedestrian collision avoidance technology
- Begin development of a carbon footprint analysis for the Ecoliner
- Conduct maintenance and operator audits
- Continue City of Monrovia Dial-a-Ride fleet inspection services
- Continue Operations Staff participation on APTA and CTA committees
- Maintain operation of the public access CNG station at the Pomona facility
- Continue to provide Special Service to the Rose Bowl and Hollywood Bowl
- Retire the last diesel bus, bringing the agency to 100 % clean-fueled fleet
- Inspect, accept, and place 14 NABI CNG buses into revenue service
- Continue SMARTBus service management and data collection and analysis
- Apply for and manage bus procurement grant funding
- Design and distribute a new Fleet Fact Book
- Complete fleet-wide life cycle cost analysis
- Assist in the implementation of the Environmental Management System in Arcadia



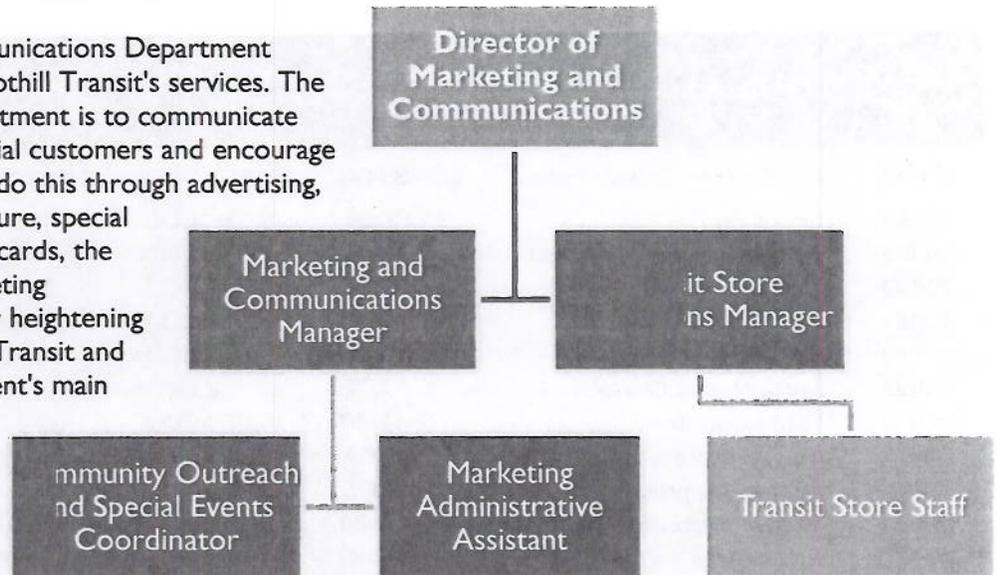
Operations and Maintenance

Account Number	Account Name	FY 2010 Actual	FY 2010 Budget	Actual Through February 2011	FY 2011 Estimate	FY 2012 Budget
5001	Arcadia Express Lines	\$8,783,712	\$8,814,500	\$5,051,247	\$8,224,555	\$6,158,100
5002	Arcadia Local Lines	16,470,824	15,544,900	10,281,408	16,740,421	18,572,100
5003	Pomona Express Lines	5,821,235	5,368,100	3,568,207	5,809,835	6,075,100
5004	Pomona Local Lines	14,701,533	14,358,900	9,552,166	15,553,052	14,905,200
5020	Fuel - CNG Irwindale	1,925,198	2,997,100	1,301,029	2,118,365	2,672,400
5025	Fuel - CNG Pomona	3,733,148	5,159,600	2,196,718	3,576,746	4,829,400
5030	Diesel - Irwindale	1,642,264	1,681,400	544,571	886,683	1,004,100
5035	Fuel Electricity	-	81,000	548	892	125,000
5040	Gas and Lubricants	36,994	60,000	24,775	40,339	60,000
5100	Management Service Fee	993,500	906,200	607,333	988,873	1,078,800
5260	Professional/Technical	51,463	115,200	30,769	50,099	97,000
5411	Bus Rodeo	3,090	-	-	-	55,000
5430	Dues and Subscription	1,660	1,700	849	1,382	1,700
5441	General Mail	202	1,100	186	304	1,100
5500	Postage - Pitney Bowes	-	600	4	6	600
5540	Tires	907	6,000	775	1,262	10,000
5550	Travel and Meeting	15,769	25,000	10,836	17,644	35,000
5570	Vehicle Washing	7,138	10,100	4,457	7,256	10,100
5700	Office Building	28,430	56,600	20,717	33,731	64,600
5720	Other Misc Contractual Services	55,254	51,800	49,556	80,688	49,800
5730	Other Misc. Expenses	25,198	18,000	2,615	4,258	30,000
5740	Other Services	201,918	246,700	131,556	214,203	248,000
5800	Clothing Supplies	2,071	4,500	1,651	2,688	4,500
5860	Other Materials and Supplies	-	1,000	840	1,367	1,000
5890	Safety Supplies	-	1,500	-	-	1,500
5910	Tools	-	10,000	1,258	2,048	10,000
5960	Repair and Maint Other Equip	2,941	3,000	228	370	3,000
5970	Repair and Maint Vehicles	20,272	20,000	12,959	21,100	40,000
5991	Security	-	2,000	-	-	2,000
6130	Telephone	21,619	22,700	14,807	24,108	27,600
<b>Total</b>		<b>\$54,546,31</b>	<b>\$55,569,200</b>	<b>\$33,412,064</b>	<b>\$54,402,275</b>	<b>\$56,172,700</b>

- Continue to provide special services to the local and Hollywood area
- Review the bus fleet and change the fleet to 100% electric bus
- Implement and phase in the CNG bus fleet
- Complete SMARTbus service expansion and fleet reduction and to phase
- Apply for and manage bus procurement grant funding
- Develop and introduce a new fleet bus
- Complete the cycle test service
- Assist in the implementation of the Environmental Management System in Arcadia

## 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, on-board notices, interior cards, the Bus Book, and website. 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 the organization 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.



