April 24, 2015

To: Executive Board

Subject: **Proposed Fiscal Year 2015-2016 Business Plan and Budget**

Recommendation

Recommend approval of Foothill Transit's proposed Business Plan, Budget and Performance Targets for Fiscal Year 2015-2016 to the Foothill Transit Governing Board.

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 Fiscal Year 2014-2015 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 Fiscal Year 2015-2016 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 –** Updated specifications are being developed to begin the procurement process for the acquisition of new compressed natural gas (CNG) coaches. These new buses will be equipped with standardized passenger amenities that include high-back, reclining seats, individual overhead reading lights, and luggage racks, continuing the replacement of Foothill Transit's oldest CNG coaches. The new 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.
- **SMART*Bus* System (SBS) Replacement –** Procurement activities are currently underway to replace Foothill Transit's aging computer aided dispatch and automated vehicle location (CAD/AVL) system. 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.
- **Comprehensive Operational Analysis (COA) Implementation –** Pending Board approval of the recommendations from staff and our COA consultant, staff will seek input from the public before presenting a final set of service improvement recommendations for Board approval. The goals of the COA are to optimize current transit services, maximize underutilized resources, and expand the system in an efficient manner, where possible and necessary so that Foothill Transit can provide the most effective bus network for residents of the Pomona and San Gabriel Valleys.
- **Fare Restructuring Analysis –** As part of the Comprehensive Operational Analysis, Foothill Transit's consultants are performing an analysis of our current fare structure and policy. Preliminary data suggests that the services of a consultant who specializes in fare restructuring will be needed in the coming year. The goals of the fare restructuring would be to simplify our current fare structure, ensure we are offering our customers the proper product mix at the proper price point, and provide seamless access across the valley for customers who ride other systems in addition to ours. The evaluation will also include recommendations to ensure Foothill Transit remains compliant with Transportation Development Act (TDA) requirements related to our minimum farebox recovery ratio.

- **San Gabriel and Pomona Valley Park & Ride Facilities –** Development of Park & Ride facilities will continue to be a priority this year. The Azusa Intermodal Parking Facility – a four-level, 547-space parking facility – is currently under construction with completion targeted for December 2015. Staff continues to pursue other opportunities for Park & Rides in the San Gabriel and Pomona Valleys.
- **College Pass Program –** Based on the successful pilot programs and the adoption of the Class Pass programs at Mt. SAC and University of La Verne, Foothill Transit will pursue Class Pass programs with other major colleges and universities throughout the San Gabriel and Pomona Valleys.
- **Mt. SAC Transit Center –** Following the success of the Class Pass at Mt. SAC, the development of a transit center on campus will be pursued. Mt. SAC is one of the largest trip generators in the entire Foothill Transit system and has very marginal bus stops. The development of an off-street transit center will be pursued. This center is anticipated to have six to ten transit bays with covered waiting areas for riders. Further, the inclusion of a Transit Store will be evaluated.

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

Subsequent to the Governing Board's adoption of Foothill Transit's FY 2015-2016 Business Plan and Budget, staff will update Foothill Transit's Ten-Year Financial Outlook using the Governor of California's May Revise to the State Budget, final formula allocation procedure (FAP) funding marks received from Los Angeles County Metropolitan Transportation Authority (Metro), and available local and statewide economic forecasts. It is anticipated that this document will be presented to the Board as an information item in September 2015.

Financial Impact

Foothill Transit's proposed FY 2015-2016 budget is balanced between revenues and expenses with an estimated $79.9 million operating budget and a $57.0 million capital budget, for a total budget of $136.9 million. The Fiscal Year 2015-2016 Business Plan and Budget targets a farebox recovery ratio of 24.1 percent.

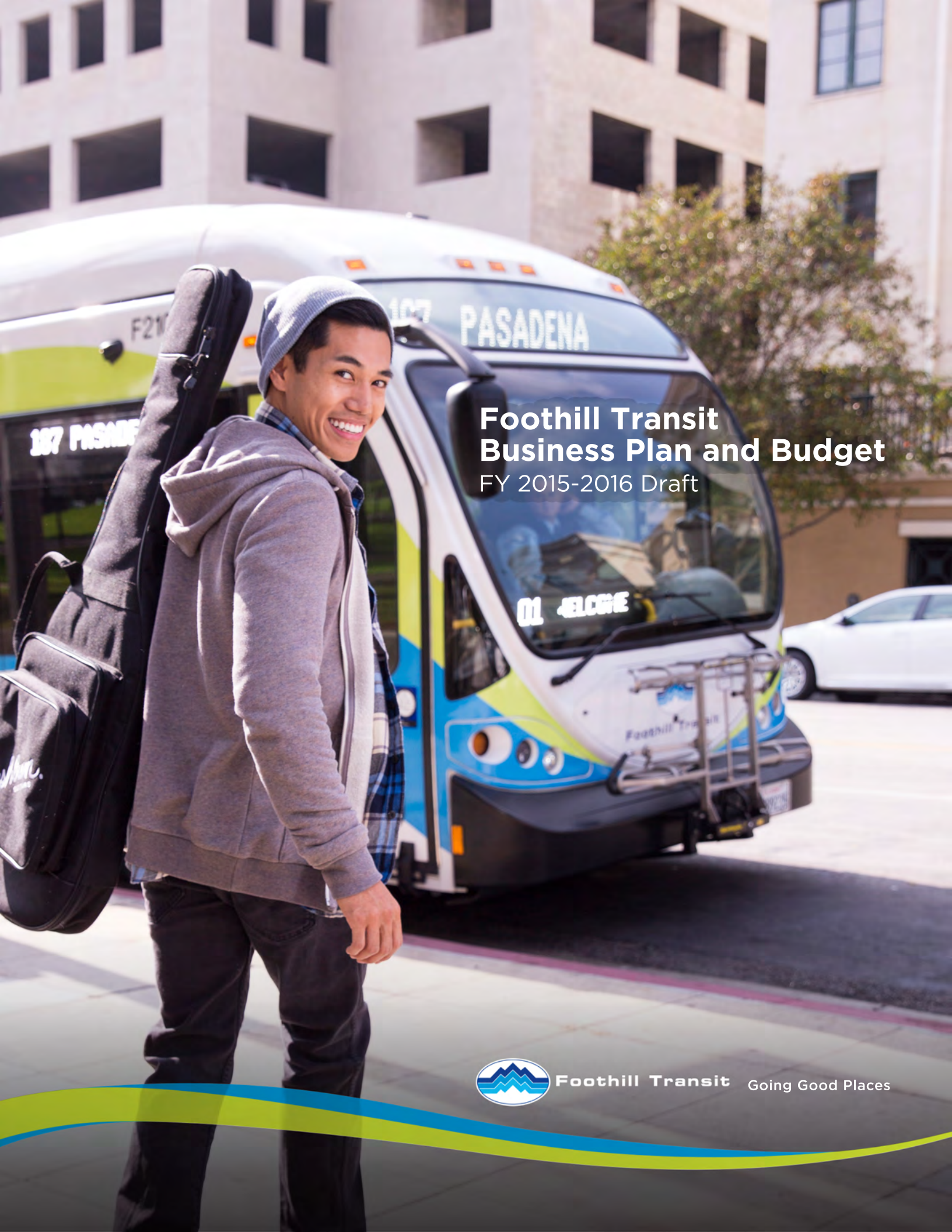
Revenue projections are based on the proposed annual "funding marks" developed by Metro and includes estimated funding allocations from Metro for Fiscal Year 2015-2016, including Municipal Operator Service Improvement Program (MOSIP) funds. The Metro Board took action in 2008 that extended that funding source indefinitely. This is one of Foothill Transit's primary sources of local matching funds for federally funded capital projects.

Sincerely,

Kevin McDonald
Deputy Executive Director

Doran J. Barnes
Executive Director

Attachment



Foothill Transit Business Plan and Budget

FY 2015-2016 Draft

Foothill Transit Going Good Places

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Peggy Delach
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Doran J. Barnes
Executive Director

Kevin O. McDonald
Deputy Executive Director

Sharlane Bailey
Director of Facilities

Michelle Caldwell
Director of Finance

Roland Cordero
Director of Maintenance and Vehicle Technology

Felicia Friesema
Director of Marketing and Communications

LaShawn Gillespie
Director of Customer Service and Operations

Donald Luey
Director of Information Technology

Matt Mumford
Director of Human Resources and Risk Management

Joseph Raquel
Director of Planning

David Reyno
Director of Government Relations

Jarrett Stoltzfus
Director of Procurement

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Foothill Transit FY 15-16 Business Plan and Budget

Executive Summary

Foothill Transit Going Good Places

Executive Summary

The FY 2015-2016 Business Plan projects that Foothill Transit will operate 806,300 vehicle service hours in FY 2015-2016. This represents an increase of six percent over FY 2014-2015 year-end estimated service levels.

The total agency-wide budget of $136.9 million is a 7.7 percent increase over the FY 2014-2015 budget and 11 percent higher than the FY 2014-2015 estimate to complete. Overall budget increases are a combination of increased service combined with more aggressive delivery of capital projects.

The FY 2015-2016 operating cost, budgeted at $78.3 million, represents a two percent increase over FY 2014-2015 budget, and is 7.7 percent higher than the FY 2014-2015 estimate to complete. The primary drivers in the increase are service enhancements, such as frequency improvements on a number of lines including Line 280 which travels between Azusa and the Puente Hills Mall and Silver Streak which travels between Montclair and downtown Los Angeles. Both are high productivity lines and are currently slated for frequency increases from every 20 minutes to every 15 minutes for the entire day. This is primarily to address overcrowding and to provide more convenient service for existing customers. Overall, front line operations account for 84 percent of Foothill Transit's total operating budget. It should be noted that Metro is currently considering a proposal from Foothill Transit that Foothill Transit operate Lines 190 and 194. Based on Metro's decision, staff will conduct public outreach required to operate those lines and return to the Board with recommendations related to those two lines as well as to Foothill Transit lines that connect or are adjacent to them on which a reevaluation of service levels, routing and frequencies would be appropriate.

