May 21, 2014

To: Governing Board

Subject: **Proposed FY 2014-2015 Business Plan and Budget**

Recommendation

In accordance with the Executive Board's recommendation, approve Foothill Transit's FY 2014-2015 Business Plan and Budget.

Analysis

The Business Plan and Budget development process provides an opportunity to review Foothill Transit's current and planned financial status in relation to goals and objectives. To facilitate this process, a final draft business plan and budget have been developed which incorporates overall goals and supporting action steps. Also included in the document are FY 2013-2014 accomplishments, a budget summary, and departmental budget summaries.

Foothill Transit is required to submit a balanced budget and a Short Range Transit Plan (SRTP) to the Los Angeles County Metropolitan Transportation Authority annually to be eligible to receive subsidy funds. Both documents have been incorporated into a single Business Plan and Budget document.

The FY 2014-2015 Business Plan and Budget document is provided in **Attachment A**. It was developed with the organization's mission as its central focus. *The mission of Foothill Transit is to be the premier public transit provider committed to safety, courtesy, quality, responsiveness, efficiency and innovation.* Supporting this mission, the primary goals of Foothill Transit are the following:

- Operate a safe transit system;
- Provide outstanding customer service;
- Operate an effective transit system; and
- Operate an efficient transit system.

Goals and performance measures tied to each of the four goals listed above have been incorporated into the plan to ensure that Foothill Transit's resources are focused on achieving its mission. In order to fulfill its mission and meet its goals, Foothill Transit's proposed Business Plan and Budget document includes detailed initiatives. Over the

next year, the proposed business plan will allow Foothill Transit to advance the key agency-wide initiatives listed below:

- **Bus Replacement Project –** Funding for new 42-foot CNG coaches is included in the proposed budget. If approved, these coaches will be delivered to Foothill Transit in FY 2014-2015. These buses will be equipped with standardized passenger amenities that include high-back, reclining seats, individual overhead reading lights, and luggage racks. These coaches will replace CNG buses that have met the Federal Transit Administration (FTA) minimum lifetime threshold of at least 500,000 miles or 12 years of service. Funding is also programmed in this budget to exercise an option for an additional 20 42-foot CNG coaches from the current manufacturer.

- **Arcadia Operations Contract Procurement –** During FY 2014-2015, the contract for operations and maintenance at Foothill Transit‘s operations and maintenance facility in Arcadia/Irwindale will be reprocured. Together with the contract for operations and maintenance at our operations and maintenance facility in Pomona, these represent the core of Foothill Transit‘s service and the new or incumbent contractor will be responsible for delivery of service to our customers for the next four years or more. Several aspects of the contracts will be modified to fully incorporate the organization‘s SMART*Bus* system, and include contract incentives that encourage enhanced service delivery while targeting operating efficiency.

- **SMART*Bus* System (SBS) Replacement –** Foothill Transit’s aging computer aided dispatch and automated vehicle location (CAD/AVL) system will be replaced this year. The new system will include enhancements to better monitor on-street service in real time, while providing more accurate data for use by our customers for their daily travel and by agency staff for system planning and reporting purposes.

- **Customer Service Training Expansion –** In FY 2014-2015 Foothill Transit’s Customer Service training program will be updated and enhanced. The rollout of the Foothill Transit-specific Customer Service Training program to all staff will focus on our history and on the characteristics that set an outstanding transit system apart from other transit providers.

- **College Pass Program –** The successful adoption of the Class Pass programs at Mt. SAC and University of La Verne is vitally important for the future success of the Class Pass. Foothill Transit will pursue Class Pass programs with other major colleges and universities throughout the San Gabriel and Pomona Valleys.

- **ISO14001 Certification for Pomona –** It is our goal to become ISO 14001 certified this year at the Pomona Operations and Maintenance Facility This certification, active at the Arcadia yard, mitigates the environmental impacts of our daily operations at the yard. For this process, key environmental and sustainability goals will be set and plans implemented to achieve these goals.

- **Legislative Advocacy – "**The Moving Ahead for Progress in the 21st Century" (MAP-21) surface transportation authorization bill is set to expire on September 30, 2014. As part of its 2014 Legislative Program, Foothill Transit will urge Congress and work with our federal delegation to act on a longer-term surface transportation authorization measure.

- **San Gabriel and Pomona Valley Park & Ride Facilities –** Development of Park & Ride facilities in the San Gabriel and Pomona Valleys will continue to be a priority this year. Chief among these in the coming year will be the Azusa Intermodal Parking Facility. The Phase II design for the Azusa Intermodal Parking Facility is underway. The Invitation for Bid (IFB) for construction of the four-level, 547 space parking facility is slated for issuance in July 2014. Construction is anticipated to begin in October 2014 and be completed in October 2015.

- **Comprehensive Operational Analysis (COA) Development –** In the coming year, a robust, analytical plan for optimizing current transit services, maximizing underutilized resources, and expanding the system in an efficient manner will be undertaken. The goal of the COA is to provide the most effective bus network for users in the San Gabriel Valley area.

In addition to these nine agency-wide initiatives, individual department initiatives are included in each department's subsection of the Business Plan document.

At their meeting on April 25, 2014 the Foothill Transit Executive Board reviewed the Business Plan and Budget. The Executive Board recommends that the Governing Board approve the proposed Business Plan and Budget for Fiscal Year 2014-2015.

Financial Impact

Foothill Transit's proposed FY 2014-2015 budget is balanced between revenues and expenses with an estimated $78.3 million operating budget and a $51.6 million capital budget, for a total budget of $129.9 million. The FY 2014-2015 Business Plan and Budget targets a farebox recovery ratio of 24.65 percent.

Revenue projections are based on the proposed annual "funding marks" developed by Metro and includes estimated funding allocations from Metro for Fiscal Year 2015.

The agency's capital revenues are comprised primarily of Federal Section 5307 formula funding, Transportation Development Act (TDA) funds, Municipal Operator Service Improvement Program (MOSIP) funds, and Proposition 1B funds.

Sincerely,

Kevin McDonald
Deputy Executive Director

Doran J. Barnes
Executive Director

Attachment

FOOTHILL TRANSIT

BUSINESS PLAN & BUDGET

FISCAL YEAR 2014-2015 PROPOSED

Foothill Transit

Going Good Places

FOOTHILL TRANSIT
BUSINESS PLAN AND BUDGET

PROPOSED - MAY 21, 2014

Foothill Transit
Going Good Places

GOVERNING BOARD

CLUSTER 1

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Councilmember Sam Pedroza, Alternate
La Verne
Mayor Pro Tem Charles A. Rosales
Councilmember Ron Ingels, Alternate
Pomona
Councilmember Paula Lantz
Mayor Elliot Rothman, Alternate
San Dimas
Councilmember Emmett Badar
Councilmember John Ebiner, Alternate
Walnut
Mayor Antonio Cartagena
Councilmember Robert Pacheco, Alternate

CLUSTER 2

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Baldwin Park
Councilmember Cruz Baca
Councilmember Susan Rubio, Alternate
Covina
Mayor Peggy A. Delach
Councilmember John C. King, Alternate
Glendora
Councilmember Doug Tessitor
Councilmember Gene Murabito, Alternate
Irwindale
Mayor Mark A. Breceda
Councilmember Manuel R. Garcia, Alternate
West Covina
Councilmember Corey Warshaw
Councilmember James Toma, Alternate

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Mayor Pro Tem Tzeitel Paras-Caracci
Councilmember Samuel Kang
Monrovia
Mayor Pro Tem Becky Shevlin
Mayor Mary Ann Lutz, Alternate
Pasadena
Vice Mayor Margaret McAustin
Mayor Bill Bogaard, Alternate
Temple City
Mayor Cynthia Sternquist
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CLUSTER 4

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Councilmember Victoria Martinez, Alternate
Diamond Bar
Mayor Carol Herrera
Councilmember Nancy A. Lyons, Alternate
Industry
Mayor Pro Tem Jeff Parriott
Mayor Tim Spohn, Alternate
La Puente
Mayor Pro Tem Violeta Lewis
Mayor Charlie Klinakis, Alternate
South El Monte
Councilmember Hector Delgado
Councilmember Willhans A. Ili, Alternate

CLUSTER 5

County of Los Angeles
David C. Rodriguez
(Representing Supervisor Don Knabe)
Michael De La Torre
(Representing Supervisor Mike Antonovich)
Patricia Wallach
(Representing Supervisor Gloria Molina)

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CAROL HERRERA
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Jeff Parriott, City of Industry, Alternate

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Board Member
Cluster 5 – Representing Supervisor Mike Antonovich
Patricia Wallach, representing Supervisor Gloria Molina, Alternate

MARGARET MCAUSTIN
Board Member
Cluster 3 – Pasadena
Becky Shevlin, Monrovia, Alternate

SENIOR MANAGEMENT

Doran J. Barnes
Executive Director

Kevin O. McDonald
Deputy Executive Director

Matt Mumford
Director of Customer Relations

LaShawn Gillespie
Director of Customer Service and Operations

Sharlane Bailey
Director of Facilities

Michelle Caldwell
Director of Finance

David Reyno
Director of Government Relations

Donald Luey
Director of Information Technology

Roland Cordero
Director of Maintenance and Vehicle Technology

Felicia Friesema
Director of Marketing and Communications

Joseph Raquel
Director of Planning

Bobby Magee
Director of Procurement

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FOOTHILL TRANSIT
BUSINESS PLAN AND BUDGET

EXECUTIVE SUMMARY

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EXECUTIVE SUMMARY

Foothill Transit's FY 2014-2015 Business Plan incorporates the organization's Budget and Short Range Transit Plan (SRTP) into a single document. The Business Plan projects that Foothill Transit will operate 754,227 vehicle service hours in FY 2014-2015. FY 2014-2015 vehicle service hours represents an increase of 7.5 percent over FY 2013-2014 service levels.

The agency's FY 2014-2015 operating cost, budgeted at $76.5 million, represents a 13.4 percent increase over FY 2013-2014 projections, and is 5.1 percent higher than the budgeted FY 2013-2014 amount. The primary drivers in the increase are the inclusion of cost assumptions related to the procurement of a new agreement for operation of transit services at Foothill Transit's Arcadia/Irwindale facility in FY 2014-2015 and the performance of a Comprehensive Operational Analysis (COA) that was budgeted in FY 2013-2014 and is currently underway with the majority of that project's expenditures occurring in FY 2014-2015. Overall, front line operations account for 85.7 percent of Foothill Transit's total operating budget.

Foothill Transit's FY 2014-2015 fare revenue projection is $18.9 million and represents a 0.5 percent increase compared to projected FY 2013-2014 levels. This figure includes the continuation of our Class Pass pilot programs with Mt. San Antonio College and the University of La Verne through fall 2014. Should those programs continue beyond the fall semester, both institutions will identify a revenue source to fund their continuation.

The state's proposed budget includes an allocation to the State Transit Assistance (STA) fund for FY 2014-2015. Foothill Transit's Volumetric Excise Tax Credit revenues have not been budgeted as a current year source of capital funding in FY 2014-2015 as the legislation that authorized that funding source has not been approved beyond December 2013.

Foothill Transit will remain keenly focused on safety, customer service, efficiency and innovation and a number of capital and operating programs designed to achieve these goals will be underway this year. Among these are the development of Park & Ride facilities within the San Gabriel and Pomona Valleys, new CNG bus procurements and the procurement of a new computer aided dispatch and automatic vehicle location (CAD/AVL) system, all with the goal of improving our customers' day-to-day experience with our service.

Adhering to our mission statement will continue to guide planning and day-to-day operations as we advance Foothill Transit's mission into and through the coming year.

FOOTHILL TRANSIT'S VALUES

RESULTS

We value the achievement of organizational goals and initiatives as defined in our business plan and involving all levels of the organization.

INTEGRITY

We are committed to high ethical standards based on accountability, honesty, respect and transparency, and a high level of fiscal responsibility.

DIVERSITY

We create an environment rich with talented people and differing viewpoints, valuing the unique perspectives that everyone brings.

TEAM MEMBERS

Our team members are the key to Foothill Transit's success and we are committed to supporting them through education, development and recognition.

COMMUNICATION

We value and are committed to open, honest and respectful discussion that is responsive, informative and constructive.