### FY 2011 Accomplishments

- Maintained a strong community outreach program
- Developed special Ecoliner introduction event
- Communicated FY 2011 service reductions and fare increase
- Introduced online electronic E Bus Book
- Received local, national and international media coverage for the Ecoliner
- Implemented a how-to online video to introduce the E Bus Book
- Implemented \$1 charge for printed bus book
- Included Chinese translation for printed and E Bus Book
- Developed and implemented Spanish language website
- Integrated Ecoliner marketing and communications plan
- Communicated Pasadena Community College student pass program
- Launched Facebook page and Twitter account



### FY 2012 Initiatives

- Implement new media communication tools
- Maintain a strong community outreach program
- Market real-time bus stop information program
- Launch Footnotes as an e-newsletter
- Expand the availability of the E Bus Book through social service and community outlets
- Establish a Mt. SAC college pass program

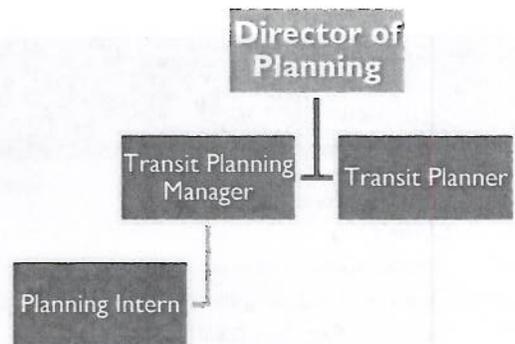


# Marketing and Communications

Account Number	Account Name	FY 2010 Actual	FY 2010 Budget	Actual Through February 2011	FY 2011 Estimate	FY 2012 Budget
5100	Management Service Fee	\$523,700	\$539,400	\$359,600	\$539,400	\$555,500
5230	Consulting	171,956	180,000	120,641	180,962	300,000
5260	Professional and Technical	34,888	24,100	-	-	24,100
5300	Advertising and Promotion	38,008	30,000	2,342	3,512	30,000
5330	Community Sponsorship	50,500	30,000	26,534	39,801	40,800
5350	General Advertising	158,188	100,000	66,635	99,952	200,000
5360	Luncheon and Dinners	1,500	2,000	-	-	2,000
5370	Promotional item	54,978	25,000	33,868	50,802	75,000
5380	Special Events	2,412	5,000	69,294	103,940	20,000
5411	Employee Appreciation	1,028	-	-	-	-
5430	Dues and Subscription	3,304	4,000	2,813	4,220	6,000
5441	General Mail	3,640	11,600	2,127	3,190	11,600
5500	Postage - Pitney Bowes	770	3,000	1,378	2,067	3,000
5550	Travel and Meeting	7,695	12,000	8,951	13,426	15,200
5700	Office Building	24,546	48,800	17,887	26,830	67,200
5720	Other Misc. Contractural Service	990	5,000	665	998	20,000
5730	Other Misc. Expenses	5,216	12,500	228	342	23,900
5910	Tools	-	44,000	-	-	44,000
5990	Safety Program	-	1,600	-	-	2,600
6020	Drinking Water	-	-	72	108	-
6130	Telephone	10,957	35,000	7,009	10,513	35,000
6210	Bus Pass Sales Commission	18,112	5,000	14,986	22,479	5,000
6220	Cluster Breakfast	1,998	3,600	253	380	3,600
6230	Footnotes	32,212	20,000	25,769	38,654	20,000
6240	Interior Cards	-	28,000	6,804	10,207	40,000
6241	Invitations	-	5,000	-	-	5,000
6250	Marketing Supplies	228	50,000	1,161	1,742	35,000
6260	Passes	(1,529)	-	-	-	10,000
6270	Photography	6,026	-	241	362	-
6280	Printing Charges	14,102	-	5,960	8,940	-
6290	Reprints of Brochures	4,873	-	406	609	-
6310	Shredding Service	-	2,000	-	-	-
6320	Tranist Store Merchandise	36,416	-	-	-	-
<b>TOTALS</b>		<b>1,206,716</b>	<b>\$1,226,600</b>	<b>\$775,624</b>	<b>\$1,163,436</b>	<b>\$1,594,500</b>

## 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.



### FY 2011 Accomplishments

- Completed FY 2011 Budget Balancing Service Reductions including public outreach
- Completed Temporary El Monte Station plans
- Provided customer relations services during El Monte Station move and construction projects
- Implemented Planning Intern program
- Completed implementation of Hastus 2008 Software Upgrades
- Continued staff participation in APTA and CTA activities
- Provided support for Ecoliner scheduling
- Evaluated impact of Metro Silver Line on Foothill Transit Silver Streak Service
- Completed procurement for Bus Book printing
- Developed Transit Tube integration into customer information provision
- Implemented several long term detours resulting from ARRA fund projects
- Participated in Foothill Transit Park and Ride service planning
- Participated in Hastus Users' Group
- Initiated service refinements to achieve 90% schedule adherence goals utilizing SMARTBus and Hastus planning data and technology.
- Participated in Customer Information project

### FY 2012 Initiatives

- Participate in initiatives to achieve FY 2012 Agency-wide goal of 90% On Time Performance
- Modify service to incorporate full electrification of Line 291
- Develop route statistics to support procurement of operations contracts
- Plan service in preparation for Foothill Transit Park & Ride Locations
- Implement El Monte Station permanent
- Complete Hastus 2010 Upgrade
- Continue exploring layover scenarios in downtown Los Angeles
- Participate in Bus Stop Enhancement Program
- Initiate Silver Streak modifications to facilitate mobility and efficiency
- Participate in Gold Line Phase II Extension Plans



# Planning

Account Number	Account Name	FY 2010 Actual	FY 2010 Budget	Actual Through February 2011	FY 2011 Estimate	FY 2012 Budget
5100	Management Service Fee	\$351,100	\$361,600	\$241,067	\$361,600	\$372,400
5230	Consulting	-	40,000	-	-	30,000
5260	Professional/Technical	995	10,000	-	-	10,000
5430	Dues and Subscription	200	200	-	-	400
5441	General/Express Mail	84	1,000	2	3	1,000
5500	Postage - Pitney Bowes	-	400	-	1	400
5530	System Map	840	-	-	-	-
5550	Travel and Meeting	8,413	10,000	7,584	11,376	12,500
5700	Office Building	14,875	29,600	10,839	16,259	37,000
5720	Other Misc Contractual Services	625	-	420	630	-
5730	Other Misc. Expenses	3,383	100	-	-	100
5860	Other Material and Supplies	-	-	-	-	6,000
5880	Planning Supplies	75	5,000	-	-	10,000
6130	Telephone	4,227	4,500	2,979	4,468	6,800
6200	Bus Book Printing	283,113	200,000	121,918	182,877	200,000
<b>TOTALS</b>		<b>\$667,930</b>	<b>\$662,400</b>	<b>\$384,809</b>	<b>\$577,214</b>	<b>\$686,600</b>



## Safety and Security

The Safety and Security Department is responsible for developing and coordinating proactive, creative, and cost-effective strategies to provide for the safety and security of Foothill Transit customers and personnel. The Department proactively establishes and maintains partnerships with local public safety agencies, staff and other regional stakeholders in assessing, planning, preparing, mitigating threats/vulnerabilities, and responding effectively and efficiently on routine matters of risk management, occupational and transit system safety, crime prevention, Homeland Security and in cases of emergency, crisis, disaster, or catastrophe.