Foothill Transit's FY 2015-2016 fare revenue projection is $18.9 million which is one percent above last years' budget. Fare revenues are expected to remain relatively constant as an increasing number of riders take advantage of discounted fares, such as the Class Pass. The fare restructuring planned for this fiscal year will address methods to increase fare revenues.

The FY 2015-2016 capital budget of $57 million is 16 percent higher than the FY 2014-2015 planned estimate to complete of $48.8 million. 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 additional Park & Ride facilities within the San Gabriel and Pomona Valleys, new CNG and electric bus procurements, a Fare Restructuring Analysis and the replacement of the agency's 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.

Mission Statement

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

Foothill Transit's Values

SAFETY

We educate, encourage, and endorse a strong culture of safety at all levels of the organization, valuing the responsibility entrusted in us by the communities that we serve.

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.

SUSTAINABILITY

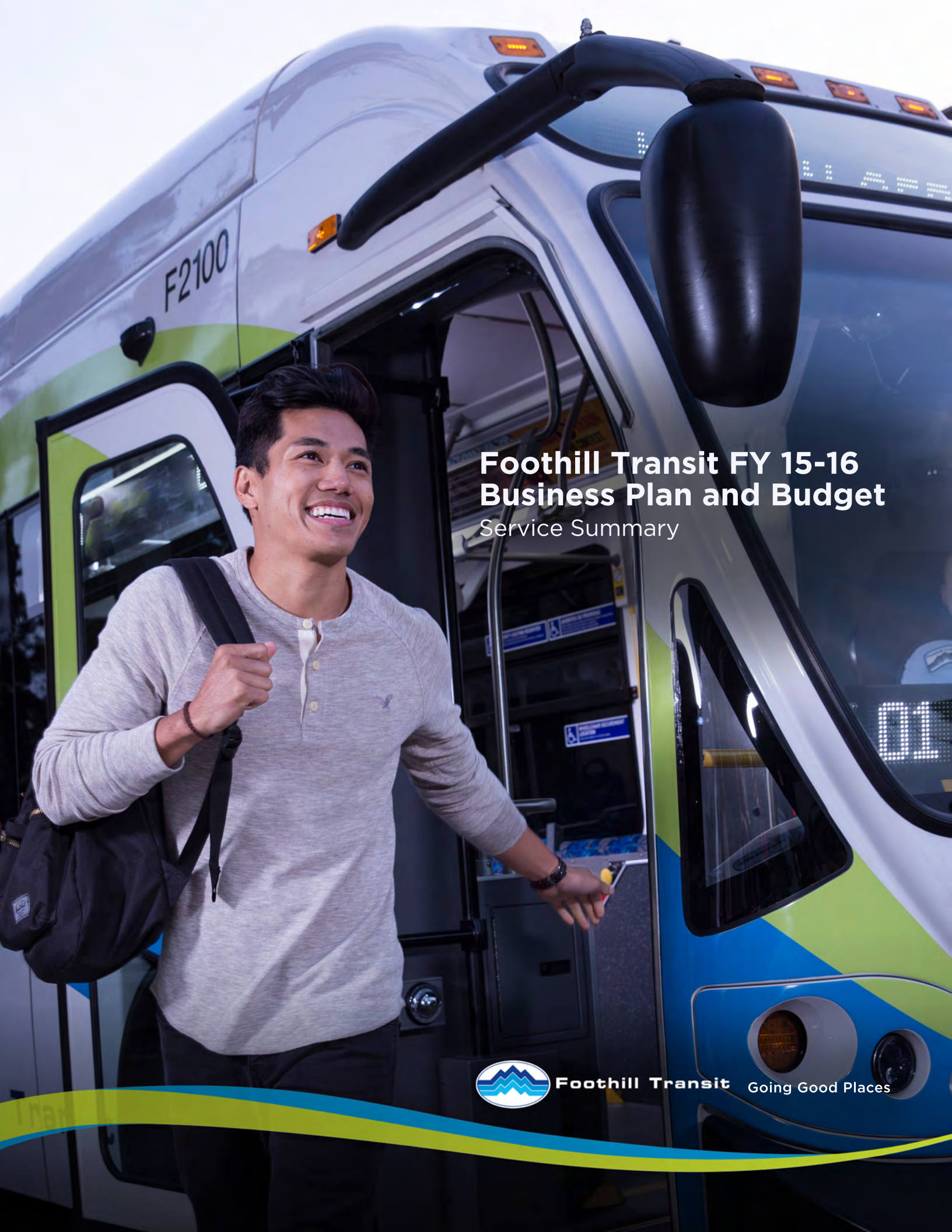
We embrace sustainability because it benefits all aspects of our business, while also helping our communities by protecting the environment through measured and responsible stewardship of resources.

Overall System Performance

This chart shows a comparison of Foothill Transit's overall system performance for FY 2013-2014, the projected performance for FY 2014-2015, and the targeted performance goals for FY 2015-2016.

Overall System Performance	FY 13-14 Actual	FY 14-15 Target	FY 14-15 Estimate	FY 15-16 Target
Passenger Boardings	14,522,170	14,700,000	14,780,000	14,930,000
Vehicle Service Hours	705,000	754,227	759,800	806,300
Fare Revenue	$ 18,845,702	$ 18,870,000	$ 18,700,000	$ 18,880,000
Operating Expense	$ 65,024,557	$ 76,536,790	$ 72,669,500	$ 78,278,570

Goal	Indicator	FY 13-14 Actual	FY 14-15 Target	FY 14-15 Estimate	FY 15-16 Target
Operate a Safe Transit System	Preventable Accidents per 100,000 miles	.50	.60	.70	.70
Provide Outstanding Customer Service	Schedule Adherence	78.6%	85%	82%	85%
	Miles Between Service Interruptions	17,868	15,000	26,800	20,000
	Complaints per 100,000 Boardings	15.00	15.00	17.90	15.00
	Average Hold Time (Average Time to Answer)	32 seconds	45 seconds	25 seconds	40 seconds
Operate an Effective Transit System	Boardings per Service Hour	20.6	19.5	19.5	18.4
	Average Weekday Boardings	48,552	48,900	49,000	49,490
Operate an Efficient Transit System	Farebox Recovery Ratio	29.0%	24.7%	25.7%	24.1%
	Average Cost per Vehicle Service Hour	$ 92.23	$ 101.48	$ 95.64	$ 97.08



Foothill Transit FY 15-16 Business Plan and Budget

Service Summary

Foothill Transit

Going Good Places

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, increased weekday service, introduced new weekend service, and created brand new service to connect communities.

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 and construction was completed on another agency-owned operations facility in Arcadia in 2002. 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. Fleet conversion is now 100 percent complete with the final diesel-fueled bus retired in late 2013.

Agency growth continued and in 2007, Foothill Transit launched the region's first cross-valley, high occupancy bus service – Silver Streak. Covering approximately 40 miles – from Montclair to Grand and Olympic in downtown Los Angeles – Silver Streak route spends about five percent of its total trip time on surface streets, utilizing freeways and HOT 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 enabled the purchase of 12 more electric vehicles for use on Line 291 and on other lines that

serve the Pomona Transit Center. In July 2014, Line 291 became the first all-electric, zero-emissions bus line in operation in Los Angeles 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 as Executive Director 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 Transdev 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.

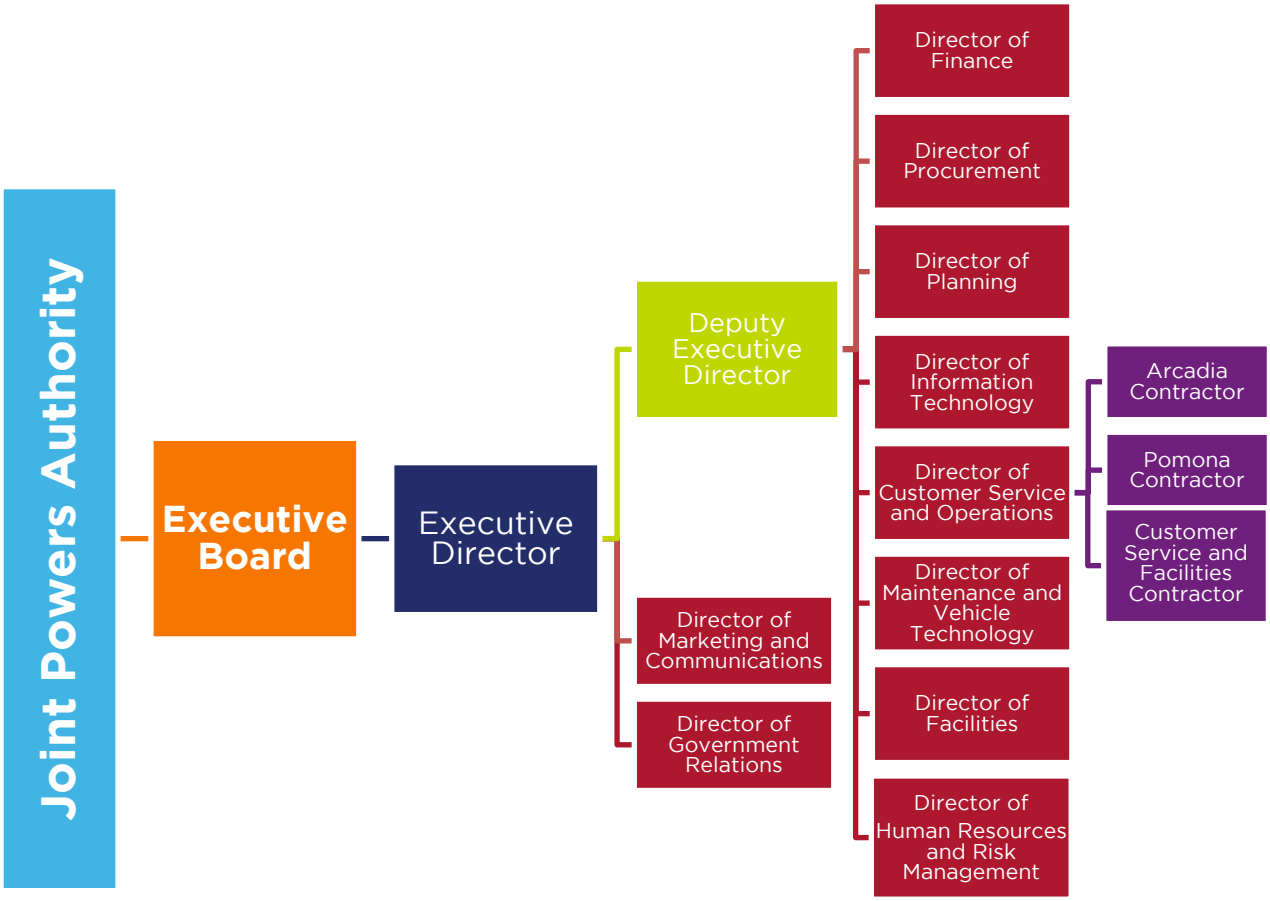
In the quest to provide more convenient and predictable commuting options for residents of the San Gabriel and Pomona Valleys, Foothill Transit began providing service to the organization's first agency-owned parking structure – the Industry Park & Ride in the City of Industry on October 7, 2013. The structure houses 622 parking spaces and its construction allowed for the introduction of Line 495 – Foothill Transit's first and only commuter line to offer non-stop service into downtown Los Angeles.