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 2012-2013, the projected performance for FY 2013-2014, and the targeted performance goals for FY 2014-2015.

Overall System Performance	FY 13-14 Actual	FY 13-14 Target	FY 13-14 Estimate	FY 14-15 Target
Passenger Boardings	14,079,592	14,100,000	14,501,980	14,700,000
Vehicle Service Hours	655,743	738,300	701,455	754,227
Fare Revenue	$18,442,459	$18,800,000	$18,775,000	$18,870,000
Operating Expense	$62,513,268	$72,792,400	$67,519,156	$76,536,790

Goal	Indicator	FY 12-13 Actual	FY 13-14 Target	FY 13-14 Estimate	FY 14-15 Target
Operate a Safe Transit System	Preventable Accidents per 100,000 miles	0.72	0.60	0.60	0.60
Provide Outstanding Customer Service	Schedule Adherence	74%	90%	77%	85%
	Miles Between Service Interruptions	15,684	15,000	16,300	15,000
	Complaints per 100,000 Boardings	11.97	10.25	15.50	15.00
	Average Hold Time (Average Time to Answer)	43 seconds	45 seconds	45 seconds	45 seconds
Operate an Effective Transit System	Boardings per Service Hour	21.5	19.1	20.7	19.5
	Average Weekday Boardings	46,983	49,250	48,392	48,900
Operate an Efficient Transit System	Farebox Recovery Ratio	29.50%	25.83%	27.81%	24.65%
	Average Cost per Vehicle Service Hour	$95.33	$98.59	$96.26	$101.48

ACCOMPLISHMENTS FOR FY 2013-2014 AND INITIATIVES FOR FY 2014-2015

FY 2013-2014 ACCOMPLISHMENTS

Bus Replacement Project

System Performance Improvements

Electric Bus Program

ESMS at Pomona

College Pass Program

San Gabriel and Pomona Valley Park & Rides

Legislative Advocacy

Website Redesign

25th Anniversary Customer Appreciation

FY 2014-2015 INITIATIVES

Bus Replacement Project

Comprehensive Operational Analysis Development

College Pass Program Implementation

Customer Service Training Expansion

ISO 14001 Certification for Pomona

Legislative Advocacy

Arcadia Operations Contract Procurement

San Gabriel Valley Park & Facilities

SMART*Bus* System (SBS) Replacement

BUDGET ORGANIZATION

Service Summary: Information about Foothill Transit's history, the services that are currently provided to the community, and proposed service changes.

FY 2013-2014 Performance Indicators and Initiatives: Foothill Transit's accomplishments for FY 2013-2014 in greater detail and as measured by performance indicators.

FY 2014-2015 Performance Indicators and Initiatives: Foothill Transit's targeted performance for several key indicators and agency-wide initiatives for FY 2014-2015.

Agency Funding: Foothill Transit's operating and capital budget for FY 2014-2015.

Departmental Summary: Departmental operating budgets, including department-specific initiatives for FY 2014-2015.

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FOOTHILL TRANSIT
BUSINESS PLAN AND BUDGET

SERVICE SUMMARY

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AGENCY HISTORY

Foothill Transit was created in 1988 as a unique joint powers authority following the Southern California Rapid Transit District (RTD) announcement of service cuts and fare increases that would negatively impact the San Gabriel Valley. The Los Angeles County Transportation Commission (LACTC) approved Foothill Transit's application to assume operation of 14 lines which were operated by the RTD and was tasked by community leaders to provide superior public transportation while reducing costs and improving local control. Its leadership is comprised of elected representatives of 22 member cities in the San Gabriel and Pomona Valleys and three appointees from the Board of Supervisors of the County of Los Angeles.

Foothill Transit's service began in December 1988 with operation of two fixed-route bus lines absorbed from RTD - Lines 495 and 498. The remaining 12 lines approved by the LACTC were shifted to Foothill Transit operation over a period of five years. The new agency also assumed administration of the Bus Service Continuation Project and began providing service on an additional six lines that were abandoned by the RTD. Analysis of regional transit needs modified existing lines, increasing weekday service, introducing new weekend service, and creating brand new service to connect communities.

In FY 2013-2014, Foothill Transit now operates 36 fixed-route local and express lines, covers over 300 square miles in eastern Los Angeles County, and serves approximately 14 million customers each year. This number is up from 9.5 million at the time of Foothill Transit's original application.

At its inception, Foothill Transit relied on contractor-provided operations facilities to maintain its growing fleet. Foothill Transit opened its first agency-owned operations facility in Pomona in 1997. A second facility in Arcadia completed construction in September 2002. And in 2007, the administrative offices moved from leased property to its current address at 100 South Vincent Avenue in West Covina. This purchase of the administrative building enabled the investment of capital dollars to offset ongoing operating costs associated with the lease of the previous office space.

Foothill Transit began converting its diesel-fueled fleet to compressed natural gas in 2002. As of the publication of this business plan, fleet conversion is 100% complete. The final diesel-fueled bus was retired in late 2013.

Agency growth continued and 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 Wi-Fi service on all 30 of its 60-foot articulated buses. Wi-Fi service was discontinued in early 2009 due to smart phone advancements and looming operating budget cuts from the state.

Continuing its commitment to adopting low emissions technology, the agency took a bold step in 2010 with the implementation of the first-of-its-kind all-electric, zero-emissions Ecoliner. 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 $10.2 million TIGGER II grant in early 2011 to expand the Ecoliner program. This funding will

enable the purchase of nine more electric vehicles for use on Line 291, making it the first all-electric, zero-emissions bus line in the county.

In recognition of the maturity of the organization and to ensure continuing the pursuit of what best serves the organization and its stakeholders, on June 15, 2013, Foothill Transit began the transition to in-house management by hiring its first full-time employee – Executive Director Doran J. Barnes. Doran had previously served in that capacity since 2003 under a management contract with Veolia Transportation. At the direction of the Board, senior leadership and technical staff for each functional area of the organization was hired and the management services contract with Veolia Transportation was amended, resulting in management of Foothill Transit being brought in-house on July 1, 2013. On-street operations and maintenance, as well as Transit Store operations and bus stop maintenance, continue to be provided under contracts with private firms.

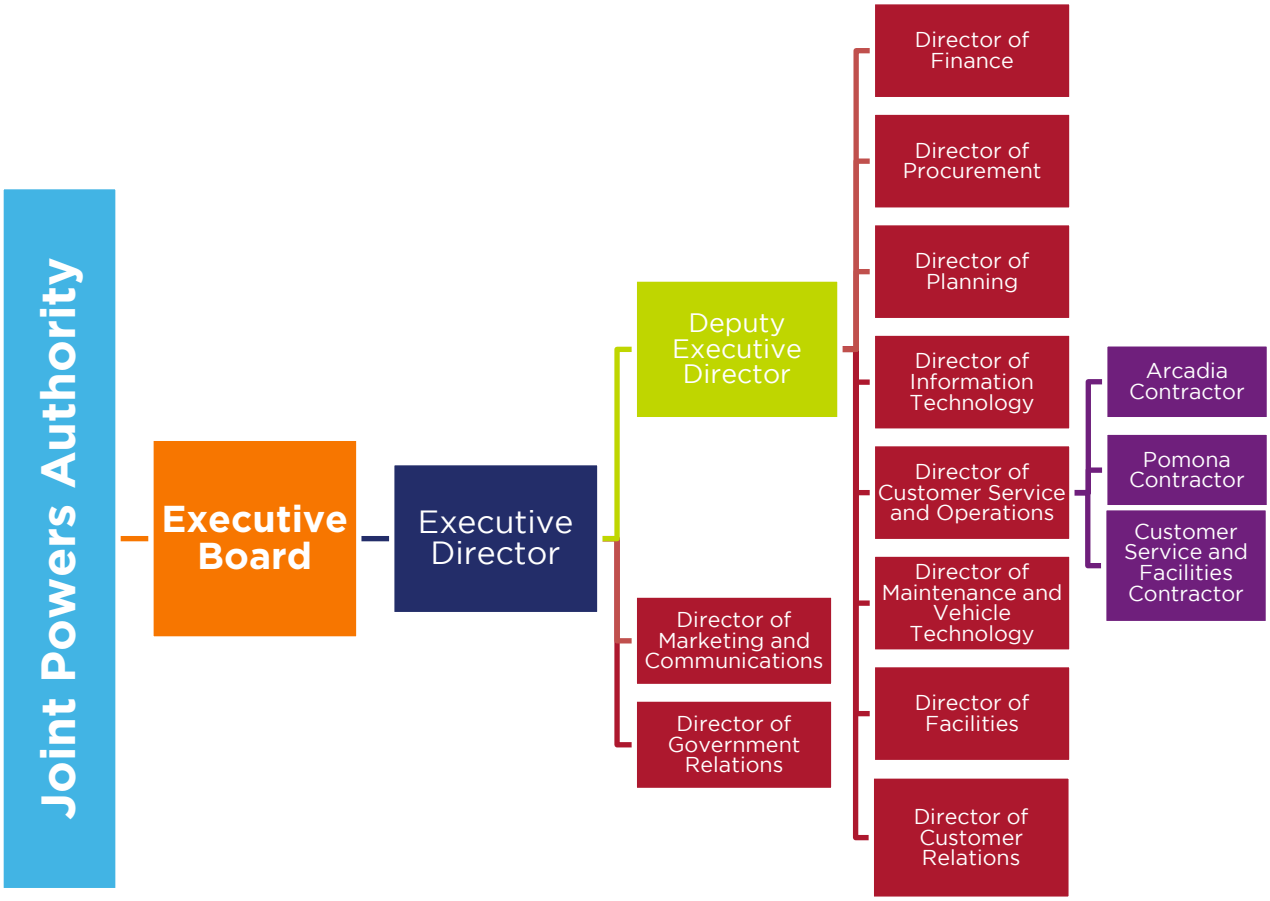
In the quest to provide more convenient and predictable commuting options for residents of the San Gabriel and Pomona Valleys, Foothill Transit began providing service to the organization's first agency-owned parking structure – the Industry Park & Ride in the City of Industry on October 7, 2013. The structure houses 622 parking spaces and its construction allowed for the introduction of Foothill Transit's first new commuter line to be introduced since 2007 (Silver Streak). Line 495 was launched on February 3, 2014 as a one-year pilot route designed to transport customers from the San Gabriel Valley to and from destinations in downtown Los Angeles. During FY 2014-2015, the route will be evaluated to determine its long-term feasibility.

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 Board directs policy that is implemented by a directly employed administrative staff. On-street operations and front-line customer service are provided through contracts with First Transit and Veolia Transportation.



FOOTHILL TRANSIT FLEET

1200s
29 currently in the fleet
Seats 41
CNG fueled

1300s
51 currently in the fleet
Seats 40
CNG fueled

1400s
75 currently in the fleet
Seats 40
CNG fueled

1500s
10 currently in the fleet
Seats 40
CNG fueled

1600s
30 currently in the fleet
Seats 58
CNG fueled

1700s
30 currently in the fleet
Seats 40
CNG fueled

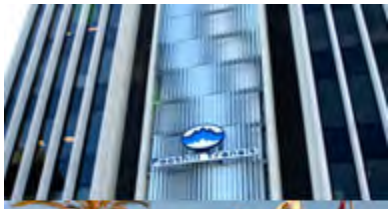
1800s
12 currently in the fleet
Seats 40
CNG fueled

1900s
14 currently in the fleet
Seats 38
CNG fueled

2000s
15 currently in the fleet
Seats 35
100% Electric bus

2100s
64 currently in the fleet
Seats 35
CNG fueled

FOOTHILL TRANSIT FACILITIES



West Covina Administrative Offices
100 S. Vincent Ave.
Suite 200
West Covina, CA

Arcadia Operations and Maintenance Facility
5640 Peck Rd.
Arcadia, CA

Pomona Operations and Maintenance Facility
200 S. East End Ave.
Pomona, CA

SERVICE CHANGES THROUGH FY 2017

In FY 2013-2014, Foothill Transit implemented service enhancements aimed at improving the customer experience by reducing wait times at stops through updated route run times, filling in gaps in service, increasing frequencies in routes with heavy ridership, and increasing the span of service to accommodate customers working later hours. The enhancements improved overall schedule adherence to 80% during the months of December and January; this marks the first time the agency achieved 80% schedule adherence since shifting from manually collected data to data recorded by the SMART*Bus* system. The lines where service gaps were filled also saw an increase in ridership compared to last fiscal year.