### FY 2011 Accomplishments

- Effectively lead the agency's Risk Management and Loss Prevention programs
- Active participation in the American Public Transit Association (APTA) committee work and in the APTA Leadership Class of 2010
- Sponsored/hosted American Red Cross certified First Aid/CPR training for frontline staff
- Trained Foothill Transit contract personnel in the National Incident Management System Incident Command System and Standardized Emergency Management System
- Updated Foothill Transit's Threat & Vulnerability Assessment, Transit Safety & Security plans, and Emergency Operations/Response plans
- Updated the functional Continuity of Operations plan
- Sponsored and hosted an agency-wide H1N1 Influenza Vaccination clinic
- Coordinated participation in the State of California's annual "Great Shakeout" Earthquake exercise
- Conducted emergency management exercises and drills as part of the ongoing effort to train all personnel in critical event response
- Successfully conducted the Administrative Building Emergency Evacuation drill of contract staff and tenants
- Represented Foothill Transit as an organizational member of the Federal Bureau of Investigation's InfraGard program
- Represented Foothill Transit as an organizational member of the San Gabriel Valley Community Awareness & Emergency Response (SGVCAER) group
- Represented Foothill Transit as an organizational member of the American Society of Industrial Security (ASIS)
- Represented Foothill Transit as an organizational member of the Business Industry Council on Emergency Preparedness and Planning (BICEPP)
- Represented Foothill Transit as an organizational member of the Emergency Network Los Angeles (ENLA)

### FY 2012 Initiatives

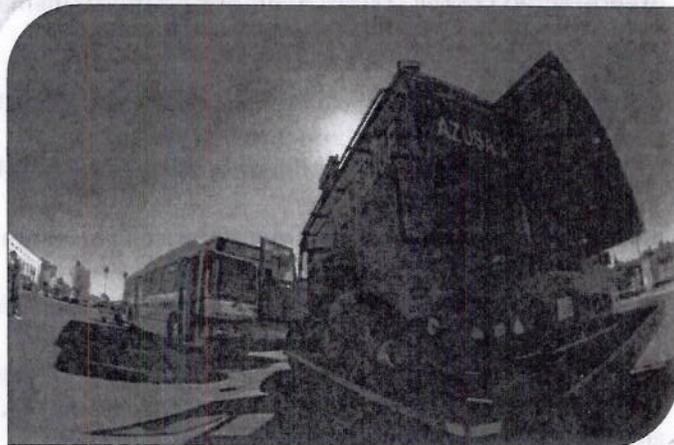
- Complete the Department of Homeland Security grant funded capital security upgrade project at all three Foothill Transit owned and operated facilities
- Complete the Department of Homeland Security grant funded capital on-board bus security surveillance system upgrade project
- Initiate and complete the State of California Proposition 1B Transit Security Grant funded remote bus "Safe and Controlled Shut-down" project
- Continue to develop and deliver "low cost/no cost" safety and security awareness training programs for agency contract staff
- Continue to train Foothill Transit contract staff in Department of U.S. Department of Homeland Security and State of California mandated Terrorism Awareness, National Incident Management, Incident Command, and Standardized Emergency Management Systems
- Update the Transit Security Administration's (TSA) BASE Review of security systems



- Continue to sponsor, lead and develop the agency's successful "World Class Safety" program to reinforce the existing agency-wide safety culture
- Continue to conduct Homeland Security and Emergency Management exercises and drills as part of the ongoing effort to train all staff in critical event response

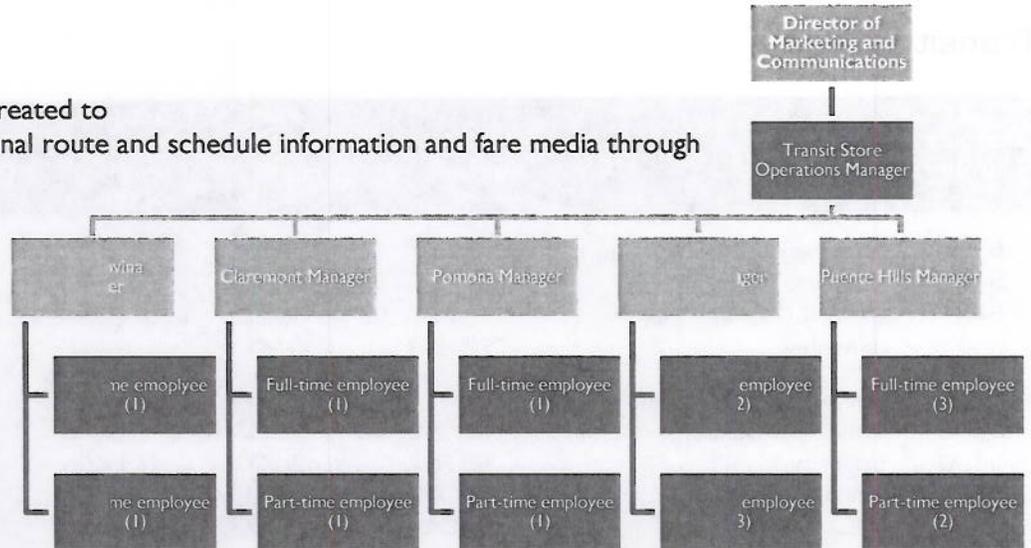
### Safety and Security

Account Number	Account Name	FY 2010 Actual	FY 2010 Budget	Actual Through February 2011	FY 2011 Estimate	FY 2012 Budget
5100	Management Service Fee	\$613,300	\$557,700	\$373,883	\$560,825	\$577,800
5230	Consulting	1,175	30,000	810	1,215	40,000
5370	Promotional Items	299	5,000	296	444	5,000
5380	Special Events	8,561	10,000	-	-	10,000
5430	Dues and Subscriptions	5,645	5,000	620	930	5,000
5441	General/Express Mail	363	3,000	112	168	2,000
5500	Postage - Pitney Bowes	18,771	15,000	-	-	1,000
5550	Travel and Meetings	6,243	15,000	9,717	14,576	20,000
5560	Uniforms	19,769	39,300	2,010	3,015	18,000
5700	Office Building	43	15,000	14,405	21,608	49,200
5720	Other Misc. Contractual Service	-	-	779	1,169	13,000
5730	Other Misc. Expense	-	-	25	38	-
5740	Other Services	3,666	7,500	1,819	2,729	7,500
5910	Tools	1,720	12,000	61	91	10,000
5950	Repair & Maintenance Other Equip	386	5,000	127	190	5,000
5970	Repair & Maintenance - Vehicles	4,006	3,500	1,731	2,596	3,500
5991	Security	-	20,000	-	-	20,000
6130	Telephone	7,813	13,000	8,118	12,176	13,500
6280	Printing Charges	-	1,500	-	-	1,500
6290	Reprints & Brochures	-	1,000	-	-	1,000
5100	Management Service Fee	\$613,300	\$557,700	\$373,883	\$560,825	\$577,800
<b>TOTALS</b>		<b>\$691,760</b>	<b>\$758,500</b>	<b>\$414,513</b>	<b>\$621,770</b>	<b>\$803,000</b>