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 Transdev.



Foothill Transit Fleet

1200s
4 currently in the fleet
Seats 41
CNG fueled

1300s
16 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 36
CNG fueled

1800s
12 currently in the fleet
Seats 36
CNG fueled

1900s
14 currently in the fleet
Seats 34
CNG fueled

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

2100, 2200 and 2300s
124 currently in the fleet
2100s seats 37; 2200 and 2300s seats 38
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 Proposed For the Next Three Years

This section includes information on service changes planned for FY 2015-2016 as well as for the two successive fiscal years.

Silver Streak

In FY 2015-2016, service on the Silver Streak will improve from 20-minute frequency to 15-minute frequency for the entire day. During peak hours, the Silver Streak will continue to operate at 8-minute frequencies in the peak direction, westbound during the morning and eastbound during the afternoon. In addition, the western end of the line will be extended slightly to better serve the Staples Center and LA Live.

Line 280

Line 280 which travels between Azusa and the Puente Hills Mall will see a frequency increase during morning and afternoon peak hours to address overcrowding on the line, and an increase in the span of service to accommodate customers traveling later in the evening.

Line 195

Two additional trips will be added in the evening to Line 195 to allow later travel to and from the Pomona Transit Center and Ridgeway and Valley. This line also serves Cal Poly Pomona, DeVry University, and allows transfer to Mt. Sac via Line 486 or 289.

In addition to the proposed FY2015-2016 improvements listed above, in the coming year we will seek customer feedback on the recommendations from our Comprehensive Operational Analysis (COA) consultants designed to enhance on-street service.

Comprehensive Operational Analysis Recommendations

Nelson\Nygaard, the consultants working on the Comprehensive Operational Analysis (COA), have prepared initial service improvement recommendations based on customer and non-rider surveys and on ridership, population density, and destinations in our service area such as schools and employment centers. During FY2015-2016, staff will seek public input on these recommendations. Customer feedback will be analyzed and considered in making a final recommendation to the Board regarding service changes. Among the key areas that the Nelson\Nygaard team focused on are ensuring integration of Foothill Transit service with the upcoming Gold Line Foothill Extension; improving Commuter Express lines by rerouting or reevaluating underutilized route segments and smoothing out frequencies; and implementing a uniform span of service and frequencies to lines serving areas around West Covina, El Monte, Pomona, and Puente Hills Mall to allow better travel throughout the region.

The initial Gold Line integration plans involve extending existing routes to the future Gold Line stations. The initial recommendations include extending Line 272 that currently travels from the Plaza at West Covina to the City of Hope to the Duarte Gold Line Station; extending Line 280 into the Azusa Gold Line Station currently under construction; and extending Lines 284 and 488 to the Citrus Gold Line Station.

Along with the extension of the routes mentioned above, other Gold Line integration recommendations include increasing the frequencies and span of service of the lines to match the demand and operating hours of the Gold Line.

These regional service area enhancements focused on streamlining routes, creating more direct trips and improving connectivity and transfers. The regional service areas also looked at reducing duplication of services and fulfilling unmet needs determined by customer surveys.

Another initial recommendation of the COA is to strengthen the core lines, identified as Lines 187, 280, 291, 486, and the Silver Streak, by increasing the span of service and maintaining a minimum frequency of every 30 minutes during weekdays and weekends.

Following the Public Outreach process, the final recommendations will be presented for Governing Board approval. Service improvement recommendations approved by the Governing Board will begin being implemented during FY2016-2017.

Major Capital Projects Proposed For the Next Three Years

This section includes information on capital grants for FY2015-2016 as well as for two successive fiscal years.

CAD/AVL System Replacement

The procurement process to replace Foothill Transit's current Computer Aided Dispatch and Automatic Vehicle Location (CAD/AVL) System that was procured in FY 2005-2006 is underway. In FY2015-2016, the process of replacing the outdated system will be launched. This will involve outfitting the entire revenue fleet with updated data tracking and customer information equipment as well as replacement of the equipment located at both operations and maintenance facilities and the administrative offices.

Bus Replacement

In the upcoming three fiscal years 2017 through 2019, Foothill Transit will continue to replace the oldest coaches in its fleet. The 1400 and 1500 series of buses, which were purchased in 2004 and 2006 respectively, will have accumulated 500,000 miles in service by the time they are replaced by new compressed natural gas (CNG) and electric buses.

Bus Fleet Heavy Maintenance

As the fleet accumulates in-service miles of at least 250,000 – 300,000 miles, the buses will undergo heavy maintenance which will include a re-powering to provide more efficient and cost effective service. The heavy maintenance program will mitigate mechanical bus failures, improving on-time performance and reducing customer complaints. In fiscal year 2015-2016 through fiscal year 2017-2018, approximately 90 buses over three years will undergo heavy maintenance.

Facility Rehabilitation, Repair and Maintenance

Hydraulic In-Ground Lifts Rehabilitation:
The in-ground lifts at the Pomona and Arcadia Operations and Maintenance facilities have not been in service for several years due to concerns regarding the weight of the new fleet of buses and the current capacity of the lifts. In FY2015-2016, the twelve hydraulic lifts will be rehabilitated to restore them to service at both facilities.

Arcadia Improvements:
Several improvements will be made to the interior and exterior of the Arcadia Operations and Maintenance facility. These include an upgrade of the dispatch area to reduce noise and enhance space utilization; refurbishment of the roll-out shelter for inspection of vehicles prior to their entry into revenue service; replacement of the cabinets in the mechanics break room and training room; replacement of old, worn-out office furniture.

Arcadia Asphalt Roof Replacement:
After 13 years, the existing asphalt roof system original to the Arcadia Facility is due to be replaced.

Pomona Floor Coating & Exterior Floor Scrubber:
New protective floor coating will be applied to the maintenance building areas and floor scrubbers will be procured for exterior concrete cleaning at both the Pomona Operations and Maintenance Facility.

Park & Rides

Azusa Intermodal Parking Facility - Complete construction of the 547 space parking facility in slated for late December 2015 in the City of Azusa. The parking facility will be shared between Foothill Transit, City of Azusa and Metro Gold Line.

Covina Park & Ride - A surface parking lot located in the City of Covina to serve as a Park & Ride for Foothill Transit customers is being developed. The lot size of 5.18 acres is estimated to facilitate parking for approximately 450 vehicles.

West Covina Transit Center and Park & Ride Facility – Foothill Transit is continuing to work with the City of West Covina on the development of a Transit Center and Park and Ride facility in the city. At one time, Foothill Transit had access to over 1,100 park and ride parking spaces at the Eastland Shopping Center. As the Eastland Shopping Center has evolved, these spaces are no longer available. A long-term goal of Foothill Transit has been to find a location to replace some of these parking spaces at a new location. A related although not necessarily connected project is to create a transit center in West Covina. We have multiple lines that serve West Covina Parkway on the south side of Plaza West Covina. The transit amenities in this key area of our service are completely inadequate. We are working with the City of West Covina on possible improvements. Both of these projects are being discussed as the City of West Covina updates its general plan.

West Covina Transit Store - To provide easier access for customers, the current West Covina Transit Store on the second floor of the administrative building is proposed to be relocated to a more convenient location as part of the West Covina Park & Ride and Transit Center. As such, the current location of the West Covina Transit Store on the second floor of the administrative office will be remodeled and repurposed.