Overall ridership in FY 2013-2014 increased three percent over FY 2012-2013. The increased ridership was a result of the Silver2Silver and Class Pass promotions introduced during the fiscal year. The Silver Streak saw a ridership increase of 19% for FY 2014 compared to the previous fiscal year. The Class Pass helped increase ridership on Line 486, the primary line that serves Mt. San Antonio College.

Comprehensive Operational Analysis

Foothill Transit has contracted with Nelson\Nygaard to perform a Comprehensive Operational Analysis of the transit system. Following their evaluation, Nelson\Nygaard will propose possible route changes that will improve the customers' mobility throughout the service area. A big part of the analysis includes customer and non-customer surveys to determine if there are any unmet transit needs within the area and what improvements Foothill Transit can make to improve the overall customer experience. Nelson\Nygaard will also look at the effects the Gold Line will have on the service as well as overall mobility throughout the San Gabriel Valley region. Any proposed changes will be thoroughly evaluated by staff prior to a recommendation to the Governing Board regarding implementation. It is anticipated that any recommended service changes will go into effect during FY 2015-2016 and FY 2016-2017.

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FOOTHILL TRANSIT
BUSINESS PLAN AND BUDGET

FY 2013-2014 ACCOMPLISHMENTS

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OVERALL SYSTEM STATISTICS

Overall System Performance	FY 12-13 Actual	FY 13-14 Target	FY 13-14 Estimate
Passenger Boardings	14,079,592	14,100,000	14,501,980
Vehicle Service Hours	655,743	738,300	701,455
Fare Revenue	$18,442,459	$18,800,000	$18,775,000
Operating Expense	$62,513,268	$72,792,400	$67,519,156

ANALYSIS

Passenger Boardings and Fare Revenues

FY 2013-2014 ridership is projected to surpass FY 2012-2013 levels by three percent, while fare revenue is projected to be 1.8 percent above FY 2012-2013 levels. The increase in ridership can largely be attributed to the Class Pass Programs at the University of La Verne and Mt. San Antonio College.

Vehicle Service Hours and Operating Expenses

In FY 2013-2014, service levels increased seven percent over FY 2012-2013. In FY 2013-2014, additional trips funded by the ExpressLanes project were added to Line 699 and the Silver Streak, resulting in an increase in vehicle service hours. Running times were also adjusted to improve on-time performance. Operating expenses in FY 2013-2014 are projected to be within budget at $67.5 million compared to the budget of $72.8 million. Primary contributors to the positive budget variance are fuel and contracted operations cost savings.

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.

OVERALL SYSTEM STATISTICS

Goal	Indicator	FY 12-13 Actual	FY 13-14 Target	FY 13-14 Estimate
Operate a Safe Transit System	Preventable Accidents per 100,000 miles	0.72	0.60	0.60
Provide Outstanding Customer Service	Schedule Adherence	74%	90%	77%
	Miles between Service Interruptions	15,684	15,000	16,300
	Complaints per 100,000 Boardings	11.97	10.25	15.50
	Average Hold Time	43 seconds	45 seconds	45 seconds
Operate an Effective Transit System	Boardings per Service Hour	21.5	19.1	20.7
	Average Weekday Boardings	46,983	49,250	48,392
Operate an Efficient Transit System	Farebox Recovery Ratio	29.50%	25.83%	27.81%
	Average Cost per Vehicle Service Hour	$95.33	$98.59	$96.26

ANALYSIS

Preventable Accidents per 100,000 Miles

In FY 2013-2014, Foothill Transit is projected to meet the target of 0.60 preventable accidents per 100,000 miles, ending the year at 0.60 preventable accidents per 100,000 miles. This target is well below industry standards for preventable accidents.

Schedule Adherence

In FY 2013-2014, Foothill Transit continued to use the SMART*Bus* system (SBS) to record and report route schedule adherence. Recent service adjustments have resulted in significantly improved performance, resulting in a higher projected FY 2013-2014 on-time performance of 77 percent compared to an FY 2012-2013 average of 74 percent.

Average Miles between Service Interruptions

In FY 2013-2014, Foothill Transit averaged 16,300 miles between service interruptions, exceeding the performance target of 15,000 miles. This target was set to ensure that customers were served by a properly maintained transit vehicle fleet. The miles between service interruptions performance in FY 2013-2014 is a four percent improvement over FY 2012-2013.

Complaints per 100,000 Boardings

Through Foothill Transit's continued focus on customer service, complaints for the current fiscal year have steadily declined after peaking at the end of last fiscal year. In FY 2013-2014, Foothill Transit received more comments and complaints than in previous years, due to efforts to engage customers through more channels, including social media. We are projected to receive 15.50 complaints per 100,000 boardings at the end of this fiscal year, which is higher than the target of 10.25 complaints per 100,000 boardings.

Average Hold Time

Average hold time for FY 2013-2014 is projected to meet the goal of 45 seconds.

Boardings per Service Hour

Boardings per service hour for FY 2013-2014 are estimated to exceed the performance target of 19.1 with 20.7 boardings per vehicle service hour.

Average Weekday Boardings

In FY 2013-2014, Foothill Transit carried an estimated average of 48,392 boardings per weekday. This is a three percent increase from FY 2012-2013, but is projected to be just short of the performance target of 49,250 average weekday boardings.

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 expenses. For FY 2013-2014, it is estimated that 27.81 percent of service costs will be paid for directly by fare revenue. The estimated farebox recovery exceeds the fiscal year target of 25.83 percent.

Average Cost per Vehicle Service Hour

The current fiscal year's average cost per vehicle service hour of $96.26 is 2.9 percent less than the targeted cost of $98.59 per vehicle service hour. Total operating expenditures for FY 2013-2014 are lower than budgeted.

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MAJOR ACCOMPLISHMENTS IN FY 2013-2014

Bus Replacement Project

In FY 2013-2014 Foothill Transit procured 64 new 42-foot CNG buses from North American Bus Industries (NABI). In addition to replacing Foothill Transit's first CNG coaches, the new buses replaced the 23 remaining diesel fueled buses making Foothill Transit one of the greenest transit agencies in Southern California.

System Performance

The overall route schedule adherence in FY 2013-2014 improved to 77%, a first for this agency since we started using the SMART*Bus* system data to compute on-time performance. We will continue to monitor and adjust route run times as needed during the bi-annual service changes.

Electric Bus Program

In FY 2013-2014, the Executive Board approved the purchase of 12 additional Ecoliner buses. Nine of the twelve buses will be placed into service while the remaining three will serve as spare buses. Line 291 will soon be Southern California's first fully electrified bus route.

ESMS at Pomona

The Environmental and Sustainability Management System (ESMS) Core Team, made up of administrative staff and representatives from each Operations and Maintenance facility, completed a 10-month FTA sponsored ESMS Training Course at Virginia Tech in Roanoke, Virginia. Implementation of the program is currently taking place at the Pomona facility, which includes environmental sustainability awareness training for all contractor employees, establishment of environmentally-friendly procedures, objectives, targets, and programs for more sustainable operations. The ESMS program has already been implemented at the Arcadia operating facility.

College Pass Program

Foothill Transit launched the Class Pass Pilot Program in fall of 2013 at Mt. San Antonio College (Mt. SAC) and University of La Verne, and both programs have been extremely successful. Students and administrators at each school will decide if they will keep the Class Pass program on campus at the end of the pilot process.

San Gabriel and Pomona Valley Park & Rides

- Industry Park & Ride
  - Construction of Foothill Transit's Industry Park & Ride parking structure was completed on time and within budget. On Monday, October 7, 2013, Foothill Transit began scheduled bus service to the new Park & Ride parking structure and on February 3, 2014, a new express Line 495 began service between the Industry Park & Ride and downtown Los Angeles.

- Azusa Park & Ride
  - On July 15, 2013, the Azusa City Council certified the Environmental Impact Report (EIR), and on December 2, 2013, Foothill Transit was notified by the Federal Transit Administration (FTA) of the results of the

Environmental Assessment (EA). The EA resulted in a Finding of No Significant Impact (FONSI). After receiving the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) clearance, the architectural and engineering firm Choate Parking Consultants was given the Notice-to-Proceed to begin Phase II design services on the parking structure. All design work and issuance of drawings is scheduled to be submitted mid-April 2014. Construction is estimated to commence in October 2014 and be completed by October 2015.

- West Covina Park & Ride
  - The West Covina Transit Center and Park & Ride Project is currently on hold. In March 2013 we reported on the proposed three-level 500 space parking structure and Transit Center at the Westfield Mall. The location of the new proposed parking structure was partially owned by the City of West Covina's Redevelopment Agency. With the abolishment of redevelopment agencies, the City of West Covina requested that the State Department of Finance transfer ownership of the property to the Parking Authority. The Department of Finance rejected the transfer and as such, West Covina decided to put the project on hold. In addition, there has been a change in ownership for the West Covina Mall in recent months.

Legislative Advocacy

Foothill Transit continues to maintain the strong relationships we have developed with our federal and state legislative delegation members and their staff and began developing relationships with our newest delegation members resulting from the 2010 census redistricting. This was done through capitol and district office meetings and regular attendance at events where they were featured speakers.

Website Redesign

Cultivating a successful online presence today requires a website that can reach customers on multiple platforms. The 2014 redesign of foothilltransit.org is underway and includes a complete revamp of its compatibility with mobile devices. The discovery stage and website architecture are already complete and copywriting and wire framing were completed in February 2014.

25th Anniversary Campaign

Upon reaching our 25th anniversary milestone in December, we launched a celebratory, customer-focused, on-board campaign that highlights our appreciation for our customers. We also launched a very popular online "archive campaign" that showed images gleaned from our photography archives. The campaign will continue through summer 2014.

FOOTHILL TRANSIT
BUSINESS PLAN AND BUDGET

FY 2014-2015 INITIATIVES

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OVERALL SYSTEM STATISTICS

During FY 2014-2015, 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. Performance targets for FY 2014-2015 have been adjusted to take into account any operational changes and performance trends during the prior year.

Overall System Performance	FY 13-14 Target	FY 13-14 Estimate	FY 14-15 Target
Passenger Boardings	14,100,000	14,501,980	14,700,000
Vehicle Service Hours	738,300	701,455	754,227
Fare Revenue	$18,800,000	$18,775,000	$18,870,000
Operating Expense	$72,792,400	$67,519,156	$76,536.790

Passenger Boardings and Fare Revenue

Boardings in FY 2014-2015 are projected to increase by 1.4 percent over projected FY 2013-2014 levels. This added ridership is projected to result from increased service frequency, the implementation of college ridership programs within our service area, and continued ridership growth associated with the Silver2Silver program.

Vehicle Service Hours and Operating Expenses

Service hours are projected to increase by 7.5 percent in FY 2014-2015 with the continued implementation of service enhancements aimed at improving customer experience. In addition to increasing service hours, Foothill Transit will conduct a comprehensive operations analysis and transition to a new operating contract for the Arcadia Facility. These are the main factors in the increase in operating expenses.

Goals and Performance Standards

The agency uses several performance indicators to evaluate Foothill Transit's achievement of its established 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 are provided in the table on the next page.

FY 2014-2015 GOALS AND TARGETS

Goal	Indicator	FY 13-14 Target	FY 13-14 Estimate	FY 14-15 Target
Operate a Safe Transit System	Preventable Accidents per 100,000 miles	0.60	0.60	0.60
Provide Outstanding Customer Service	Schedule Adherence	90%	77%	85%
	Miles between Service Interruptions	15,000	16,300	15,000
	Complaints per 100,000 Boardings	10.25	15.50	15.00
	Average Time to Answer (Average Hold Time)	45 seconds	45 seconds	45 seconds
Operate an Effective Transit System	Boardings per Service Hour	19.1	20.7	19.5
	Average Weekday Boardings	49,250	48,392	48,900
Operate an Efficient Transit System	Farebox Recovery Ratio	25.83%	27.81%	24.65%
	Average Cost per Vehicle Service Hour	$98.59	$96.26	$101.48

Preventable Accidents per 100,000 Miles

As safety is Foothill Transit's first priority, the preventable accidents target for FY 2014-2015 will remain at 0.60 preventable accidents per 100,000 miles. This is a more rigorous target than the industry standard. It is important to note that preventable accidents include vehicle collisions as well as other types of preventable incidents, such as a customer fall onboard a vehicle or a bus hitting an overhanging tree, for example.