## Transit Stores

The Transit Stores team was created to provide customers with personal route and schedule information and fare media through five retail Stores, located throughout 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 Marketing and Communications to enhance customer service and build transit awareness.



The 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 (CSRs) offer one-on-one custom trip planning and Foothill Transit and regional transit agencies' fare media. In addition to the in-person assistance, CSRs handle phone calls from our incoming 800-number information line.

### FY 2011 Accomplishments

- Handled 90% of calls received while maintaining the average hold time at less than 50 seconds
- Integrated the temporary relocation of the El Monte Transit Store during construction of the El Monte Metro Transit Center
- Implemented sale of printed Bus Book

### FY 2012 Initiatives

- Handle 90% of calls received while maintaining the average hold time at less than 50 seconds
- Provide customer assistance with the electronic bus book
- Implement a streamlined Customer Care Contact Center focused on improving the delivery of information and tracking of customer calls





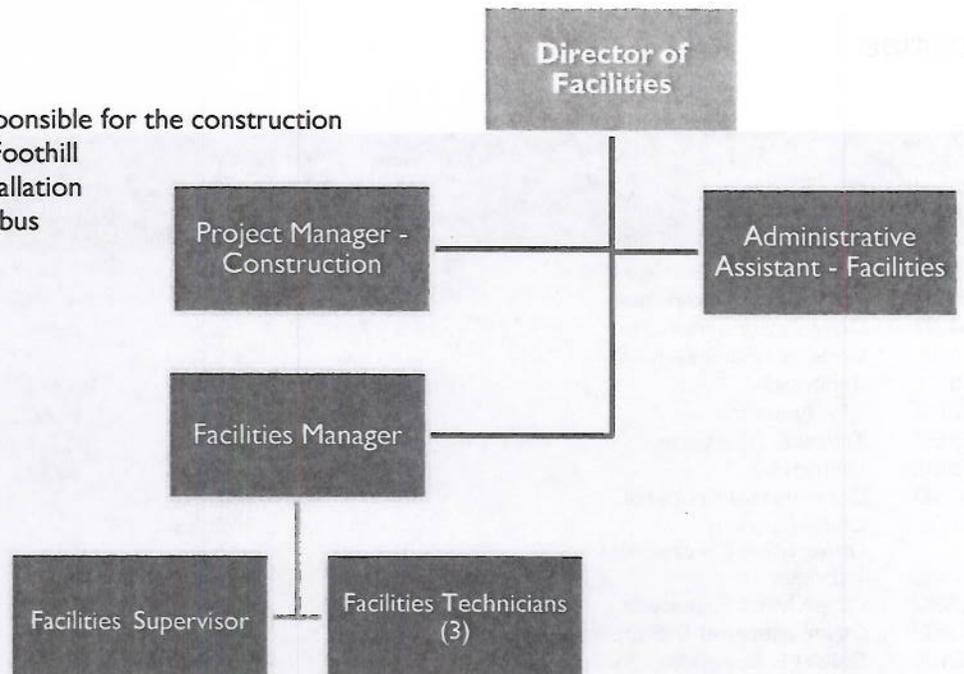
Transit Stores

Account Number	Account Name	FY 2010 Actual	FY 2010 Budget	Actual Through February 2011	FY 2011 Estimate	FY 2012 Budget
5100	Management Service Fee	\$1,339,100	\$1,368,800	\$912,533	\$1,368,800	\$1,409,900
5420	Contract Maintenance	-	1,500	-	-	1,500
5441	General/Express Mail	597	1,900	239	359	1,900
5471	Janitorial	12,253	6,300	3,696	5,543	6,300
5500	Postage Pitney Bowes	-	200	1	2	200
5550	Travel and Meetings	3,142	5,900	1,946	2,919	5,900
5560	Uniforms	10,757	2,800	1,401	2,101	2,800
5700	Office Building	20,002	39,800	14,575	21,863	52,100
5710	Office Lease	31,646	36,800	22,164	33,246	36,800
5720	Other Misc. Contractual Service	2,254	600	912	1,368	600
5730	Other Misc. Expense	6,343	10,800	4,923	7,384	10,800
5800	Supplies	3,007	10,200	-	-	10,200
5850	Office Supplies	1,643	7,700	1,412	2,118	7,700
5950	Repair & Maint. Other Equip.	-	-	1,715	2,573	-
5990	Safety Program	-	-	-	-	-
5991	Security	48,817	58,700	40,110	60,165	58,700
6000	Armor and Merchant Service	60,020	41,100	53,404	80,105	41,100
6020	Drinking Water	21,350	16,700	642	962	16,700
6100	Electricity	661	300	2,847	4,271	300
6130	Telephone	56,178	66,800	43,113	64,670	68,000
6150	Waste	11,724	15,000	-	-	16,900
6210	Bus Pass Sales Commission	536	-	-	-	-
<b>TOTALS</b>		<b>\$1,630,030</b>	<b>\$1,691,900</b>	<b>\$1,105,632</b>	<b>\$1,658,449</b>	<b>\$1,748,400</b>



## Facilities

The Facilities Department is responsible for the construction and ongoing maintenance of all Foothill Transit facilities, and for the installation and upkeep of Foothill Transit's bus stop signage.