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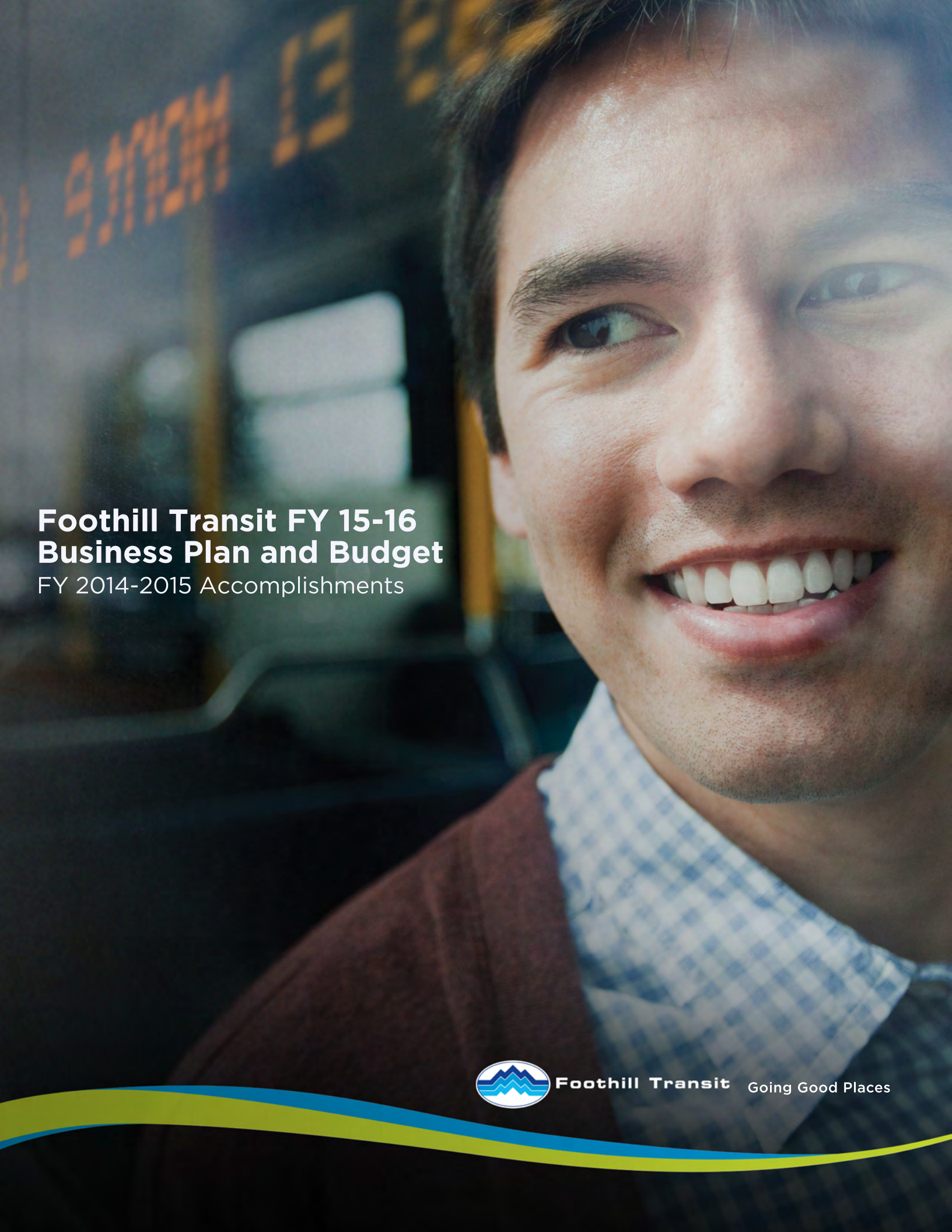

Foothill Transit FY 15-16 Business Plan and Budget

FY 2014-2015 Accomplishments

Foothill Transit Going Good Places

Overall System Statistics

Overall System Performance	FY 13-14 Actual	FY 14-15 Target	FY 14-15 Estimate
Passenger Boardings	14,522,170	14,700,000	14,800,000
Vehicle Service Hours	705,000	754,227	759,800
Fare Revenue	$ 18,845,702	$ 18,870,000	$ 18,700,000
Operating Expense	$ 65,024,557	$ 76,536,790	$ 72,669,500

Analysis

Passenger Boardings and Fare Revenues

FY 2014-2015 ridership is projected to surpass FY 2013-2014 levels by 1.9 percent, while fare revenue is projected to decrease slightly from FY 2013-2014 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. All Southern California operators are reporting minimal or no ridership increases. The slight decrease in fare revenues reflects decreased use of EZ Transit Pass.

Vehicle Service Hours and Operating Expenses

In FY 2014-2015, service levels increased 6.9 percent over FY 2013-2014. Operating expenses in FY 2014-2015 are projected to be within budget at $72.6 million compared to the budget of $76.5 million. The primary contributor to the positive budget variance is the contracted operations cost savings.

Goals and Performance Standards

Performance indicators are established annually based upon 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 following pages.

Overall System Statistics

Goal	Indicator	FY 13-14 Actual	FY 14-15 Target	FY 14-15 Estimate
Operate a Safe Transit System	Preventable Accidents per 100,000 miles	.50	.60	.70
Provide Outstanding Customer Service	Schedule Adherence	78.6%	85%	82%
	Miles between Service Interruptions	17,868	15,000	26,800
	Complaints per 100,000 Boardings	15.00	15.00	17.90
	Average Hold Time	32 seconds	45 seconds	25 seconds
Operate an Effective Transit System	Boardings per Service Hour	20.6	19.5	19.5
	Average Weekday Boardings	48,552	48,900	49,000
Operate an Efficient Transit System	Farebox Recovery Ratio	29.0%	24.7%	25.7%
	Average Cost per Vehicle Service Hour	$ 92.23	$ 101.48	$ 95.64

Analysis

Preventable Accidents per 100,000 Miles

Foothill Transit is projected to end the year at 0.70 preventable accidents per 100,000 miles, above the target of 0.60 preventable accidents per 100,000 miles. The target of 0.60 is well below industry standards for preventable accidents. An increase in preventable accidents was noted in the months leading up to and immediately following the transition date in early October 2014. In recent months, preventable accident performance has shown measurable improvement as the new contractor has heightened their emphasis on both safety performance and reporting accuracy.

Schedule Adherence

Schedule adjustments implemented in the past two years have resulted in significantly improved on-time performance, resulting in a higher projected schedule adherence in FY 2014-2015 than in FY 2013-2014. The current year projected on-time performance of 82 percent compares favorably with the FY 2013-2014 average of 78 percent.

Average Miles between Service Interruptions

In FY 2014-2015, Foothill Transit averaged 26,800 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 2014-2015 represents a 50 percent improvement over FY 2013-2014.

Complaints per 100,000 Boardings

Through a 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 2014-2015, Foothill Transit received more comments and complaints than in previous years as a result of our efforts to engage customers through more channels, including social media. We are projected to receive 17.90 complaints per 100,000 boardings at the end of this fiscal year, which is higher than the target of 15 complaints per 100,000 boardings.

Average Hold Time

Average hold time for FY 2014-2015 is projected to exceed the goal of 45 seconds at 25 seconds.

Boardings per Service Hour

Boardings per service hour for FY 2014-2015 are estimated to meet the performance target of 17.9 boardings per vehicle service hour.

Average Weekday Boardings

In FY 2014-2015, Foothill Transit carried an estimated average of 49,000 boardings each weekday. This is just under a one percent increase from FY 2013-2014 and meets the target of 48,900 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 percentage of total operating expenses. For FY 2014-2015, it is estimated that 25.7 percent of service costs will be paid for directly by fare revenue. The estimated farebox recovery ratio exceeds the fiscal year target of 24.7 percent.

Average Cost per Vehicle Service Hour

The current fiscal year projected average cost per vehicle service hour of $95.64 is 5.7 percent less than the targeted cost of $101.48 per vehicle service hour. Total operating expenditures for FY 2014-2015 are lower than budgeted primarily as a result of lower than budgeted operating contract costs.

Progress in Advancing FY 2014-2015 Initiatives

Bus Replacement Project

Foothill Transit has received all 30 buses procured under the second option of our current contract with NABI. These buses are similar to previous buses delivered last September 2014, with the exception that the wave livery design is being applied with paint, whereas, earlier coaches had the livery design applied using decals. A clear coat was added to protect the paint and provide luster. A street-side exterior camera was also added to provide views of traffic flow from the street-side of bus.

Comprehensive Operational Analysis (COA) Development

Foothill Transit's Comprehensive Operational Analysis (COA) development is nearing completion. The consultants are in the process of finalizing their initial recommendation based on cost restraints and results of the on-board, phone, and online customer surveys. Some elements included in the COA are an analysis of Foothill Transit's current fare structure and policy and a bus/ rail interface plan once the Gold Line extension begins operation in 2016. The initial recommendations of the COA will be presented during the April 2015 Executive Board Meeting and May 2015 Annual Governing Board Meeting before going out for public comment during the summer. Following the public outreach, staff will present the final recommendations based on the public comments to the Executive and Governing Boards.

College Pass Program

The Class Pass Pilot programs continued at Mt. SAC and the University of La Verne. In October 2014, ridership from these schools surpassed one million boardings since the beginning of the program. A universal Class Pass boarding rate was set at $0.60 per boarding and was applied to all colleges participating, including Pasadena City College and Rio Hondo Community College. Staff continues to look to other schools in the area to expand the Class Pass program.

ISO 14001 Certification at Pomona

During this year, the ESMS team completed the Virginia Tech ESMS Training and began updating and creating documents for the Pomona facility. After the certification audit of Pomona in April, both Foothill Transit Operations and Maintenance Facilities will be ISO 14001 certified. This certification is an international standard for which businesses strive to show that they meet sustainable standards in their day-to-day operations.

Arcadia Operations Contract Procurement

On July 25, 2014, the Executive Board authorized award of a four-year contract with three two-year options to Transdev for operation of transit service at the Foothill Transit Arcadia location. The following week, activities were underway to transition that service from First Transit who had provided that service since July of 2012. This involved a thorough inspection and audit of all Foothill Transit owned fleet, facility, furnishings and equipment and First Transit was given until late September to complete any necessary repairs.

The contract transition took place on October 5, 2014, and service has shown marked improvement after some decline, as is customary during a contract transition period.

Staff has been monitoring service delivery to ensure high quality customer service, and the new contractor has effectively managed the transition and is moving forward with delivering service pursuant to the terms of our agreement.

SMART*Bus* System (SBS) Replacement

Procurement activities are underway and staff is currently evaluating proposals received in response to the request for proposals (RFP) that was issued in January 2015. Implementation of this project will also necessitate the transition from an outdated analog radio system to a new digital radio system. A recommendation to the Executive Board for contract award is scheduled for the June 2015 meeting. Full implementation of the project is expected in 2017.

Foothill Transit Video "Origins and Destinations"

In order to strengthen Foothill Transit's culture and identity throughout the organization, the Origins and Destinations video will focus on where we as an organization have come from and where we are going. The goal is that everyone in the organization – employees, contractors, board members – will be aware of Foothill Transit's foundations and vision. This video will be a tool to ensure that staff at all levels of the organization are aware of and aligned with Foothill Transit's mission and our unique traditions, values, and history. An RFP was released in early December 2014 and that procurement was recently canceled in the best interest of Foothill Transit. The new RFP was recently released and proposals in response to this new solicitation will be evaluated in the coming weeks in preparation for a recommended contract award in May 2015.