Schedule Adherence

The target for schedule adherence will be lowered from 90 percent to 85 percent for FY 2014-2015. Schedule adjustments for the commuter express routes, running time adjustments to local lines, and analysis of the SBS data are targeted to improve the accuracy of on–time performance reporting and improve schedule adherence.

Average Miles between Service Interruptions

The target for average miles between service interruptions is proposed to remain at 15,000 miles. Foothill Transit received 76 new coaches in FY 2013-2014 that lowered

the average age of the fleet and is expected to reduce the number of mechanical service interruptions.

Complaints per 100,000 Boardings

The target for FY 2014-2015 has been increased from 10.25 complaints per 100,000 boardings to 15.00 per 100,000 boardings in light of customer service improvements that will increase the number of channels through which customers may provide feedback to Foothill Transit.

Average Time to Answer (Average Hold Time)

To improve transparency, this target, previously known as "average hold time," will be renamed to "average time to answer." The target will be measured in the same way as in previous fiscal years. It represents the average time that customers calling a Transit Store for assistance must wait before their call is answered by a customer service representative.

Boardings per Service Hour

The FY 2014-2015 boardings per service hour target will increase slightly to 19.5, as the agency anticipates ridership to increase slightly in response to continued service enhancements next year.

Average Weekday Boardings

Weekday boardings are projected to increase by approximately one percent to 48,900 in FY 2014-2015 in line with the projected modest increase in overall ridership in the coming year.

Farebox Recovery Ratio

The FY 2014-2015 farebox recovery ratio of 24.65 percent is a direct ratio between budgeted fare revenues and operating expenses projected for the year. It takes into account the projected increase in operating expenses for continued service enhancements and the comprehensive operational analysis.

Average Cost per Vehicle Service Hour

The FY 2014-2015 average cost per vehicle service hour target of $101.48 is a direct ratio between overall operating expenses and planned service hours during the year. This figure is a five percent increase compared to end of year projections for FY 2013-2014.

MAJOR INITIATIVES FOR FY 2014-2015

Bus Replacement Project

30 new 42-foot CNG coaches will be delivered to Foothill Transit this year. The new buses will be equipped with standardized passenger amenities, including high-back reclining seats, individual overhead reading lights, and luggage racks. These coaches will replace the CNG buses that have met the FTA required bus replacement guideline of having at least 500,000 miles or have been in service for 12 years. In addition, procurement action will be underway for additional CNG coaches to replace coaches that are eligible for retirement.

Comprehensive Operational Analysis (COA) Development

Foothill Transit has already started work on a Comprehensive Operational Analysis, a robust, analytical plan to optimize current transit services, maximize underutilized resources, and expand the system in an efficient manner to provide the most effective bus network for customers in the San Gabriel and Pomona Valley. Most of the work on this project will occur during FY 2014-2015.

College Pass Program

The successful adoption of the Class Pass programs at Mt. SAC and University of La Verne is important for the future of the Class Pass program. Foothill Transit will continue to grow the Class Pass program by partnering with other major colleges and universities across the San Gabriel and Pomona Valleys.

Customer Service Training Expansion

Foothill Transit's Customer Service training program will be updated and enhanced. The roll-out of the Foothill Transit-specific Customer Service Training program to all front-line staff will focus on our history and on the characteristics that set an outstanding transit system apart from other transit providers.

ISO 14001 Certification at Pomona

ISO 14001 certification will be the goal at the Pomona Operations and Maintenance Facility this year. This certification mitigates the environmental impacts of our daily operations at the yard. For this process, key environmental and sustainability goals are set and plans implemented to achieve these goals. Once completed, both Pomona and Arcadia facilities will be ISO 14001 certified.

Legislative Advocacy

"The Moving Ahead for Progress in the 21st Century" (MAP-21) surface transportation authorization bill is set to expire on September 30, 2014. As part of its 2014 legislative program, Foothill Transit will urge Congress and work with our federal delegation to act on a longer-term surface transportation authorization measure.

Arcadia Operations Contract Procurement

During FY 2014-2015, the contract for operations and maintenance at Foothill Transit‘s operations and maintenance facility in Arcadia/Irwindale will be re-procured. Together with the contract for operations and maintenance at our operations and maintenance facility in Pomona, these represent the core of Foothill Transit‘s service and the new or incumbent contractor will be responsible for delivery of service to our customers for the next four years or more. Several aspects of the contracts will be modified to fully incorporate the organization‘s SMART*Bus* system, and include contract incentives that encourage enhanced service delivery while targeting operating efficiency.

San Gabriel Valley Park & Ride Facilities

Several Park & Ride facilities are in varying stages of development in the San Gabriel Valley to address the needs of Foothill Transit’s commuting customers:

- Phase II design for the Azusa Intermodal Parking Facility is underway and the Invitation for Bid (IFB) for construction of the four-level, 547 space parking facility is slated for issuance in July 2014. Construction is anticipated to begin in October 2014 with an estimated completion date in October 2015.
- The West Covina Transit Center and Park & Ride Project is currently on hold. The location of the new proposed parking structure was partially owned by the City of West Covina's Redevelopment Agency and the West Covina Mall has new owners. It is hoped that work can resume on this project in FY 2014-2015.

SMART*Bus* System (SBS) Replacement

Foothill Transit’s aging computer aided dispatch and automated vehicle location (CAD/AVL) system will be replaced. The new system will include enhancements to better monitor on-street service in real time, while providing more accurate data for use by our customers for their daily travel and by agency staff for system planning and reporting purposes.

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FOOTHILL TRANSIT
BUSINESS PLAN AND BUDGET

AGENCY FUNDING AND OPERATING BUDGET

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FUNDING SOURCES

Foothill Transit is funded through a combination of operating revenues and non-operating revenues.

The following funds are allocated by the Regional Transportation Planning entity (LA Metro) to Los Angeles County fixed-route transit operators through the Formula Allocation Procedure (FAP) and the Capital Allocation Procedure (CAP). The FAP uses vehicle service miles and passenger revenues to apportion the available revenues into percentage shares. The CAP uses total vehicle miles and active fleet size (National Transportation Database data) to apportion the shares.

Transportation Development Act (TDA) Article 4

These funds are derived from a statewide one-quarter cent sales tax that is deposited into the State Local Transportation Fund; they are eligible for capital and operating uses.

State Transit Assistance Funds (STA)

These funds are derived from excise taxes on diesel fuel; they are eligible for use on transit capital and operating expenses.

Proposition A 40% Discretionary

These funds are derived from a 1980 voter approved one-half cent local sales tax ordinance known as Proposition A; they may be used for operations or capital. This also includes the Prop A Bus Service Continuation Program (BSCP).

Measure R 20%

These funds are derived from a 2008 voter approved sales tax ordinance known as Measure R; they are eligible for bus operating expenses.

Proposition C 40% (Discretionary)

These funds are designated through the following LA Metro Board adopted programs: 1) Municipal Operator Service Improvement Program (MOSIP); 2) Bus System Improvement Plan Overcrowding Relief on Lines 480/481 and 707; 3) Transit Service Expansion on Line 690; 4) Base Restructuring on Lines 497/498 and local Saturday service on various lines, eligible for capital and operations; and, 5) Prop 1B Bridge funding eligible for public transportation modernization improvements and service enhancements, and security expenditures.

Proposition C 5% Transit Security

These funds are distributed based on total unlinked passenger trips; they are eligible for operating or capital transit security expenditures.

Federal Urban Area Formula Program (Section 5307)

These funds are based on the LA Metro Capital Allocation Procedure (CAP); they are used for capital improvements and require 20% local match.

Federal Bus and Bus Capital Program (Section 5339, formerly Section 5309)

These funds are allocated through the CAP; they are used for capital improvements and require 20% local match.

Federal State of Good Repair Program Section 5337

These funds are allocated through the CAP; they are used to maintain, replace and rehabilitate vehicles and transportation equipment; they require 20% local match.

Federal Congestion Mitigation and Air Quality (CMAQ)

These funds are programmed for diesel retrofit projects and programs, cost-effective emission reduction activities and congestion mitigation projects that provide air quality benefits. Foothill Transit received a $3.2 million grant for the Congestion Reduction Mitigation project to increase service on the Silver Streak and Line 699.

Auxiliary Revenue

Foothill Transit operates a park and ride shuttle service for the Rose Bowl and a Dial-a-Ride shuttle service for the City of Monrovia. These special services revenues are eligible for operating and capital expenditures.

OPERATING REVENUES

	FY 12-13 Actual	FY 13-14 Budget	Actual Through Dec 2014	FY 13-14 Estimate	FY 14-15 Budget
Fare Revenue:					
Farebox	$ 10,885,441	$ 11,100,000	$ 5,123,914	$ 10,968,270	$ 11,170,000
Pass Sales	3,256,125	3,100,000	1,510,108	3,020,220	3,100,000
TAP Cash Purse	2,335,453	2,200,000	1,269,712	2,539,430	2,200,000
Metrolink	508,030	500,000	282,208	564,420	500,000
EZ Transit Passes	1,456,385	1,900,000	841,330	1,682,660	1,900,000
Total Fare Revenue	**18,441,434**	**18,800,000**	**9,027,272**	**18,775,000**	**18,870,000**
Non-Fare Revenue:					
TDA	9,786,046	18,513,600	10,414,956	11,983,402	22,181,644
Prop A Discretionary	13,026,271	13,484,000	6,741,978	13,483,950	13,834,445
Prop A BSCP	4,011,067	4,298,700	2,149,638	4,299,270	4,367,348
Transit Security	708,594	790,600	395,322	790,650	849,685
Prop C Restructuring	1,813,737	1,848,000	924,102	1,848,200	1,890,706
Prop C Line 690	302,245	308,000	153,996	307,990	315,071
Prop C BSIP	844,426	860,000	430,236	860,470	880,260
STA	4,890,137	3,913,300	1,956,636	3,913,270	2,744,299
Measure R	7,886,309	9,352,100	4,676,052	9,352,100	9,902,812
Federal Section 5307	-	-	-	-	-
CMAQ	506,488	1,000,000	863,191	1,726,380	1,000,000
Auxiliary Revenue	1,907,724	1,500,000	798,053	1,596,110	1,500,000
Total Non-Fare Revenue	45,683,044	55,868,300	29,504,160	50,161,792	59,466,270
TOTAL REVENUE	**$ 64,124,478**	**$ 74,668,300**	**$ 38,531,432**	**$ 68,936,792**	**$ 78,336,270**

OPERATING EXPENSES

	FY 12-13 Actual	FY 13-14 Budget	Actual Through Dec 2014	FY 13-14 Estimate	FY 14-15 Budget
Transit Operating Expenses:					
Customer Service & Operations	$ 54,829,773	$ 61,539,200	$ 27,977,835	$ 58,547,687	$ 65,268,600
Maintenance & Vehicle Technology	50,033	830,600	241,403	497,977	682,600
Marketing & Communications	1,471,333	1,898,600	809,276	1,618,551	1,654,800
Planning	565,132	1,964,100	281,190	741,308	1,760,700
Information Technology	1,560,357	2,038,100	607,450	1,780,579	1,876,600
Administration	1,803,004	1,876,300	1,205,030	2,406,315	2,835,400
Procurement	624,984	855,600	266,366	609,442	820,300
Finance	1,138,798	1,206,100	329,118	846,427	1,043,600
Facilities	534,907	583,800	233,384	470,871	594,190
Total Transit Operating Expense	**62,578,321**	**72,792,400**	**31,951,052**	**67,519,156**	**76,536,790**
Non-Transit Operating Expenses:					
Property Management	674,498	800,900	283,172	566,344	724,480
Special Services	168,930	325,000	77,518	155,036	325,000
Dial-A-Ride	702,729	750,000	348,128	696,256	750,000
Total Non-Transit Operating Expense	1,546,157	1,875,900	708,818	1,417,636	1,799,480
TOTAL EXPENSES	**$ 64,124,478**	**$ 74,668,300**	**$ 32,659,870**	**$ 68,936,792**	**$ 78,336,270**

FOOTHILL TRANSIT
BUSINESS PLAN AND BUDGET

CAPITAL BUDGET

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CAPITAL REVENUE

Foothill Transit's FY 2014-2015 Capital Budget is presented in this section. Below is the table that details the agency's main sources of Capital Revenue from both the prior year carry-over and the FY 2014-2015 allocation.