### FY 2011 Accomplishments

- Completed the Seismic Evaluation and Analysis of the Administrative Building
- Completed the Ecoliner Bus Charging Station at Pomona TransCenter
- Foothill Transit/City of Azusa joint park and ride project is undergoing Environmental Impact Review (EIR) process
- Foothill Transit/City of Industry joint park and ride project is also undergoing EIR process
- Foothill Transit was accepted to participate in a Federal Transit Administration (FTA) sponsored Environmental Management System (EMS) Implementation and Training Program at Virginia Tech
- Moving forward with the LEED EBOM Certification for the Administrative Building
- Began installation of solar panels at Arcadia and Pomona Facilities

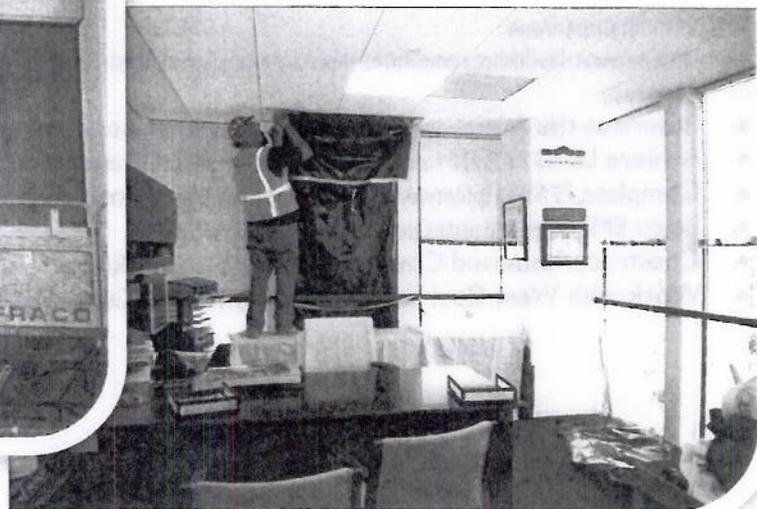
### FY 2011 Initiatives

- Implement building modification as recommended in the Administrative Building Seismic Evaluation and Analysis
- Resurface the Administration building parking lot and related landscape improvements
- Achieve LEED EBOM certification for Foothill Transit's administration building
- Complete EMS implementation and training at Arcadia Facility and achieve ISO14001 Certification
- Begin EMS implementation at Pomona Facility
- Construct Azusa and City of Industry Park and Rides
- Work with West Covina in developing a TransCenter/Park and Ride at by Westfield Mall



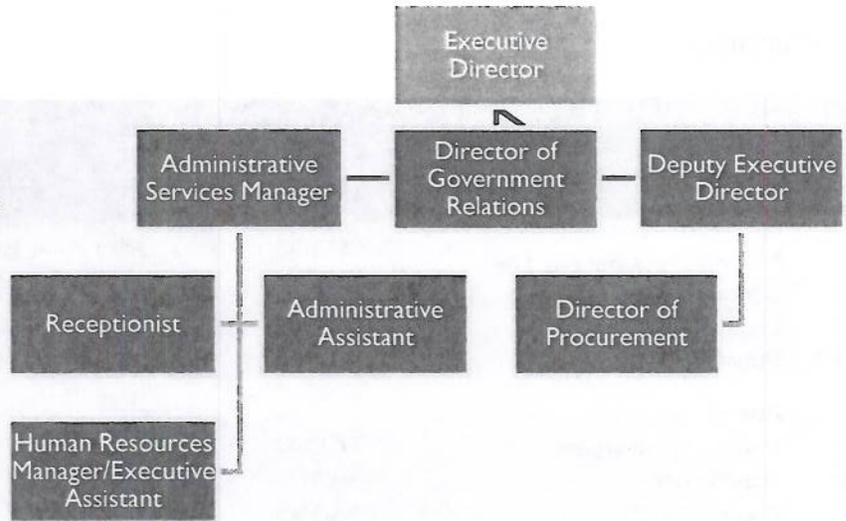
### Facilities

Account Number	Account Name	FY 2010 Actual	FY 2010 Budget	Actual Through February 2011	FY 2011 Estimate	FY 2012 Budget
5100	Management Service Fee	\$578,300	\$595,600	\$397,067	\$595,600	\$753,600
5420	Contract Maintenance	89,823	84,300	74,052	111,078	83,000
5430	Dues & Subscriptions	16,175	-	4,239	6,359	1,200
5441	General/Express Mail	154	-	127	190	-
5471	Janitorial	21,714	36,000	24,844	37,267	31,200
5520	RFP Issuance	-	-	9,782	14,673	-
5550	Travel & Meetings	3,982	3,800	13,723	20,584	9,400
5560	Uniforms	1,813	3,000	2,081	3,121	3,000
5610	Commercial Property	-	9,300	-	-	9,300
5700	Office Building	-	34,700	-	-	32,600
5720	Other Misc Contractual Services	51,919	10,000	16,384	24,577	113,000
5730	Other Misc. Expenses	4,735	3,000	600	900	3,000
5860	Other Material & Supplies	6,019	3,000	1,492	2,238	32,100
5890	Safety & Supplies	60	2,000	284	426	2,000
5910	Tools	2,923	4,000	3,164	4,746	4,000
5920	Washer and Cleaner Supplies	73	-	23	34	-
5950	Repair and Maint Other Equip.	12,398	10,000	3,920	5,880	9,000
5990	Safety Programs	-	1,200	-	-	1,200
5991	Security	-	8,000	1,943	2,915	8,000
6020	Drinking Water	859	1,200	617	926	1,200
6100	Electricity	135,944	198,000	113,196	169,793	198,000
6110	Gas	10,419	14,400	5,253	7,880	14,400
6120	HVAC	-	-	158	237	-
6130	Telephone	5,918	7,400	6,351	9,527	8,600
6150	Waste - Facility	9,429	9,600	3,933	5,899	9,600
6160	Water	5,148	5,400	3,818	5,727	5,400
6499	Contra Account-Admin Bldg	(239,587)	(793,500)	(176,912)	(265,369)	(606,400)
<b>TOTALS</b>		<b>\$718,218</b>	<b>\$250,400</b>	<b>\$510,139</b>	<b>\$765,208</b>	<b>\$726,400</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 intergovernmental affairs for Foothill Transit. The Administration Department also provides office support including receptionist, switchboard, monitoring of office supplies, and coordination of central files.