San Gabriel Valley Park & Ride Facilities

Azusa Park & Ride

Phase II design for the Azusa Intermodal Parking Facility is complete and plans were approved in August 2014. The four-level, 547 space parking facility will include spaces for Foothill Transit, City of Azusa and Metro Gold Line. Demolition and relocation of existing utilities commenced in January 2015. Substantial completion is anticipated by mid-December 2015.

Other Park & Ride Locations

The location previously identified for construction of a Transit Center, Transit Store and new Park & Ride structure at the West Covina Plaza mall is no longer viable. A new location just west of the mall has been identified, but the site is currently on hold pending discussions with the current property owner. In the meantime, another possible location in the Covina area has been identified for a future surface Park & Ride lot. Discussions are ongoing with the property owner and City for additional information. In March, a Request for Proposal (RFP) for environmental services were solicited for potential Park & Rides in the West Covina and Covina area.

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. This strategy will continue as we develop relationships with our newest delegation members resulting from the November 2014 election.

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Foothill Transit FY 15-16 Business Plan and Budget

FY 2015-2016 Initiatives

Foothill Transit Going Good Places

Overall System Statistics

During FY 2015-2016, 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 2015-2016 have been adjusted to take into account any operational changes and performance trends during the prior year.

Overall System Performance	FY 14-15 Target	FY 14-15 Estimate	FY 15-16 Target
Passenger Boardings	14,700,000	14,800,000	14,800,000
Vehicle Service Hours	754,227	759,800	806,300
Fare Revenue	$ 18,870,000	$ 18,700,000	$ 18,880,000
Operating Expense	$ 76,536,790	$ 72,669,529	$ 78,278,570

Passenger Boardings and Fare Revenue

Boardings and fare revenues in FY 2015-2016 are projected to increase approximately one percent over projected FY 2014-2015 levels. While ridership is growing through increased use of the Class Pass Program, other passenger boardings have declined. These declines are consistent throughout the region. Planned service enhancements will improve this trend.

Vehicle Service Hours and Operating Expenses

Service hours are projected to increase by 6.1 percent in FY 2015-2016 with the continued implementation of service enhancements aimed at improving customer experience. Operating expenses are proposed to increase 7.7 percent to accommodate implementation of a number of service enhancements designed to improve customer convenience.

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 following pages.

FY 2015-2016 Goals and Targets

Goal	Indicator	FY 14-15 Target	FY 14-15 Estimate	FY 15-16 Target
Operate a Safe Transit System	Preventable Accidents per 100,000 miles	.60	.70	.70
Provide Outstanding Customer Service	Schedule Adherence	85%	82%	85%
	Miles between Service Interruptions	15,000	26,800	20,000
	Complaints per 100,000 Boardings	15.00	17.90	15.00
	Average Time to Answer (Average Hold Time)	45 seconds	25 seconds	40 seconds
Operate an Effective Transit System	Boardings per Service Hour	19.5	19.5	18.5
	Average Weekday Boardings	48,900	49,000	49,490
Operate an Efficient Transit System	Farebox Recovery Ratio	24.7%	25.7%	24.1%
	Average Cost per Vehicle Service Hour	$ 101.48	$ 95.64	$ 97.08

Preventable Accidents per 100,000 Miles

Foothill Transit's first priority is safety and the target for preventable accidents per 100,000 miles for FY 2015-2016 has been set at 0.70. This rigorous target is set to ensure continued heightened focus on safety while acknowledging the increased traffic in the Los Angeles basin. It is important to note that preventable accidents include vehicle collisions and collisions with fixed objects 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 is proposed to be maintained at 85 percent for FY 2015-2016. Schedule adjustments for the commuter express routes, running time adjustments to local lines, and analysis of the agency's SMART*Bus* data have been implemented to improve the accuracy of on–time performance reporting and improve schedule adherence. Continued major construction along a number of travel corridors in the service area has made it extremely challenging to keep pace with the frequent schedule adjustments needed to match the areas being impacted by the construction.

Average Miles between Service Interruptions

The target for average miles between mechanical service interruptions is proposed to increase to 20,000 miles. Foothill Transit received 106 new coaches in FY 2014-2015, resulting in a lowering of the average age of the fleet. This is expected to reduce the number of mechanical service interruptions.

Complaints per 100,000 Boardings

The target for FY 2015-2016 remains at 15 complaints per 100,000 boardings. The customer comment intake and handling process continues to improve and this has increased the number of channels through which customers may provide feedback to Foothill Transit.

Average Time to Answer (Average Hold Time)

This target represents the average time that customers calling a Transit Store for assistance must wait before their call is answered by a customer service representative. The target for FY 2015-2016 has been adjusted from 45 seconds to 40 seconds in light of the new phone system technologies and the improved responsiveness of the customer service representatives in handling the calls.

Boardings per Service Hour

The FY 2015-2016 boardings per service hour target will decrease slightly to 18.4 as the agency anticipates ridership to increase slightly while additional service will be added next year to address increased traffic and decrease customer wait times between trips.

Average Weekday Boardings

Weekday boardings are projected to increase one percent over the FY 2014-2015 target.

Farebox Recovery Ratio

The FY 2015-2016 farebox recovery ratio of 24.1 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.

Average Cost per Vehicle Service Hour

The FY 2015-2016 average cost per vehicle service hour target of $97.08 is a direct ratio between overall operating expenses and planned service hours during the year. This figure is a 1.5 percent increase compared to projections for FY 2014-2015.

Major Initiatives for FY 2015-2016

Bus Replacement Project

Updated specifications are being developed to begin the procurement process for the acquisition of new compressed natural gas (CNG) coaches. These new buses will be equipped with standardized passenger amenities that include high-back, reclining seats, individual overhead reading lights, and luggage racks, continuing the replacement of Foothill Transit's oldest CNG coaches. The new 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. In addition, we will be examining opportunities for the deployment of additional electric buses including pursuing grant funding to procure new buses.

SMART*Bus* System (SBS) Replacement

Procurement activities are currently underway to replace Foothill Transit's aging computer aided dispatch and automated vehicle location (CAD/AVL) system. 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.

College Pass Program

Based on the successful pilot programs and the adoption of the Class Pass programs at Mt. SAC and University of La Verne, Foothill Transit will pursue Class Pass programs with other major colleges and universities throughout the San Gabriel and Pomona Valleys. Cal Poly Pomona and Citrus College both present excellent opportunities for expansion of the program.

Fare Restructuring Analysis

As part of the Comprehensive Operational Analysis, Foothill Transit's consultants are performing an analysis of our current fare structure and policy. Preliminary data suggests that the services of a consultant who specializes in fare restructuring will be needed in the coming year. The goals of the fare restructuring would be to simplify our current fare structure, ensure we are offering our customers the proper product mix at the proper price point, and provide seamless access across the valley for customers who ride other systems in addition to ours. The evaluation will also include recommendations to ensure Foothill Transit remains compliant with Transportation Development Act (TDA) requirements related to our minimum farebox recovery ratio and the addition of other criteria when considering future fare adjustments.

San Gabriel and Pomona Valley Park & Rides

Development of Park & Ride facilities will continue to be a priority this year. The Azusa Intermodal Parking Facility – a four-level, 547-space parking facility – is currently under construction with completion targeted for December 2015. Staff continues to pursue other opportunities for Park & Rides in the San Gabriel and Pomona Valleys.

Service Enhancement

Pending Board approval of the recommendations from staff and our Comprehensive Operational Analysis consultant, staff will seek input from the public before

presenting a final set of service improvement recommendations for Board approval. The goals of the project are to optimize current transit services, maximize underutilized resources, and expand the system in an efficient manner, where possible and necessary, so that Foothill Transit can provide the most effective bus network for residents of the Pomona and San Gabriel Valleys.

Mt. SAC Transit Center

Following the success of the Class Pass at Mt. SAC, the development of a transit center on campus will be pursued. Mt. SAC is one of the largest trip generators in the entire Foothill Transit system and has very marginal bus stops. The development of an off-street transit center will be pursued. This center is anticipated to have six to ten transit bays with covered waiting areas for riders. Further, the inclusion of a Transit Store will be evaluated.

Foothill Transit FY 15-16 Business Plan and Budget

Funding Sources

Foothill Transit Going Good Places

Funding Sources

Foothill Transit is funded with State and Local sales tax funds, federal transportation funds and fare box revenues.

With the exception of the fare box revenues, the majority of funds are transportation subsidies 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. The different sources of funds are as follows:

Transportation Development Act (TDA) Article 4

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

State Transit Assistance Funds (STA)

STA is a statewide excise tax on fuel. STA funds are eligible for use on transit capital and operating expenses.

Proposition A 40% Sales Tax Funds

Proposition A is a 1980 voter approved one-half cent Los Angeles county local sales tax ordinance. These funds may be used for bus operations or capital. This source also funds the Prop A Bus Service Continuation Program (BSCP).

Measure R 20% Bus Operations

Measure R is a 2008 voter approved Los Angeles County sales tax ordinance. These funds are eligible for bus operating and capital expenses.

Proposition C 40% Discretionary Sales Tax Funds

Proposition C is a 1990 voter approved one-half cent Los Angeles County sales tax ordinance. The funds are allocated to the regional Transit Operators 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; and, 5) Prop 1B Bridge funding eligible for public transportation modernization improvements, service enhancements, and security expenditures. The Prop C 40% funds are eligible for operations and transit capital.

Proposition C 5% Transit Security

These funds are specifically intended to improve transit security. They are distributed to county transit operators based on total unlinked passenger trips.

Public Transportation Modernization Improvement and Service Enhancement Account (PTMISEA)

PTMISEA (also known as Prop. 1B) is a ten-year statewide general obligation bond eligible for use on transit capital.