Funding Sources	Amount Carried Over	FY 14-15 Allocation	Total
FTA Section 5307	$ 443,860	$ 16,814,040	$ 17,257,900
Excise Tax Credit	1,240,670	-	1,240,670
Prop 1B - CalTrans	-	4,364,000	4,364,000
Prop 1B - Transit Security	-	327,190	327,190
TDA Capital	-	17,483,450	17,483,450
Prop C Transit Security	308,560	-	308,560
Prop C MOSIP	3,485,130	4,563,250	8,048,380
Prop 1B - Local Bridge	-	2,214,120	2,214,120
Prop 1B - Transit Security Bridge	-	375,730	375,730
Total Capital Funding Sources	**$ 5,478,220**	**$ 46,141,780**	**$ 51,620,000**

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 & Rides, anticipated procurement of new Compressed Natural Gas (CNG) buses, nine more electric buses; and facility enhancements, among other initiatives.

Buses:	
30 Fleet Replacement Buses (Option Order #2)	$ 21,000,000
20 Fleet Replacement Buses (Option Order #3)	15,000,000
Facilities:	
Facility Maintenance & Upgrades	250,000
Bus Stop Sign Replacement Project	300,000
Facility Repairs and Improvements	400,000
Replacement Facility Trucks	250,000
Office Furniture/Equipment	60,000
Other:	
Board Room Video System Upgrade	150,000
CAD/AVL Replacement	10,300,000
Hydraulic Lift Replacement	2,600,000
Electric Bus Charger	500,000
Fare System Equipment - Phase II	200,000
Video Production Equipment	75,000
Microsoft Office Upgrade	80,000
Printer/Copier Replacement	75,000
Traffic Signal Priority	30,000
Project Management Software	200,000
Administrative Building Wi-Fi Replacement	150,000
Total FY 14-15 Capital Program	**$ 51,620,000**

CAPITAL CARRY OVER

The FY 2014-2015 Capital Budget carry over includes capital projects approved in prior fiscal years that are not complete as of December 31, 2013.

Buses:	Budget	Expenditures	Balance
30 Replacement Buses (Option Order #1)	22,999,940	-	22,999,940
Electric Buses – FY 13-14	2,500,000	-	2,500,000
Facilities:			
Facility Repairs & Improvements	1,660,000	1,446,658	213,342
Admin Office Maintenance & Upgrades	1,000,000	834,765	165,235
Facility Security Upgrades/Hardening	2,556,530	2,270,962	285,568
Azusa Park & Ride	9,490,400	589,043	8,901,357
City of Industry Park & Ride	14,904,300	13,057,974	1,846,326
West Covina Park & Ride	12,938,310	22,000	12,916,310
Transit Center - West Covina	5,000,000	-	5,000,000
Bus Stop Enhancement Program (BSEP)	1,000,000	56,380	943,620
Facility Rehab/Repair/Maintenance	1,000,000	-	1,000,000
Puente Hills Transit Store Remodel	500,000	85,112	414,888
Other:			
System Performance Dashboard	600,000	263,536	336,464
Security Equipment	250,000	84,103	165,897
Financial Software	300,000	248,581	51,419
Traffic Signal Priority	1,500,000	1,465,159	34,841
Web Page Development	150,000	55,339	94,661
Office Equipment/Furniture	155,355	99,818	55,537
Bus Stop Customer Information	600,000	168,587	431,413
Document Imaging Equipment	300,000	108,226	191,774
SBS Operating System Upgrade	100,000	44,443	55,557
I.T. Infrastructure – FY 12-13	250,000	188,384	61,616
Fleet Heavy Maintenance-FY 12-13	500,000	126,102	373,898
Board Room Audio Upgrade	100,000	9,334	90,666
Website Redesign	100,000	12,709	87,291
I.T. Infrastructure – FY 13-14	250,000		250,000
Fleet Heavy Maintenance-FY 13-14	1,795,300		1,795,300
Fare System Equipment - Phase I	400,000	7,585	392,415
Transit Store Security System	663,460	-	663,460
Data Center Upgrade/Replacement	800,000	758,399	41,601
Phone System Replacement	250,000	197,546	52,454
Totals	**$ 84,613,595**	**$ 22,200,745**	**$ 62,412,850**

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FOOTHILL TRANSIT
BUSINESS PLAN AND BUDGET

DEPARTMENT BUDGET

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DEPARTMENT BUDGETS AND SUMMARIES

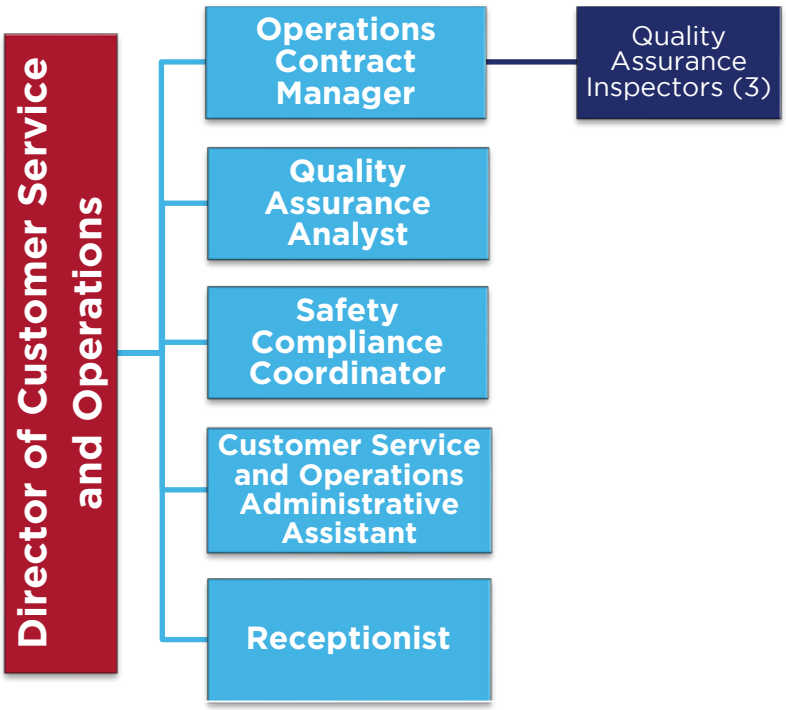
Foothill Transit's operating budget for FY 2014-2015 is presented in this section. A brief description of each department has been provided. A list of each department's specific initiatives for FY 2014-2015 is presented and the operating budget for each department is shown. The department budgets are presented in the following order:

Customer Service and Operations
Maintenance and Vehicle Technology
Marketing and Communications
Planning
Information Technology
Administration
Procurement
Finance
Facilities

CUSTOMER SERVICE AND OPERATIONS

The Customer Service and Operations department was established in FY 2012-2013 to more effectively focus on key components of the agency's mission. This department is responsible for ensuring the safe and efficient daily operation of Foothill Transit service, focusing specifically on applied enforcement of agency standards for operating performance.

The department also works closely with the Foothill Transit Stores to improve the customer service experience, from when a customer calls for information about their proposed trip, to the actual completion of their bus ride, and through the customer feedback process.



FY 2013-2014 ACCOMPLISHMENTS

- Conducted coach operator audits
- Renewed efforts on management gate checks at Arcadia and Pomona Operating Facilities
- Developed Contractor Accident/Incident Communication Process
- Established Performance Improvement Plan for Arcadia Operations
- Executed updated Memorandum of Understanding with Metrolink for Bus Bridge service
- Conducted two Operations Workshop
- Developed Front Line Employee Recognition Program
- Intensified Quality Assurance Team enforcement of contract compliance
- Provided additional training on customer comment handling process

- Incorporated social media comments into customer comments
- Provided premium Rose Bowl special shuttle services
- Provided LA Marathon special shuttle services
- Participated in new bus delivery acceptance process
- Incorporated Transit Store and Safety function into Operations
- Incorporated Quality Assurance Analyst position
- Completed facility security enhancements at all Foothill Transit facilities

FY 2014-2015 INITIATIVES

- Procure new Arcadia Operations Contract
- Complete Headsign Standardization Project
- Prepare documentation for Federal Transit Administration Triennial Review
- Refine TransTrack reporting system
- Incorporate new telephone system reports into KPI and Customer Service Initiatives
- Update the TSA Baseline Assessment and Security Enhancement (BASE) Review of security systems
- Implement Front Line Customer Service Recognition Program
- Conduct table-top exercises with TSA and local municipal transit providers

Account Number	Account Name	FY 12-13 Actual	FY 13-14 Budget	FY 13-14 Estimate	FY 14-15 Budget
5001	Arcadia Express Lines	$ 6,716,561	$ 7,061,300	$ 7,358,917	$ 11,629,400
5002	Arcadia Local Lines	16,735,978	18,620,600	17,784,351	18,771,600
5003	Pomona Express Lines	6,954,134	7,589,500	7,878,929	8,968,800
5004	Pomona Local Lines	14,529,857	15,808,400	15,830,292	16,741,900
5020	Fuel - CNG Arcadia	2,095,906	3,060,000	2,387,270	3,000,000
5025	Fuel - CNG Pomona	3,012,354	4,284,000	3,646,921	3,000,000
5030	Diesel Fuel - Arcadia	662,967	1,000,000	367,890	-
5035	Electricity Fuel - Pomona	63,588	94,800	46,743	260,000
5100	Salary, Wages & Benefits	-	883,400	753,766	908,000
5150	Contracted Services - Transit Stores	-	-	-	1,471,900
5152	Contracted Services - Management	1,306,520	-	-	-
5260	Professional/Technical	89,384	31,000	5,050	44,000
5411	Bus Roadeo	31,920	50,000	-	70,000
5430	Dues and Subscription	165	500	-	1,600
5441	Postage/Express Mail	747	500	7	1,600
5550	Travel and Meeting	32,509	12,900	9,085	13,700
5710	Transit Store Lease	-	-	-	95,600
5720	Other Miscellaneous Contract Services	46,359	-	-	36,900
5730	Other Misc. Expenses	9,124	5,000	1,901	14,200
5740	Other Services	253,394	212,000	198,788	210,000
5800	Clothing Supplies	2,798	5,500	5,299	4,800
5850	Office Supplies	-	-	-	6,400
5950	Repair and Maintenance Other Equip	201	-	-	6,600
5960	Repair and Maintenance Vehicles	8,599	-	-	-
5991	Security	-	-	-	3,800
6100	Electricity	-	-	-	7,800
	SUB-TOTAL	**$ 52,553,063**	**$ 58,719,400**	**$ 56,275,209**	**$ 65,268,600**
	Transit Stores	1,750,655	1,824,850	1,996,286	-
	Safety & Security	526,055	994,950	276,192	-
TOTAL		**$ 54,829,773**	**$ 61,539,200**	**$ 58,547,687**	**$ 65,268,600**

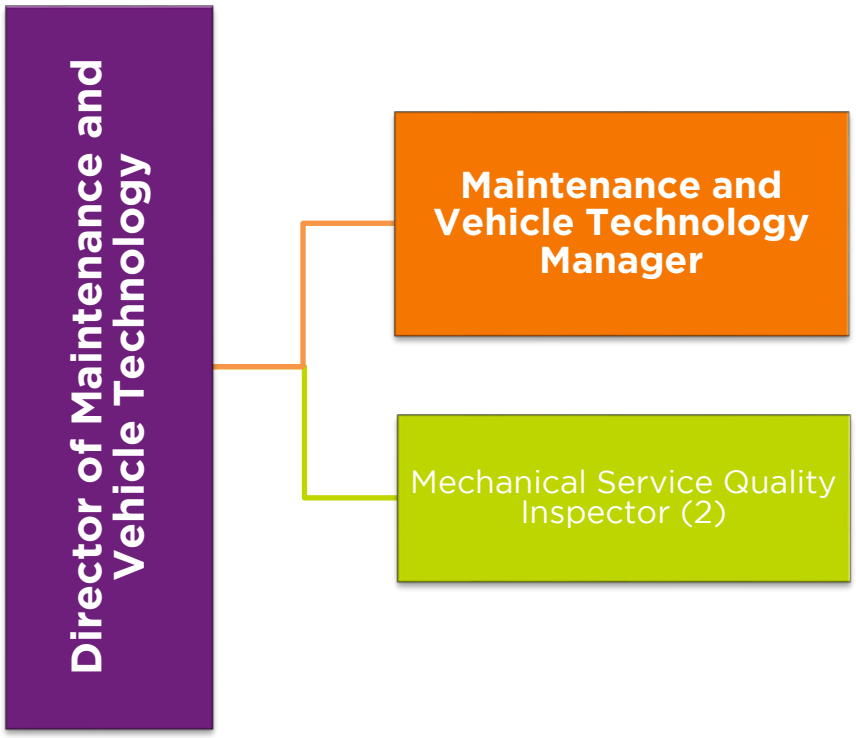
Budget Notes:

- Increase in Account 5001 reflects service increase and operating contract changes
- Account 5740 - Other Services includes SMART*Bus* Radio System
- Responsibility for Transit Stores including management of the service contract and responsibility for Safety and Security have been transferred to Customer Service and Operations for FY 2014-2015

- The FY 2012-2013 and FY 2013-2014 history for Accounts 5850, 5950, 5991 and 6100 are included in the summary lines for “Transit Stores” and “Safety and Security”
- Responsibility for Account 5960 - Repair Maintenance Vehicles has been transferred to Maintenance and Vehicle Technology

MAINTENANCE AND VEHICLE TECHNOLOGY

The Maintenance and Vehicle Technology (MVT) Department ensures daily operation of Foothill Transit's revenue and non-revenue vehicle fleet through the systematic enforcement of Foothill Transit standards for fleet maintenance and oversight of maintenance on fueling stations, including the electric bus charging station. The MVT Department ensures ongoing local, state and federal regulatory compliance of the fleet and environmental compliance of the operations. In addition, the MVT department is responsible for the development and implementation of Foothill Transit's alternative fuels program including the specification, in-plant inspection, and acceptance of all new rolling stock and technologies to maximize efficiencies in both operations and maintenance.



FY 2013-2014 ACCOMPLISHMENTS

- Implemented bus inspection standards to ensure 100% contractor compliance
- Retired the last 23 diesel buses
- Procured and put into service 64 42 ft. low floor CNG buses
- Procured and put into service 12 35 ft. low floor fast-charge electric buses
- Incorporated new livery on new NABI buses and electric buses
- Managed State of Good Repair fleet retrofits on 171 buses
- Completed in-plant bus inspections on 64 CNG bus and 12 electric bus purchases

- Continued City of Monrovia Dial-A-Ride fleet inspection services

FY 2014-2015 INITIATIVES

- Complete full electrification of Line 291
- Procure 30 42 ft. Low Floor CNG buses
- Inspect, accept, and deploy 30 new CNG buses into revenue service
- Implement ESMS at Pomona Operations and Maintenance Facility
- Develop and implement Surveillance Equipment Audit
- Develop and implement CAD/AVL Equipment Audit

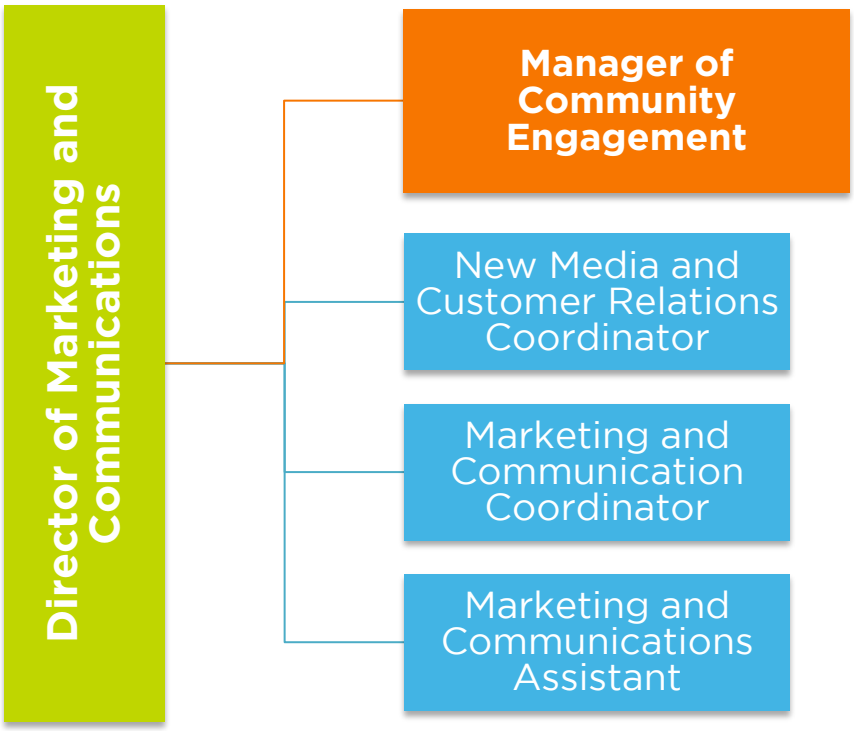
Account Number	Account Name	FY 12-13 Actual	FY 13-14 Budget	FY 13-14 Estimate	FY 14-15 Budget
5040	Gas and Lubricants	$ 31,993	$ 60,000	$ 28,172	$ 35,000
5100	Salaries, Wages and Benefits	-	487,200	384,231	462,900
5230	Consulting	-	5,000	-	9,000
5260	Professional/Technical	-	139,300	40,616	124,500
5430	Dues and Subscription	-	500	-	500
5441	Postage/Express Mail	-	500	1,414	2,000
5540	Tires	1,459	10,000	-	5,000
5550	Travel and Meeting	-	22,300	22,609	18,000
5570	Vehicle Washing	7,982	10,100	7,263	9,000
5720	Other Miscellaneous Contractual Service	-	70,700	449	1,700
5730	Other Miscellaneous Expenses	-	5,000	3,353	5,000
5970	Repair and Maintenance Vehicles	8,599	20,000	9,870	10,000
TOTAL		**$ 50,033**	**$ 830,600**	**$ 497,977**	**$ 682,600**

Budget Notes:

- Account 5260 – Professional and Technical includes the Zonar annual fee for bus fleet audits and fleet audit for contactor turnover at Arcadia facility
- Account 5230 – Consulting includes SMART*Bus* equipment audits and maintenance training

MARKETING AND COMMUNICATIONS

The Marketing and Communications Department supports and promotes Foothill Transit's services and promotes and maintains the Foothill Transit brand. 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 2013-2014 ACCOMPLISHMENTS

- Incorporated new real-time customer information system into marketing and communications programs
- Redesigned foothilltransit.org to incorporate new branding elements
- Designed and oversaw installation of new Foothill Transit livery
- Launched the 25th anniversary campaign
- Expanded new media outreach to incorporate new technologies and data analysis
- Launched Mt. SAC Student Pass Program marketing initiative
- Participated in the remodel and design of the Puente Hills Transit Store
- Updated Foothill Transit facility artwork and initiated new student art program

- Launched localized marketing and communications initiatives to drive new riders for Line 495
- Organized grand opening event for the Industry Park & Ride

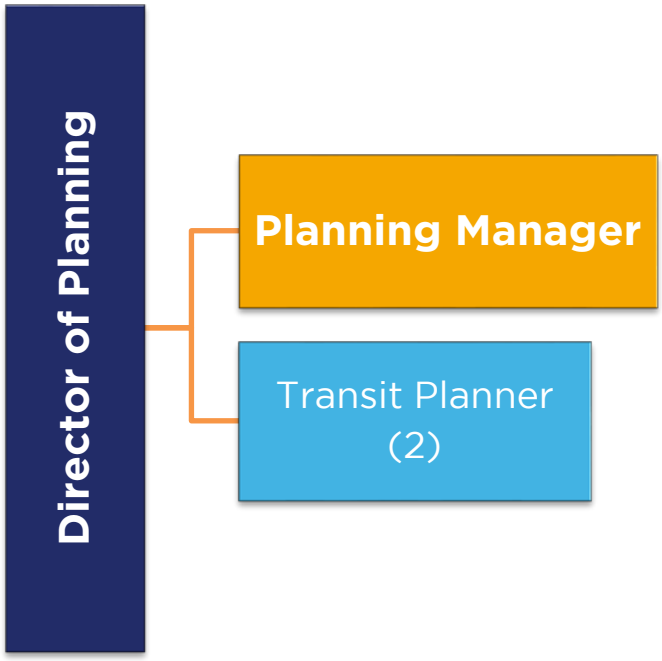
FY 2014-2015 INITIATIVES

- Launch real-time customer information system to customers
- Continue marketing initiatives as part of the Class Pass program
- Update Foothill Transit facility artwork and initiate new student/local artist art program
- Centralize and expand online communication through the new website and incorporate digital media to optimize
- Coordinate public arts requirement at the Azusa Park & Ride
- Organize grand opening event for the Azusa Park & Ride
- Expand and maintain ridership initiatives such as Silver2Silver, College Class Pass program and introduce new initiatives for Commuter Express service
- Assist in the outreach for future Park & Rides
- Develop destination type marketing initiatives highlighting community connections and events
- Synthesize COA data to inform strategic marketing decisions

Account Number	Account Name	FY 12-13 Actual	FY 13-14 Budget	FY 13-14 Estimate	FY 14-15 Budget
5100	Salaries, Wages and Benefits	-	$ 596,300	$ 416,847	$ 462,800
5152	Contracted Services - Management	572,200	-	-	-
5230	Consulting	309,809	385,600	523,697	387,900
5260	Professional and Technical	34,092	77,500	43,176	90,500
5300	Advertising and Promotion	26,983	15,000	-	15,000
5330	Community Sponsorship	48,910	60,000	45,450	60,000
5350	General Advertising	252,879	300,000	307,209	300,000
5370	Promotional item	69,168	75,000	56,886	75,000
5380	Special Events	23,824	135,000	79,266	20,000
5411	Team Member Appreciation	-	10,000	-	10,000
5430	Dues and Subscription	8,424	6,000	13,416	14,000
5441	Postage/Express Mail	4,407	9,600	7,267	9,600
5550	Travel and Meeting	13,464	15,200	20,719	20,800
5720	Other Miscellaneous Contractual Service	646	800	598	800
5730	Other Miscellaneous Expenses	1,051	1,000	1,779	1,000
6220	Event Coordination	1,019	-	363	3,800
6230	Footnotes	28,770	35,000	28,733	35,000
6240	Interior Cards	40,171	60,000	48,756	70,000
6250	Marketing Supplies	10,380	6,600	1,335	6,600
6270	Photography	6,214	80,000	-	30,000
6280	Printing Charges	18,922	25,000	23,054	37,000
6290	Reprints of Brochures	-	5,000	-	5,000
TOTAL		**$1,471,333**	**$1,898,600**	**$1,618,551**	**$ 1,654,800**

PLANNING

The Planning Department is responsible for route planning, system performance monitoring, coordination with member cities and neighboring transit systems in the design and construction of transit related projects. The department works closely with cities to make sure bus stop locations are safe and ADA compliant. The department also projects service levels and budgets and monitors actual costs related to Foothill Transit's two service contracts.