### FY 2011 Accomplishments

- Supported the Executive Board and Governing Board
- Maintained effective Executive Board and Governing Board communications
- Maintained broad industry involvement with American Public Transportation Association, California Transit Association, and Access Services
- Obtained federal funding for Foothill Transit capital projects
- Maintained industry involvement in Conference of Minority Transportation Officials and Women's Transportation Seminar
- Successfully completed Foothill Transit's FTA Procurement System Review

### FY 2011 Initiatives

- Support the Executive Board and Governing Board
- Maintain effective Executive Board and Governing Board communications
- Maintain industry involvement with American Public Transportation Association, California Transit Association, and Access Services
- Ensure successful implementation capital projects funded by Economic Stimulus funds
- Advocate for Foothill Transit's interests in the upcoming Federal Funding Authorization legislation
- Maintain industry involvement in Conference of Minority Transportation Officials and Women's Transportation Seminar
- Ensure successful completion of Foothill Transit's FTA Triennial Review
- Ensure progress toward completion of San Gabriel Valley Park and Ride projects



# Administration

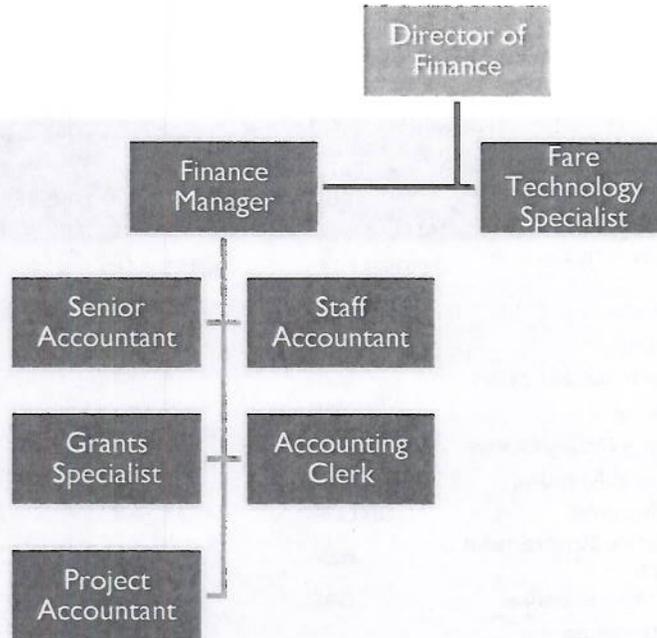
FOOTHILL TRANSIT

Account Number	Account Name	FY 2010 Actual	FY 2010 Budget	Actual Through February 2011	FY 2011 Estimate	FY 2012 Budget
5100	Management Service Fee	\$882,500	\$773,800	\$515,867	\$848,800	\$1,071,300
5230	Consulting	31,076	15,000	21,271	31,906	75,000
5250	Legal Fees	358,766	220,500	296,692	445,037	360,000
5265	Public Affairs	156,889	221,000	123,361	185,041	221,000
5400	Agenda Mailings	-	3,200	-	-	3,200
5410	Board Procurement	75,000	-	-	-	-
5412	Board Fees	26,400	25,000	9,800	14,700	25,000
5421	Copier	13,195	14,200	6,535	9,803	14,200
5430	Dues and Subscription	60,061	75,300	38,827	58,241	75,300
5441	General Mail	2,313	5,000	1,043	1,564	5,000
5500	Postage - Pitney Bowes	5,849	5,000	4,353	6,529	5,000
5520	RFP-Issuance Cost	58,730	18,000	57,287	85,931	50,000
5550	Travel and Meeting	92,176	90,500	56,201	84,302	114,500
5600	Auto Insurance	21,868	26,400	14,710	22,065	26,400
5610	Commercial Property	23,930	17,500	21,580	32,369	17,500
5620	Directors and Officers Liability	10,678	19,600	6,969	10,454	19,600
5630	Liability/Excess Liability Ins	40,574	58,200	27,274	40,911	58,200
5700	Office Building	66,599	138,900	50,858	76,287	173,900
5720	Other Misc Contractual Services	6,338	2,500	4,683	7,024	2,500
5730	Other Misc. Expenses	1,726	2,000	643	965	2,000
5740	Other Services	-	5,000	122	184	5,000
5850	Office Supplies	39,071	50,000	20,536	30,804	50,000
6020	Drinking Water	563	800	284	426	800
6130	Telephone	15,229	16,100	11,925	17,888	20,500
6160	Water - Facility	47	-	-	-	-
6280	Printing Charges	8,692	20,000	393	589	20,000
<b>TOTALS</b>		<b>\$1,998,272</b>	<b>\$1,823,500</b>	<b>\$1,291,214</b>	<b>\$2,011,820</b>	<b>\$2,415,900</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.



### FY 2011 Accomplishments

- Updated 5-year financial plan
- Complied with federal procurement guidelines for capital projects
- 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
- Complete all financial audits without any material findings
- Prepare 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 implemented new fare schedules ensuring accurate fare collections
- Received national recognition for outstanding financial reporting for Foothill Transit's Annual Comprehensive Financial Report
- Established/maintained fare structure/business rules for implementation of Transit Access Pass (TAP)
- Install new financial software

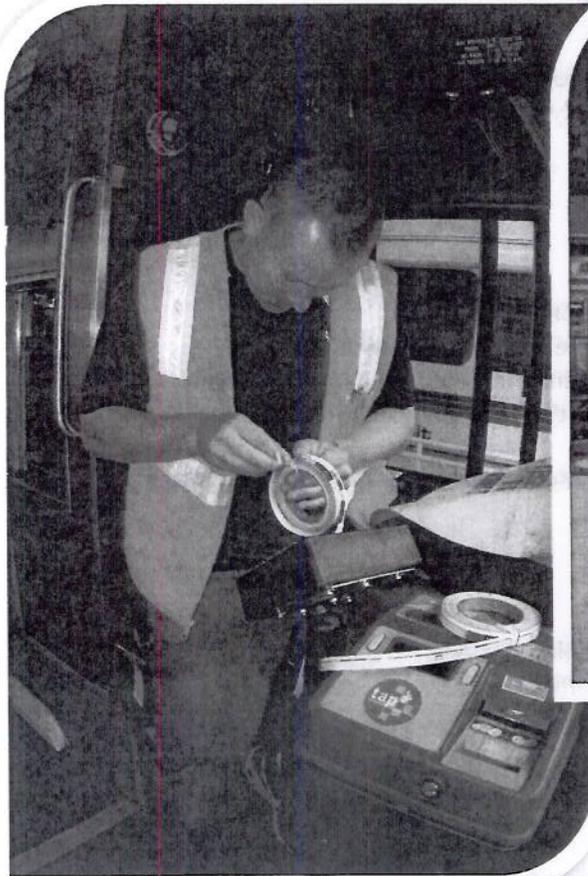
### FY 2011 Initiatives

- Update 5-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
- Complete financial audits without any material findings
- Prepare monthly expenditure and financial reports
- Prepare annual operating and capital budgets
- Train staff on updated financial software to implement improved features
- Maintain fixed assets inventory system to ensure the safeguarding of the fixed assets
- Maintain fareboxes and reprogram when needed, new fare schedules ensuring accurate fare collections
- Apply for National Government Finance Officer's Association award for excellence in financial reporting
- Determine appropriate replacement of Point of Sale (POS) software to meet the needs of Foothill Transit