Federal Urban Area Formula Program (Section 5307)

These funds are allocated by the Federal Transit Administration to Los Angeles County transit operators based on a capital allocation formula consisting of total vehicle miles, number of vehicles, unlinked boardings, passenger revenue and base fare. They are used for capital procurements or preventive maintenance expenditures. These funds require a 20 percent local match.

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

These funds are allocated through the capital allocation procedure (CAP) adopted by the regional Bus Operations Subcommittee. They are used for capital improvements and require 20 percent local match.

Federal State of Good Repair Program Section 5337

State of Good Repair funds must be used either to maintain system infrastructure for buses or rail operating on exclusive transportation right-of-way or to maintain buses operating on lanes not fully reserved for public transportation. These funds are allocated through the CAP. They are capital funds used to maintain, replace and rehabilitate vehicles and transportation equipment. They require 20 percent local match.

Federal Congestion Mitigation and Air Quality (CMAQ)

These funds are programmed for cost-effective emission reduction activities and congestion mitigation projects that provide air quality benefits.

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 used for operating the special services.

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Foothill Transit FY 15-16 Business Plan and Budget

Budget Summary

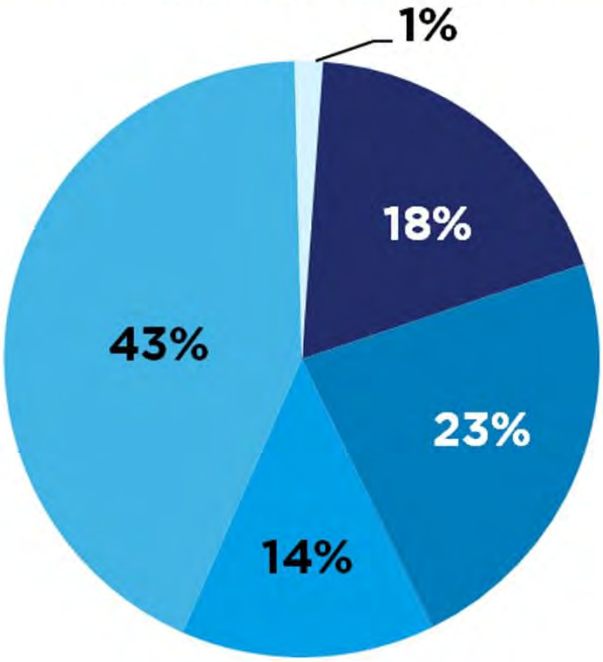
Foothill Transit Going Good Places

Funding Assumptions

- Operating revenues increase to match operating expenditures
- Maintain farebox revenues while increasing Class Pass ridership
- Continue to seek federal, state and local funding to help finance operations and capital projects

FY 15-16 Budgeted Revenues	FY 14-15 Budget	FY 15-16 Budget
Operating and Other Revenues		
Farebox	$ 18,870,000	$ 18,880,000
Operating Subsidies	57,666,790	59,398,570
Property Management Revenue	724,480	550,000
Special Service Revenue	1,075,000	1,075,000
Total Operating and Other Revenues	**$ 78,336,270**	**$ 79,903,570**
Capital Revenues		
Grants Reimbursements	$ 29,466,276	$ 25,589,110
Prior Year Programmed	19,339,733	31,413,452
Total Capital Revenues	**$ 48,806,009**	**$ 57,002,562**
Total Budgeted Revenues	**$ 127,142,279**	**$ 136,906,132**

FY15-16 Budget Revenues

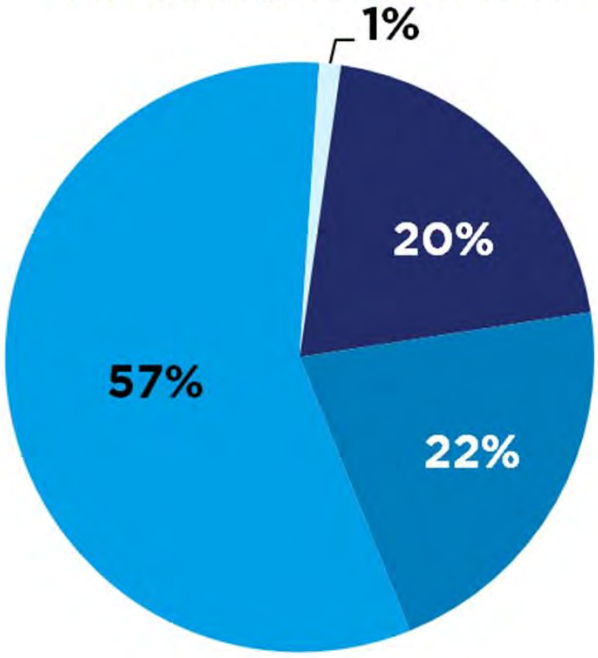


- Farebox - 14%
- Operating Subsidies - 43%
- Special Service / Property Management - 1%
- Grants Reimbursements - 18%
- Prior Year Programmed - 23%

Expenditures Assumptions

- Increase operating expenditures by two percent over prior year budget
- Increase revenue service hours by six percent
- Initiate fleet replacements for 20 CNG buses and 13 electric buses
- Complete heavy maintenance on 30 CNG buses
- Continue and begin work on five Park & Ride facilities
- Complete design of new CAD/AVL SMART*Bus* System

FY15-16 Budget Expenditures

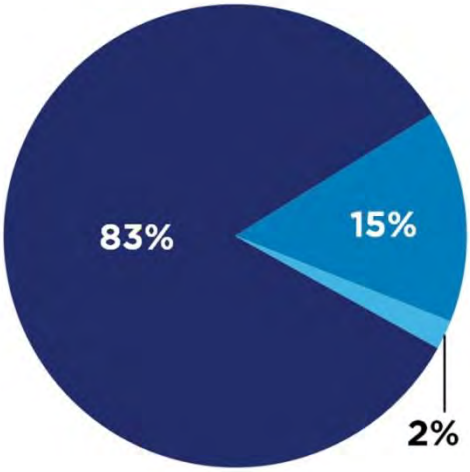


- Transit Operating Expenses - 57%
- Non-Operating Expenses - 1%
- New Capital Programs - 20%
- Existing Capital Programs - 22%

FY 15-16 Budgeted Revenues	FY 14-15 Budget	FY 15-16 Budget
Operating and Other Revenues		
Transit Operating Expenses	$ 76,536,790	$ 78,278,570
Non-Operating Expenses	1,799,480	1,625,000
Total Operations	**$ 78,336,270**	**$79,903,570**
Capital		
New Capital Programs	$ 20,407,161	$ 27,801,800
Existing Capital Programs	28,398,848	29,200,762
Total Capital Revenues	**$ 48,806,009**	**$ 57,002,562**
Total Budgeted Expenditures	**$ 127,142,279**	**$136,906,132**

Summary by Department	FY 14-15 Budget	FY 15-16 Budget
Operating Expenses		
Customer Service and Operations	$ 65,056,650	$ 66,406,690
Maintenance and Vehicle Technology	679,900	658,370
Marketing and Communications	1,644,400	1,799,190
Information Technology	2,106,850	2,268,460
Administration	2,839,200	3,183,950
Procurement	812,300	833,400
Finance	1,039,300	1,120,100
Planning	1,759,700	1,125,750
Facilities	598,490	882,660
Total Operating Expenses	**$ 76,536,790**	**$ 78,278,570**
Non-Operating Expenses		
Property Management	$ 724,480	$ 550,000
Special Services	325,000	325,000
Dial-A-Ride	750,000	750,000
Total Non-Operating Expense	**$ 1,799,480**	**$1,625,000**
Total Operations	**$ 78,336,270**	**$79,903,570**

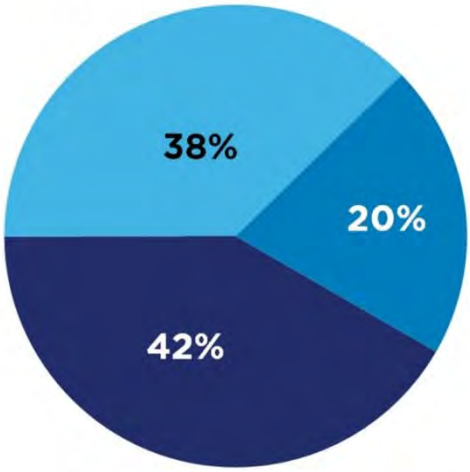
FY15-16 Operating Expenses



- Customer Service & Ops. - 83%
- Other Departments - 15%
- Non-Operating Expenses - 2%

Summary by Category	FY 14-15 Budget	FY 15-16 Budget
New Capital Programs		
Buses/Fleet Maintenance	$ 18,700,000	$ 10,453,000
Facilities Construction/ Maintenance	800,000	12,224,300
Information Technology	907,161	5,124,500
Total New Capital Programs	**$ 20,407,161**	**$ 27,801,800**
Existing Capital Programs		
Buses/Fleet Maintenance	$ 20,900,000	$ 13,888,506
Facilities Construction/ Maintenance	6,010,569	9,206,057
Information Technology	948,738	6,106,199
Safety and Security	539,541	-
Total Existing Capital Programs	**$ 28,398,848**	**$ 29,200,762**
Total Capital	**$ 48,806,009**	**$ 57,002,562**