FY 2013-2014 ACCOMPLISHMENTS

- Improved schedule adherence by adjusting route run times
- Launch Line 495 Pilot
- Completed the procurement of the Comprehensive Operational Analysis (COA)
- Began testing the NexTrip real time customer information system
- Launched service enhancements that provided uniform and continuous service throughout the day
- Updated the base map in the scheduling software to improve system routing

FY 2014-2015 INITIATIVES

- Evaluate performance of Line 495 and determine if line should be implemented permanently
- Complete the Comprehensive Operational Analysis (COA)
- Implement cellular based GPS on the buses as part of the roll-out of the NexTrip real time customer information system
- Complete the Bus Signal Prioritization Project

- Complete the first draft of a Foothill Transit Planning Standards Guideline

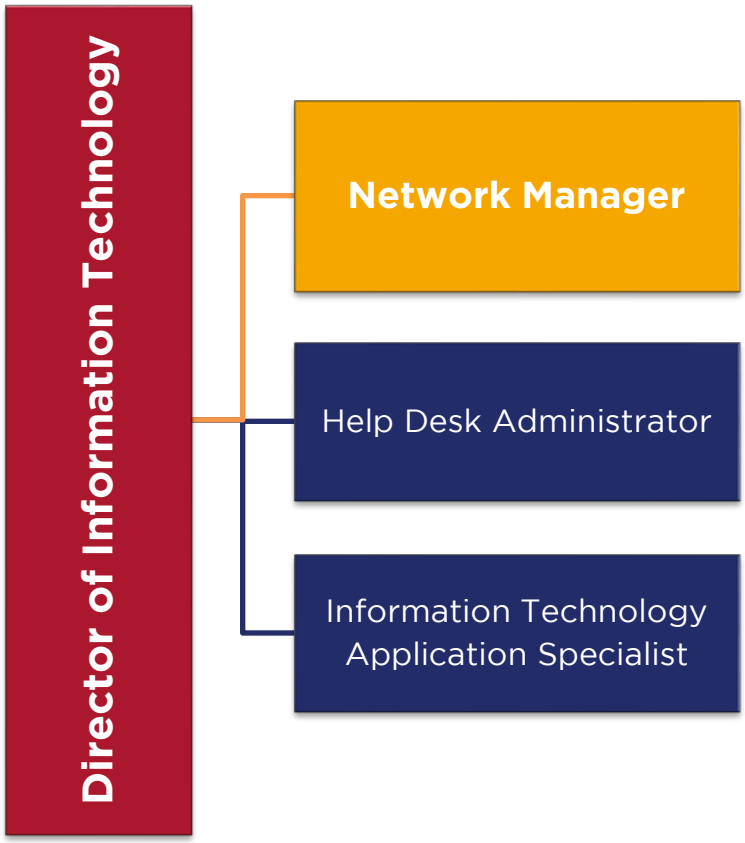
Account Number	Account Name	FY 12-13 Actual	FY 13-14 Budget	FY 13-14 Estimate	FY 14-15 Budget
5100	Salaries, Wages and Benefits	-	$ 504,000	$ 423,989	$ 446,900
5152	Contracted Services - Management	483,600	-	-	-
5230	Consulting	8,702	15,000	19,404	60,000
5260	Professional/Technical	-	900,000	110,000	860,000
5430	Dues and Subscription	30	400	-	1,200
5441	Postage/Express Mail	702	1,000	613	1,000
5530	System Map	-	50,000	-	50,000
5550	Travel and Meeting	4,937	22,000	21,930	20,500
5720	Other Miscellaneous Contractual Service	484	150,600	83,372	-
5860	Other Material and Supplies	-	6,100	-	6,100
5880	Planning Supplies	-	40,000	-	40,000
6200	Bus Book Printing	66,677	275,000	82,000	275,000
TOTAL		**$ 565,132**	**$ 1,964,100**	**$ 741,308**	**$ 1,760,700**

Budget Notes:

- Account 5230 – Consulting includes Hastus training and GIS analysis
- Account 5430 – Dues and Subscription includes membership fees for Rotary and WTS
- Account 5880 – Planning Supplies includes GIS Maps, Transit Tube Inserts and other materials printing costs

INFORMATION TECHNOLOGY

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



FY 2013-2014 ACCOMPLISHMENTS

- Virtualized SMART*Bus* system for better performance and operational stability
- Upgraded our Data Center with newer and faster technology and storage
- Replaced phone system with Cisco phones using SIP technologies
- Progressed NextBus Real-Time Bus Information System, into test phase.
- Implemented new Laserfiche archival and document system
- Implemented email redundant failover configuration to meet disaster recovery plan best practices

FY 2014-2015 INITIATIVES

- Begin the process to replace outdated CAD/AVL and radio hardware
- Implement a virtual disaster recovery plan for our data infrastructure to comply with insurance standards

- Upgrade wireless infrastructure to attain improved performance
- Update Microsoft Office to the latest version - Office 2013
- Upgrade Executive Boardroom's audio and video systems

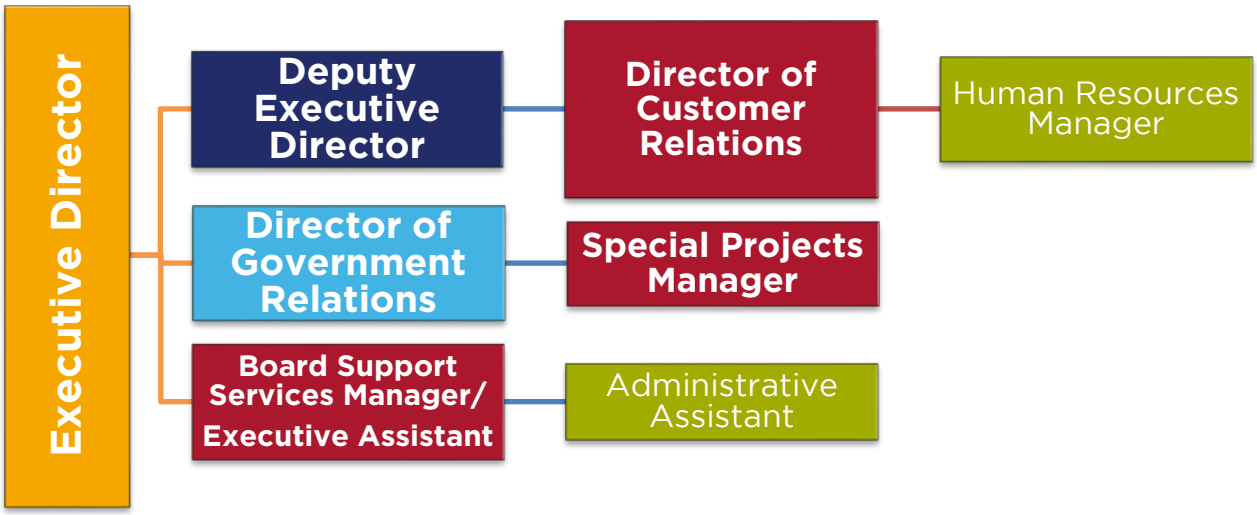
Account Number	Account Name	FY 12-13 Actual	FY 13-14 Budget	FY 13-14 Estimate	FY 14-15 Budget
5100	Salaries, Wages and Benefits	-	$ 797,100	$ 554,404	$ 457,600
5152	Contracted Services - Management	764,900	-	-	-
5430	Dues and Subscription	-	600	320	600
5441	Postage/Express Mail	903	1,500	329	1,200
5550	Travel and Meeting	9,518	17,000	18,126	17,000
5650	Data Communication Service	2,068	2,300	1,627	2,300
5660	Internet Service	15,850	20,000	14,741	20,000
5720	Other Miscellaneous Contractual Service	461,033	843,500	820,900	796,700
5810	Computer Supplies	3,579	6,000	840	6,000
5950	Repair and Maintenance Other Equipment	3,817	12,000	10,928	9,000
6130	Telephone	298,689	338,100	358,364	566,200
TOTAL		**$ 1,560,357**	**$ 2,038,100**	**$ 1,780,579**	**$ 1,876,600**

Budget Notes:

- Account 5720 – Other Miscellaneous Contractual Service includes software licenses and maintenance agreements for systems such as Zonar GPS, Hastus, TransTrack, etc.
- Account 6130 – Telephone increased due to improved internet connections to remote locations for SMART*Bus* operations and the addition of an additional remote location

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 agency-wide office support. In FY 2013-2014, a Director of Customer Relations was hired to focus on providing "World Class Customer Service." Customer Relations interfaces with all departments and is an integral part of everything we do, from employee recruitment to front-line customer interaction.



FY 2013-2014 ACCOMPLISHMENTS

- Successfully executed the Board's direction to convert Foothill Transit's management structure from contracted personnel to direct employment
- Restructured Foothill Transit's management team in line with organizational goals and to ensure compliance with federal guidelines
- Successfully launched Foothill Transit's Class Pass Pilot Program at Mt. San Antonio College and the University of La Verne
- Implemented an electronic document/records management system
- Worked with contractors to ensure a consistently exceptional approach to Customer Relations

- Focused attention directly on customer issues to give "Executive" level focus
- Set stage for new Customer Service Training Program
- Advocated for federal funding for Foothill Transit capital projects
- Advocated for passage of a new surface transportation funding authorization bill
- Strengthened industry involvement and enhanced Foothill Transit's visibility and influence with the American Public Transportation Association, California Transit Association and Access Services
- Maintained industry involvement in Conference of Minority Transportation Officials and Women's Transportation Seminar

FY 2014-2015 INITIATIVES

- Implement an agency-wide Customer Service Training program
- Standardize customer response process
- Expand Foothill Transit's Class Pass Program to include additional service area colleges and universities
- Ensure progress toward completion of San Gabriel Valley Park & Ride projects
- Increase Disadvantaged Business Enterprise and Small Business Development participation in Foothill Transit's federally-funded projects
- Maintain effective Executive Board and Governing Board communications
- Advocate for Foothill Transit's interests in the upcoming Federal Funding Authorization legislation
- Maintain Foothill Transit involvement in industry organizations such as American Public Transportation Association, California Transit Association, Access Services, Conference of Minority Transportation Officials and Women's Transportation Seminar

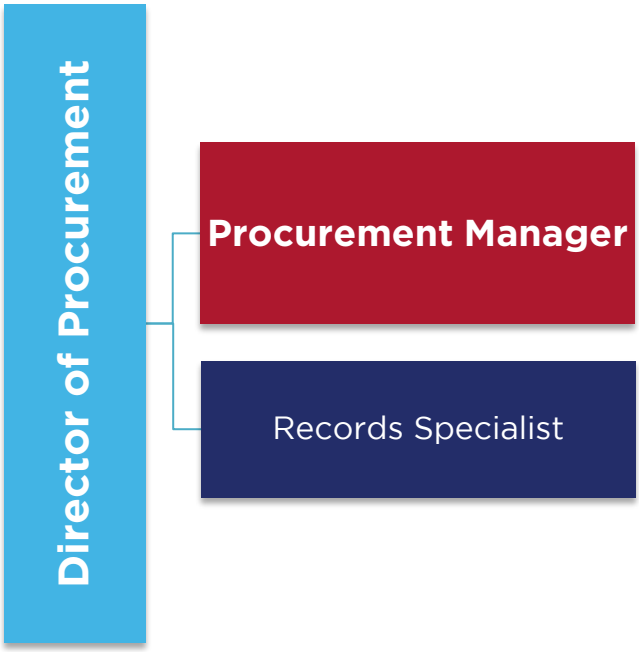
Account Number	Account Name	FY 12-13 Actual	FY 13-14 Budget	FY 13-14 Estimate	FY 14-15 Budget
5100	Salaries, Wages and Benefits	-	$ 806,500	$ 1,445,111	$ 1,473,400
5152	Contracted Services - Management	684,280	-	-	-
5230	Consulting	50,391	45,000	42,001	55,000
5250	Legal Fees	259,127	310,000	182,085	310,000
5265	Public Affairs	157,561	183,000	166,899	173,000
5400	Agenda Mailings	-	3,200	-	3,200
5410	Board Procurement	283,000	50,000	-	50,000
5412	Board Stipend	21,233	35,800	29,381	45,000
5421	Copier	16,604	21,800	22,238	21,800
5430	Dues and Subscription	62,904	74,900	80,441	75,300
5441	Postage/Express Mail	1,902	5,000	2,745	5,000
5500	Mail Equipment Lease	4,888	13,700	8,180	8,400
5545	Training and Development	-	-	-	200,000
5550	Travel and Meeting	108,946	120,000	230,000	200,000
5600	Auto Insurance	23,042	26,400	24,750	26,400
5610	Commercial Property	19,703	29,500	28,180	25,000
5620	Directors and Officers Liability	9,804	12,000	15,457	15,000
5630	Liability/Excess Liability Insurance	51,002	58,200	79,532	92,600
5720	Other Miscellaneous Contractual Service	3,555	4,000	3,889	1,500
5740	Other Services	748	1,800	1,118	1,800
5850	Office Supplies	43,285	55,500	44,308	53,000
6280	Printing Charges	1,029	20,000	-	-
TOTAL		**$ 1,803,004**	**$ 1,876,300**	**$ 2,406,315**	**$ 2,835,400**

Budget Notes:

- Account 5100 - Salaries, Wages and Benefits includes budget assumptions for employee pay for performance, administration fees for the retirement plan, administration of the transit subsidy program, one new employee and annual health plan cost increases
- Account 5545 - Training and Development includes budget for the tuition reimbursement program and other management training programs
- Account 5630 – Liability/Excess Liability increased in October 2013 with the addition of property insurance for the Industry Park and Ride structure

PROCUREMENT

The Procurement Department is responsible for ensuring timely acquisition of goods and services to support Foothill Transit's mission. The Procurement Department also provides support for Foothill Transit's Disadvantaged Business Enterprise program.