# Finance

Finance

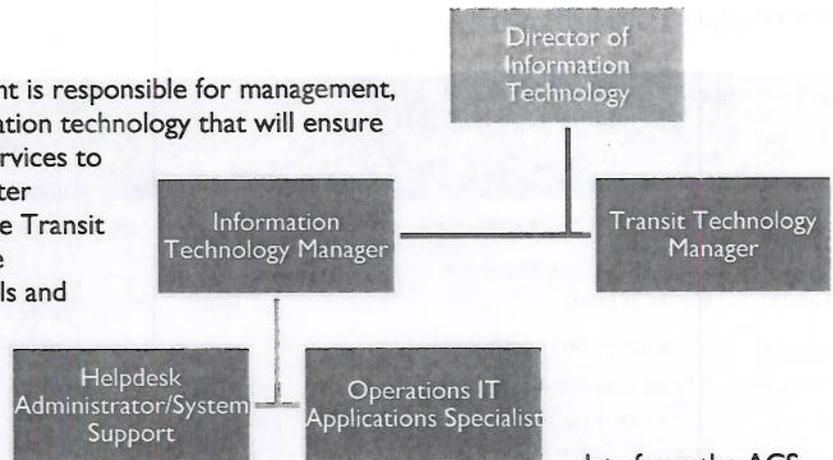
Account Number	Account Name	FY 2010 Actual	FY 2010 Budget	Actual Through Feb 2011	FY 2011 Estimate	FY 2012 Budget
5100	Management Service Fee	\$888,500	\$915,100	\$610,067	\$915,100	\$1,082,700
5210	Audit Fees	46,490	55,000	30,160	52,780	59,000
5220	Consulting	-	3,500	-	6,900	6,900
5430	Dues and Subscription	930	5,000	975	1,463	5,000
5441	General Mail	1,352	1,900	549	824	2,000
5500	Postage - Pitney Bowes	-	200	83	125	200
5550	Travel and Meeting	4,712	12,900	9,821	14,731	12,500
5700	Office Building	36,004	71,600	26,235	39,353	89,500
5720	Other Misc Contractual Services	694	-	455	683	800
5730	Other Misc Expense	942	500	603	905	500
5740	Other Services	-	600	-	-	600
6130	Telephone	3,635	3,600	2,115	3,173	4,500
<b>TOTALS</b>		<b>\$983,258</b>	<b>\$1,069,900</b>	<b>\$681,064</b>	<b>\$1,036,037</b>	<b>\$1,264,200</b>



• Prepare the budget, secure and grow it, monitor it  
 • Complete financial audits without any internal findings  
 • Prepare monthly expense and financial reports  
 • Prepare annual operating and capital budgets  
 • Train staff on updated financial software to implement improvements  
 • Monitor fixed asset inventory system to ensure the accuracy of the fixed assets  
 • Monitor financials and reporting when needed, how the schedule, ensure accurate tax collection  
 • Apply for National Government Finance Officer's Association award for excellence in financial reporting  
 • Determine appropriate replacement of Point of Sale (POS) software to meet the needs of Foothill Transit

## 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's administrative staff, the Transit Stores, and the Operations and Maintenance contractors to achieve Foothill Transit's goals and objectives.



### FY 2011 Accomplishments

- Validated the schedule adherence SMARTBus system.
- Implemented a Data Warehouse/ Business Intelligence system that will allow Foothill Staff make sound business decisions from its various data sources such as the SMARTBus system.
- Green IT Initiative
  - Implemented server virtualization in order to reduce power consumption and Foothill's carbon footprint.
  - Implemented a remote support system allowing IT personnel to log into end user's computers rather than traveling to his/her site.
  - Pushed the use of the WebEx Conference system to reduce the need to travel to various meeting locations.
- Improved the Foothill Transit Network by upgrading firewalls to enable easier and secure connections to the network from remote sites.
- Upgraded the West Covina administration buildings network connection by installing a faster network connection.
- Renegotiated the toll-free number rate resulting in an annual savings of \$20,000 a year.

### FY 2012 Initiatives

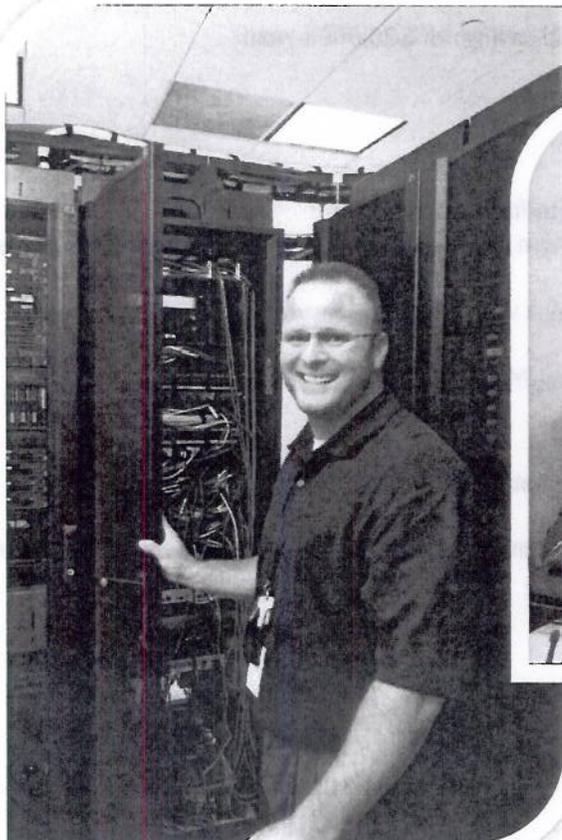
- Improve Customer Service to our riders by implementing the following:
  - Customer Contact Center to better address calls from Foothill Transit's toll free customer service phone number.
  - Deliver real-time bus arrival information to customers via text message, website, and/or bus stop signage.
- Upgrade users' workstations from Microsoft Windows XP to Microsoft Windows 7.
- Upgrade Microsoft Office from Office 2007 to Office 2010.
- Implement a Foothill Transit Document Retention Policy
- Improve employee efficiency by implementing an electronic document management system to retrieve archived documents.
- Upgrade the network equipment at the West Covina administration office which will improve the data flow from servers to end users.