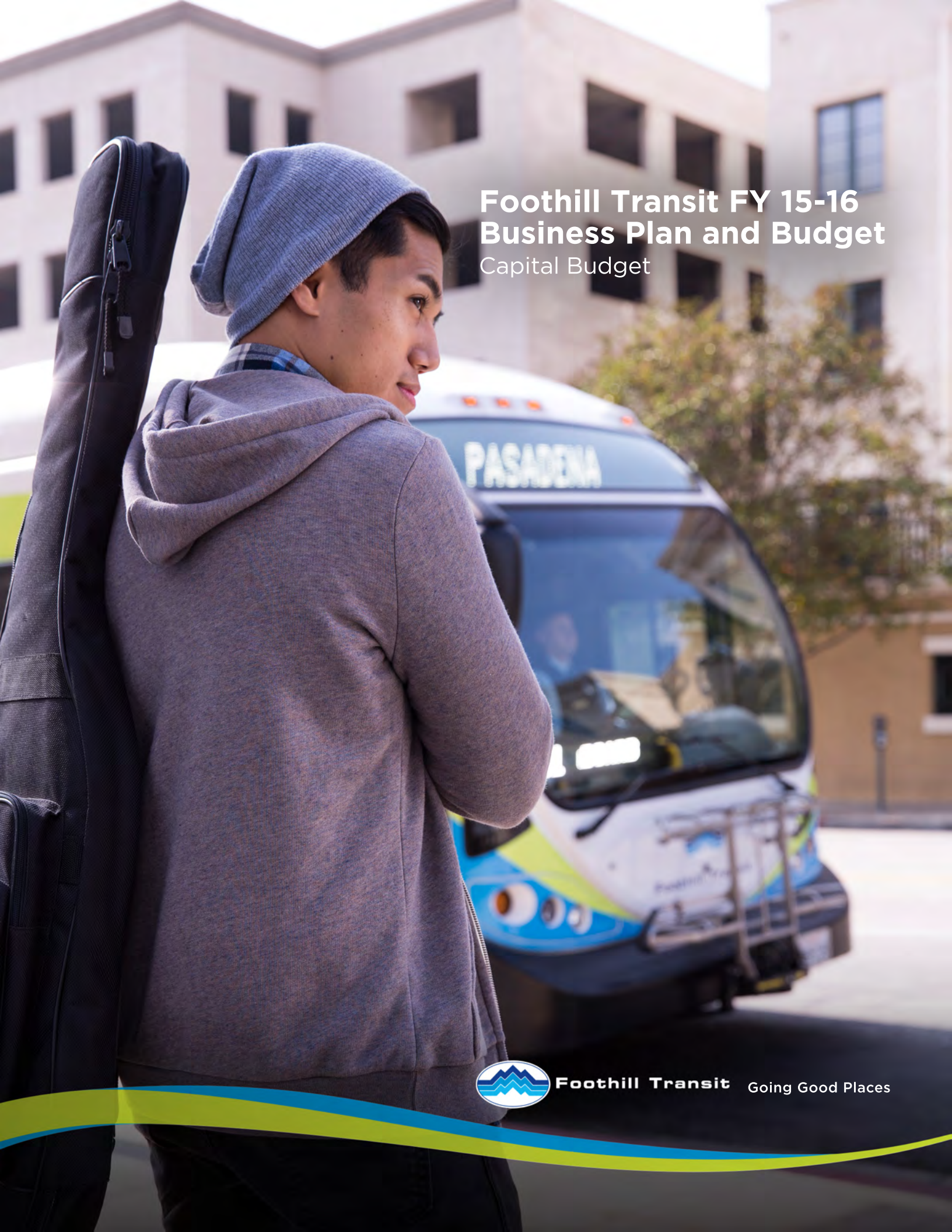
FY15-16 New/Existing Capital Programs



- Buses/Fleet Maintenance - 42%
- Facilities Construction/Maintenance - 38%
- Information Technology - 20%

Foothill Transit FY 15-16 Business Plan and Budget

Capital Budget



Foothill Transit Going Good Places

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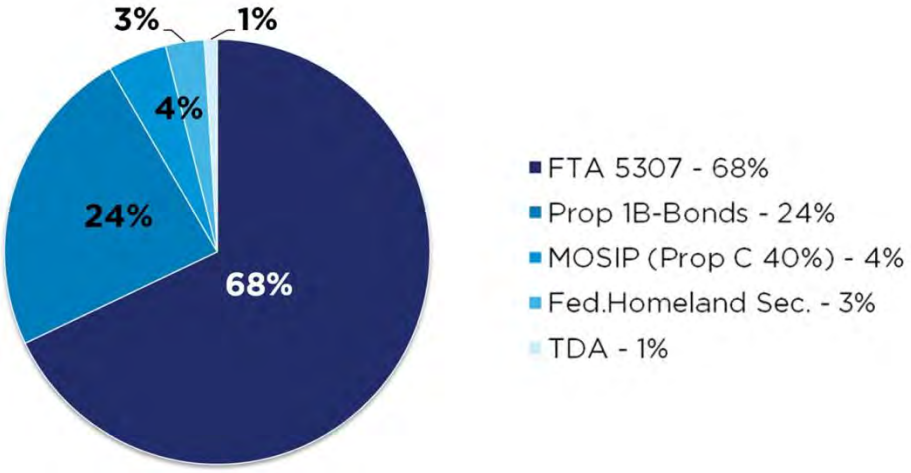
Completed Capital Projects

The following projects will be completed in FY 14-15.

Buses/Fleet Maintenance:	Life of Project Budget
30 Fleet Replacement Buses – Option #1	$ 18,393,137
30 Fleet Replacement Buses – Option #2	18,200,000
Electric Buses – FY 14	2,002,403
Fleet Heavy Maintenance – FY 13	147,119
Facilities Construction/Maintenance:	
Puente Hills Transit Store Remodel	500,000
BSEP: Bus Stop Sign Replacement Project	300,000
Information Technology:	
Data Center Upgrade/Replacement	733,965
IT Infrastructure – FY 13	250,000
SBS Operating System Upgrade	100,000
Website Redesign	100,000
IT Infrastructure – FY 14	85,412
Board Room Audio Upgrade	50,000
Traffic Signal Priority – FY 15	30,000
Video Production Equipment	20,000
Safety and Security:	
Facility Security Upgrades/Hardening	2,556,530
Security Patrol Vehicles and Equipment	250,000
Total	**$ 43,718,566**

Completed Capital Projects by Funding Source



Capital Programs

The currently proposed Capital Program of $213.7M includes $118.5M of newly proposed projects. Each project includes the life-of-project budget, current year forecasted expenditure, and the balance of expenditures for future years.

	Capital Program	Life of Project	Expenditures Through FY 14-15	FY 15-16 Budget	FY 17+
Buses/Fleet Maintenance:					
***NEW**	40 42' CNG Buses	$ 27,643,700	-	-	$ 27,643,700
***NEW**	35 CNG Buses	25,000,000	-	-	25,000,000
NEW	Electric Buses - FY 15-16	13,000,000	-	6,500,000	6,500,000
NEW	Bus Heavy Maintenance Project – 137 Buses	14,385,000	-	3,150,000	11,235,000
NEW	Non-Revenue Fleet Replacement	832,000	-	143,000	689,000
NEW	Electric Bus Charging Station	800,000	-	200,000	600,000
NEW	Farebox Equipment for Fleet Expansion	460,000	-	460,000	-
	20 Fleet Replacement Buses – Option #3	15,000,000	-	12,200,000	2,800,000
	Fleet Heavy Maintenance – FY 13-14	1,795,300	600,000	600,000	595,300
	Electric Bus Charger	500,000	150,000	350,000	-
	Fare System Equipment – Phase I	400,000	111,494	288,506	-
	Replacement Facility Trucks	250,000	-	250,000	-
	Fare System Equipment – Phase II	200,000	-	200,000	-
Facilities Construction/Maintenance:					
NEW	Covina Park & Ride	15,079,000	-	10,300,000	4,779,000
NEW	Mt. SAC Transit Store and Transit Center	9,750,000	-	1,462,500	8,287,500
***NEW**	Administrative Building 2nd Floor Remodel	796,000	-	-	796,000
NEW	Pomona Floor Coating & Equipment	333,500	-	333,500	-
NEW	Arcadia Roof Replacement	68,300	-	68,300	-
NEW	FY 15-16 Office Furniture and Equipment	60,000	-	60,000	-
	West Covina Mall Park & Ride	26,038,310	22,000	250,000	25,766,310
	City of Industry Park & Ride – Construction	14,904,300	12,717,964	500,000	1,686,336
	Azusa Park & Ride	9,490,400	5,464,129	4,026,271	-
	Transit Center – West Covina	5,000,000	350,000	600,000	4,050,000
	Hydraulic Lift Replacement	2,600,000	500,000	2,100,000	-

*Projects are included in the Business Plan for board approval of life of project budget. Planning will begin in FY 2015-2016 with expenditures beginning in FY 2016-2017.

	Capital Program	Life of Project	Expenditures Through FY 14-15	FY 15-16 Budget	FY 17+
	Facilities Construction/Maintenance:				
	Administration Office Maintenance and Upgrades	$ 1,000,000	$ 934,546	$ 65,454	-
	Facility Rehab/Repair/Maintenance	1,000,000	150,000	850,000	-
	Transit Store Security System	663,460	-	$ 663,460	-
	Facility Repairs and Improvements FY 14-15	400,000	379,266	20,734	-
	Facility Maintenance & Upgrades	250,000	202,566	47,434	-
	Office Furniture/Equipment	155,355	102,651	52,704	-
	Office Furniture/Equipment	60,000	30,000	30,000	-
	Information Technology:				
NEW	CAD/AVL Security Enhancement	10,000,000	200,000	5,000,000	4,800,000
NEW	Arcadia and Pomona Yard Phone Replacement	200,000	-	50,000	150,000
NEW	Infrastructure Upgrade	100,000	-	50,000	50,000
NEW	Employee TAP ID Cards	24,500	-	24,500	-
	CAD/AVL Replacement	10,300,000	200,000	5,000,000	5,100,000
	Traffic Signal Priority	1,500,000	1,395,204	104,796	-
	Bus Stop Enhancement Program (BSEP) – 2012	1,000,000	536,545	300,000	163,455
	Executive Information System	600,000	317,286	40,000	242,714
	Bus Stop Customer Information	600,000	268,587	100,000	231,413
	Financial Software	300,000	268,581	31,419	-
	Document Imaging Equipment/Software	300,000	214,069	10,000	75,931
	Phone System Replacement	250,000	227,483	22,517	-
	Project Management Software	200,000	-	200,000	-
	Board Room Video System Upgrade	150,000	-	150,000	-
	Building WiFi Replacement	150,000	58,790	45,605	45,605
	Microsoft Office Upgrade	80,000	-	80,000	-
	Printer/Copier Replacement	75,000	31,275	21,862	21,863
	Totals	**$ 213,744,125**	**$ 25,432,436**	**$ 57,002,562**	**$ 131,309,127**