FY 2013-2014 ACCOMPLISHMENTS

- Procured new livery and livery installation services
- Completed request for proposals for Comprehensive Operational Analysis
- Procured new electronic records management system and hardware; a system that will enhance Foothill Transit's mission of going green by adding paperless capabilities
- Procured phone system and data center upgrades
- Procured 12 electric coaches and 30 additional CNG coaches
- Provided organization-wide procurement training to ensure compliance with FTA guidelines

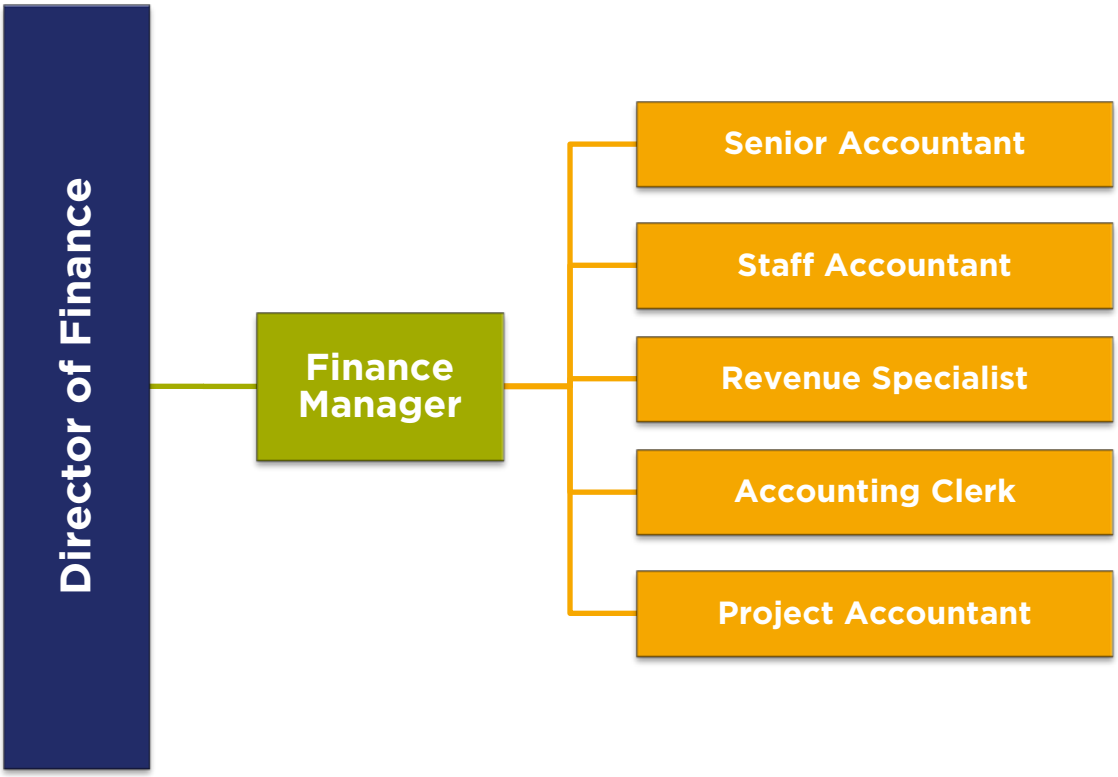
FY 2014-2015 INITIATIVES

- Ensure successful and timely procurement of goods and services to support Foothill Transit's mission
- Ensure Foothill Transit's Procurement Manual remains consistent with federal and state procurement guidelines
- Implement a centralized electronic database for procurement documents
- Manage necessary procurements for the Azusa Park and Ride project
- Manage the procurement of additional CNG coaches

Account Number	Account Name	FY 12-13 Actual	FY 13-14 Budget	FY 13-14 Estimate	FY 14-15 Budget
5100	Salaries, Wages and Benefits	-	353,200	272,163	$ 327,900
5152	Contracted Services - Management	338,900	-	-	-
5230	Consulting	-	10,000	-	10,000
5250	Legal Fees	233,977	390,000	306,353	390,000
5430	Dues and Subscription	-	2,400	500	2,400
5441	Postage/Express Mail	-	5,000	-	-
5520	RFP - Issuance Cost	23,305	55,000	20,300	50,000
5550	Travel and Meeting	28,801	40,000	10,126	40,000
TOTAL		**$ 624,984**	**$ 855,600**	**$ 609,442**	**$ 820,300**

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. The department also handles the fare revenue collection and maintenance of related equipment.



FY 2013-2014 ACCOMPLISHMENTS

- Updated 15-year financial plan
- Completed financial audits without any material findings
- Prepared annual operating and capital budgets
- Maintained fareboxes and reprogrammed new fare schedules as-needed to ensure accurate fare collections
- Received National Government Finance Officers Association award for excellence in financial reporting
- Completed farebox laboratory (testing of fare collection system)
- Installed electronic key box to secure fare collection keys in Arcadia and Pomona facilities
- Implemented board-adopted pension fund

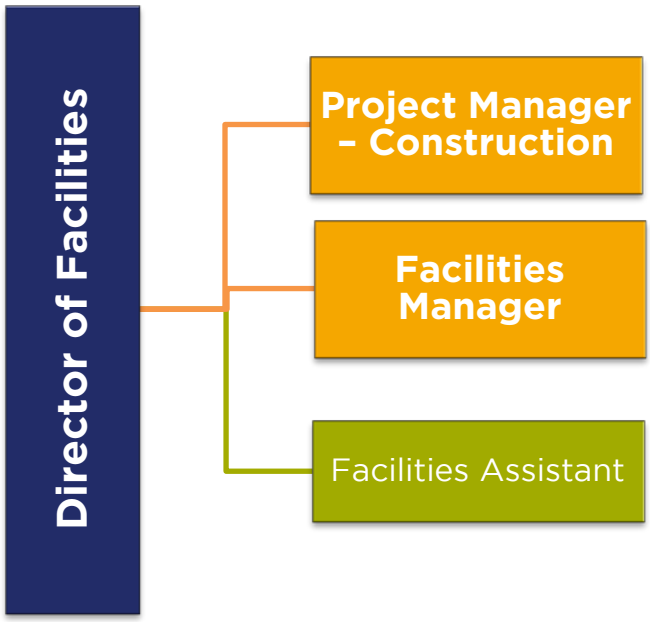
FY 2014-2015 INITIATIVES

- Update 5-year financial plan
- Complete procurement of audit services for the annual financial and single-audit
- Complete the annual National Transit Database (NTD), Transportation Performance Measure (TPM), State Controller's and Comprehensive Annual Financial Reports (CAFR)
- Successfully complete FTA Triennial Review and implement plan to navigate potential findings
- Implement flex spending for all employees

Account Number	Account Name	FY 12-13 Actual	FY 13-14 Budget	FY 13-14 Estimate	FY 14-15 Budget
5100	Salaries, Wages and Benefits	-	$ 1,065,300	$ 717,558	$ 864,400
5152	Contracted Services - Management	1,053,240	-	-	-
5210	Audit Fees	43,480	59,000	64,530	72,000
5230	Consulting	219	6,900	-	6,900
5430	Dues and Subscription	905	1,800	1,330	1,700
5441	Postage/Express Mail	1,484	2,100	2,989	3,300
5550	Travel and Meeting	17,741	20,000	4,508	39,500
5720	Other Miscellaneous Contractual Service	807	1,100	803	1,000
5741	Fare Collection Equipment/Maintenance	2,279	9,900	12,085	14,800
6210	Pass Sales Commission	18,644	20,000	18,624	20,000
6260	Fare Media	-	20,000	24,000	20,000
TOTAL		**$ 1,138,798**	**$ 1,206,100**	**$ 846,427**	**$ 1,043,600**

FACILITIES

The Facilities Department is responsible for all of Foothill Transit's physical assets, including grounds, administrative offices, operations and maintenance facilities and parking structures. The department implements a comprehensive and strategic approach to developing, enhancing, and sustaining Foothill Transit's physical assets. In addition, the department plays a supporting role in the agency's bus operations through the installation and upkeep of Foothill Transit's bus stop signage program.



FY 2013-2014 ACCOMPLISHMENTS

- Opened Industry Park & Ride parking structure
- Completed the CEQA and NEPA environmental requirements for the Azusa Intermodal Parking Facility
- Completed the solar expansion project at the Arcadia Operations and Maintenance Facility
- Completed the installation of the energy efficient HVAC system at the Pomona Operations and Maintenance Facility
- Completed the Fare Collection System Upgrades at the Pomona Operations and Maintenance Facility
- Completed the exterior painting upgrade at the Pomona Operations and Maintenance Facility
- Upgraded the fire suppression system in the data room of the Administrative Office with a Proinert Clean Agent Fire Suppression System
- Began development of the Environmental and Sustainability Management System (ESMS) Program at the Pomona Operations and Maintenance Facility

- Completed design for the remodel and expansion of the Puente Hills Transit Store

FY 2014-2015 INITIATIVES

- Complete the Bus Stop Sign Replacement Project
- Complete the remodel and expansion of the Puente Hills Transit Store
- Replace in-ground lifts at the Pomona and Arcadia Operations and Maintenance Facility
- Commence construction of Azusa Intermodal Parking Facility
- Complete Interior painting and upgrade at the Pomona Operations and Maintenance Facility
- Implement ESMS at Pomona Operations and Maintenance Facility
- Achieve ISO14001 Certification for Pomona Operations and Maintenance Facility
- Update main entrance and landscaping at the Administrative Office
- Reseal employee asphalt parking lot at Arcadia Operations and Maintenance Facility
- Develop a long-term mechanical equipment replacement plan for Arcadia and Pomona Operations and Maintenance Facilities and include new equipment for the Industry parking structure

Account Number	Account Name	FY 12-13 Actual	FY 13-14 Budget	FY 13-14 Estimate	FY 14-15 Budget
5100	Salary, Wages and Benefits	-	$ 486,892	$ 319,431	$ 384,800
5151	Contracted Services – Facilities	310,480	322,008	288,398	408,500
5152	Contracted Services – Management	465,720	-	-	-
5260	Professional and Technical	-	22,000	-	2,000
5420	Contract Maintenance	44,998	49,400	37,676	50,000
5430	Dues and Subscription	5,064	5,200	2,400	9,500
5441	Postage/Express Mail	19	500	350	500
5471	Janitorial	46,734	46,800	47,987	-
5550	Travel and Meeting	10,906	9,900	23,190	22,600
5560	Uniforms	4,000	6,000	7,537	-
5720	Other Miscellaneous Contractual Service	81,825	115,800	24,597	129,500
5730	Other Miscellaneous Expenses	4,570	1,000	4,499	1,500
5860	Other Material and Supplies	12,056	20,600	2,837	17,000
5890	Safety and Supplies	61	2,000	272	1,000
5910	Tools	7,325	5,000	2,281	9,000
5950	Repair and Maintenance Other Equipment	42,405	13,000	14,446	16,700
5990	Safety Programs	500	1,200	-	1,200
5991	Security	8,554	18,400	11,928	12,430
6100	Electricity	145,167	198,000	228,723	214,200
6110	Gas	7,070	38,400	9,100	14,400
6150	Waste	744	9,600	7,580	9,600
6160	Water - Facility	11,205	13,000	3,983	14,240
TOTAL		**$ 1,209,405**	**$ 1,384,700**	**$ 1,037,215**	**$ 1,318,670**

Budget Notes:

- Account 5720 – Other Miscellaneous Contractual Service includes contracts (such as parking lot security) as well as maintenance activities, such as landscaping, building repairs and FMP software maintenance