# Information Technology

Information Technology

Account Number	Account Name	FY 2010 Actual	FY 2010 Budget	Actual Through Feb 2011	FY 2011 Estimate	FY 2012 Budget
5100	Management Service Fee	\$700,100	\$721,100	\$480,738	\$721,100	\$742,600
5430	Dues and Subscriptions	-	-	299	449	-
5441	General Mail	996	400	56	83	400
5500	Postage - Pitney Bowes	-	300	-	-	300
5550	Travel and Meeting	4,216	5,000	1,375	2,063	5,000
5650	Data Communication Service	4,410	132,000	2,092	3,139	132,000
5660	Internet Service	15,056	25,800	9,348	14,022	25,800
5690	WiFi Service	-	46,500	-	-	46,500
5700	Office Building	29,362	58,400	21,396	32,094	73,000
5720	Other Misc. Contractual Service	199,579	170,300	244,591	366,886	543,200
5740	Other Services	-	-	280	420	-
5910	Computer Supplies	1,993	20,000	1,160	1,739	20,000
5950	Repair and Maint Other Equip.	170	15,000	468	702	15,000
5960	Repair and Maint Office Equip	6,260	5,000	(5,366)	(8,049)	5,000
6110	Gas	674	-	-	-	-
6130	Telephone	111,156	104,800	76,345	114,517	130,200
<b>TOTALS</b>		<b>\$1,073,973</b>	<b>\$1,304,600</b>	<b>\$832,776</b>	<b>\$1,249,165</b>	<b>\$1,739,000</b>







## Financial Outlook Summary

Foothill Transit annually updates its Five-Year Financial Outlook to assist with the organization's financial planning. In previous years a 15-Year Plan has been prepared, but because of economic uncertainties and the state's inability to prepare a budget plan to address the \$25 billion deficit, it is difficult to prepare meaningful projections beyond five years.

The Metro Board approved changes to the Funding Allocation Procedure (FAP) that allow regional transit operators to increase fares without the risk of a reduction in their FAP allocation. The Metro Board also approved the Municipal Operators Service Improvement Plan (MOSIP) funding indefinitely, securing annual funding of approximately \$4 million. This funding source has previously been subject to annual board approval. During FY 11, Foothill Transit fare revenue increased approximately three percent. However, revenue was projected to decrease because non-productive service was either reduced or eliminated and ridership was projected to decline because of the June 2010 fare increase.

Foothill Transit and a number of other municipal operators in Los Angeles County receive State Transit Assistance (STA) funding and other sales tax related revenues allocated by the Los Angeles County Metropolitan Transportation Authority (Metro) using the FAP. While these revenues follow consumer demand (purchases) they have been difficult to forecast with any degree of certainty because of the economy and the California budget crisis. Additional obstacles for forecasting subsidy funding include the State's attempts to redirect transit funding to its general fund, which prompted the passage of Proposition 22 to eliminate the state's ability to redirect transit funding. Prior to the passage of Proposition 22 and with the likelihood it would pass, the State initiated the "Gas Tax Swap" to preserve \$330,000 for STA. This Gas Tax Swap funding (STA) is currently in the State's Fiscal Year 2012 budget; however the final budget will require significant budgetary cuts to eliminate the \$25 billion deficit. While it appears STA funding will be available for Fiscal Year 2012, this funding source is still subject to future attempts by the State to redirect until the State gets its financial house in order.

As stated previously, the total available subsidy funding will follow consumer demand which is showing signs of improvement; however each municipal operator's FAP allocation is subject to changes in fares and service levels implemented by other operators.

### Major Assumptions:

- All sales tax revenues (TDA, Proposition A and Measure R) have been increased by 2.5 percent annually beginning in FY13
- Fare revenues have been increased by eight percent over five years (1.6 percent annually). Five percent of the increase is in FY12 because of rising gas prices with the balance spread over the remaining years because of the improving economy.
- Federal Section 5307 formula funding remains constant with \$5 million included as preventive maintenance (operating) except for FY12 and FY13. The balance is used for capital programs.
- Costs have been increased by two percent except fuel and the Pomona and Arcadia operating contracts.
- Operating costs (Pomona and Arcadia operations contracts) which are currently constrained by the Consumer Price Index (CPI) have been limited to less than two percent for the duration of the current contracts. It is anticipated that the increase in operating cost will exceed CPI when the current contracts expire (Pomona - February 4, 2012 and Arcadia - July 15, 2012). Increases thereafter are estimated at four percent annually based on historical data.
- Service level changes have not been included in the forecast; service will remain at current levels.
- A fare increase of seven percent has been included in FY16
- Interest income is at times allocated by Metro, but only when Metro allocates this revenue source to its own operations. This funding of approximately \$2-\$3 million annually when received, has not been

included. This revenue source has historically been allocated intermittently by Metro and because of its unreliable nature and current low interest rates, this revenue was not included in the Five-Year Outlook.

- The compressed natural gas (CNG) excise tax credit has been included in the Five-Year Outlook through December 31, 2011 when the current authorization expires. Under the current political environment it is difficult to determine if congress will approve the continuation of this revenue source.
- Foothill Transit will continue to purchase and operate CNG and electric buses.
- The state of the economy is projected to improve slightly, however it is still in a very fragile state and the current improvement trend could be derailed.
- Fuel costs have been increased by five percent annually because of current and possible future unrest in the Middle East.

At current service levels the resulting operating budgets for FY12 through FY16 have projected deficits totaling more than \$17 million, however FY12, FY13 and FY14 do not have deficits. The deficits for the latter two years could be eliminated with the use of reserves should the board choose. The state of the economy changes daily with different agencies – local, county, state and federal – indicating further financial strain without any action on their part to implement solutions. Without corrective action these agencies may derail the slightly improving economy.

Foothill Transit's capital programs are funded primarily with Federal Section 5307 formula funds which have averaged \$7 million annually; and Municipal Operator Service Improvement Program (MOSIP) from Metro. The Metro Board has approved MOSIP funding indefinitely, and this funding source is used to meet the required 20 percent local match for federally funded capital projects. Foothill Transit will be faced with the replacement of a significant number of buses in FY14 and FY15. The Five-Year Outlook indicated sufficient funding for more than 50 percent of these buses. It should be noted that bus replacement are budgeted as soon as buses are eligible for replacement and actual replacement can be delayed.

While the five year forecast is a valuable tool for planning the future of the organization, it is limited due to the uncertainties of the various funding sources. Revenue from State funding sources appears to be in question, and again it is impossible to assume with any level certainly the level of potential funding or timing of this funding. This update has been developed with the most accurate information available and it will change as regional and statewide programs evolve.