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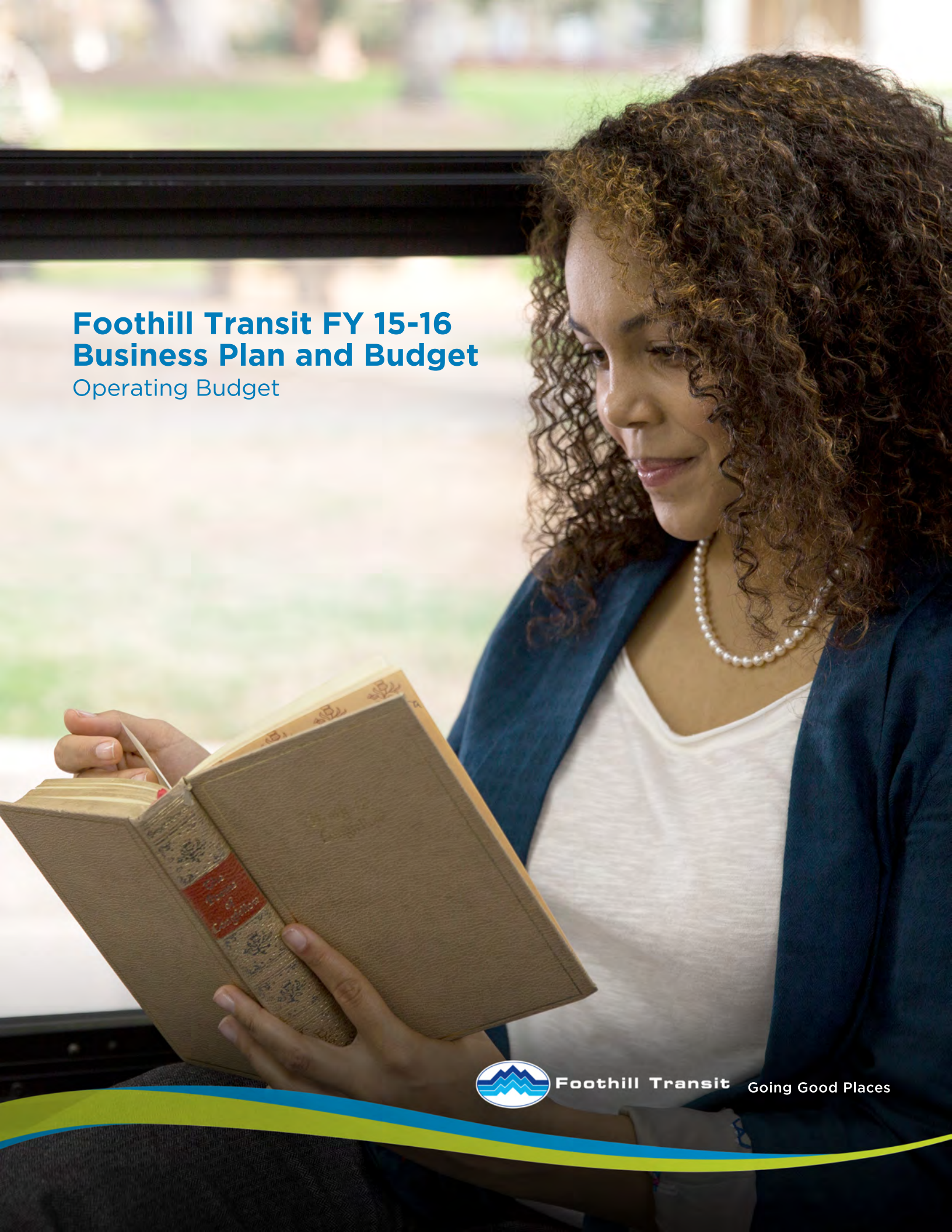
Foothill Transit FY 15-16 Business Plan and Budget

Operating Budget



Foothill Transit Going Good Places

Department Budgets and Summaries

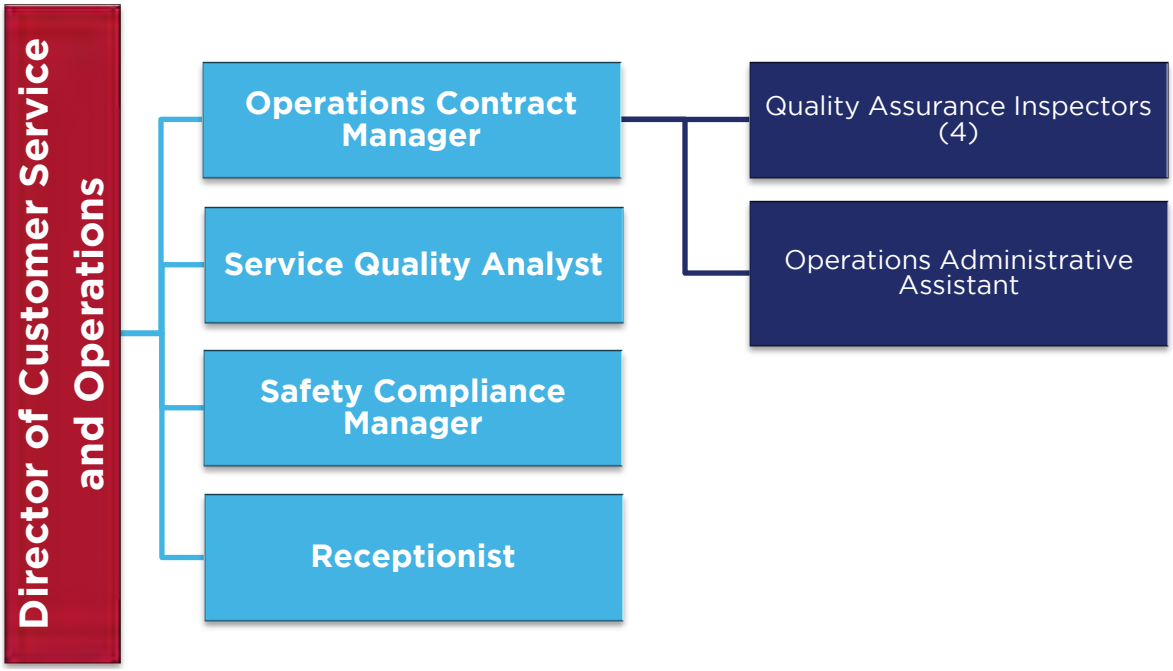
Foothill Transit's operating budget for FY 2015-2016 is presented in this section. A brief description of each department has been provided. A list of each department's specific initiatives for FY 2015-2016 is presented and the operating budget for each department is shown. The department budgets are presented in the following order:

	FY 14-15 Budget	Actual Through Dec. 2015	FY 14-15 Estimate	FY 15-16 Budget
Transit Operating Expenses:				
Customer Service and Operations	$ 65,056,650	$ 30,707,706	$ 61,603,412	$ 66,406,690
Maintenance and Vehicle Technology	679,900	299,232	661,856	658,370
Marketing and Communications	1,644,400	626,191	1,568,790	1,799,190
Information Technology	2,106,850	775,933	2,044,187	2,268,460
Administration	2,839,200	1,334,299	2,802,433	3,183,950
Procurement	812,300	329,158	802,070	833,400
Finance	1,039,300	465,216	1,012,417	1,120,100
Planning	1,759,700	592,114	1,444,114	1,125,750
Facilities	598,490	304,328	730,250	882,660
Total Transit Operating Expense	**$ 76,536,790**	**$ 35,434,177**	**$ 72,669,529**	**$ 78,278,570**
Non-Operating Expenses:				
Property Management	$ 724,480	$ 300,000	$ 600,000	$ 550,000
Special Service	325,000	159,790	320,000	325,000
Dial-A-Ride	750,000	344,328	688,700	750,000
Total Non-Operating Expense	$ 1,799,480	$ 804,118	$ 1,608,700	$ 1,625,000
Total Expenses:	**$ 78,336,270**	**$ 36,238,295**	**$ 74,278,229**	**$ 79,903,570**

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 five 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. The safety of our customers, contractors and staff is a primary focus of the Customer Service and Operations department and the team works directly with local, state and national safety organizations in this effort.



FY 2014-2015 ACCOMPLISHMENTS

- Completed transition of Arcadia Operations and Maintenance Contract
- Procured Customer Service Representative Audit Service Contract
- Implemented Customer Service Representative Audits
- Implemented Front Line Employee Recognition Program
- Completed Headsign Standardization Project
- Refined TransTrack reporting system
- Incorporated new monitoring and tracking system reports into KPI and Customer Service Initiatives
- Re-procured Coach Operator Audit Service Contract
- Updated the TSA Baseline Assessment and Security Enhancement (BASE) Review of security systems

- Completed inaugural Local Customer Service Call Center Challenge competition
- Prepared documentation for Federal Transit Administration Triennial Review
- Completed Federal Transit Administration Enhanced ADA Review
- Participated in Regional Roadeo Committee
- Procured consultant firm for SMART*Bus* Replacement Project
- Participated in SMART*Bus* Replacement Project Procurement
- Updated the Quality Assurance Inspector Uniform
- 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

FY 2015-2016 INITIATIVES

- Complete installation, Testing and System Acceptance Testing on new SMART*Bus* System
- Complete Quality Assurance Dispatch Education Training
- Reinstitute Foothill Transit bus roadeo
- Continue refinement of TransTrack reporting system
- Update Operations Contract Compliance matrix
- Implement Quality Assurance Program for Customer Comment Process
- Ensure high level of oversight for increased service levels
- Finalize operations plan for Azusa Park & Ride
- Update the TSA Baseline Assessment and Security Enhancement (BASE) review of security systems
- Continue Front Line Customer Service Recognition Program

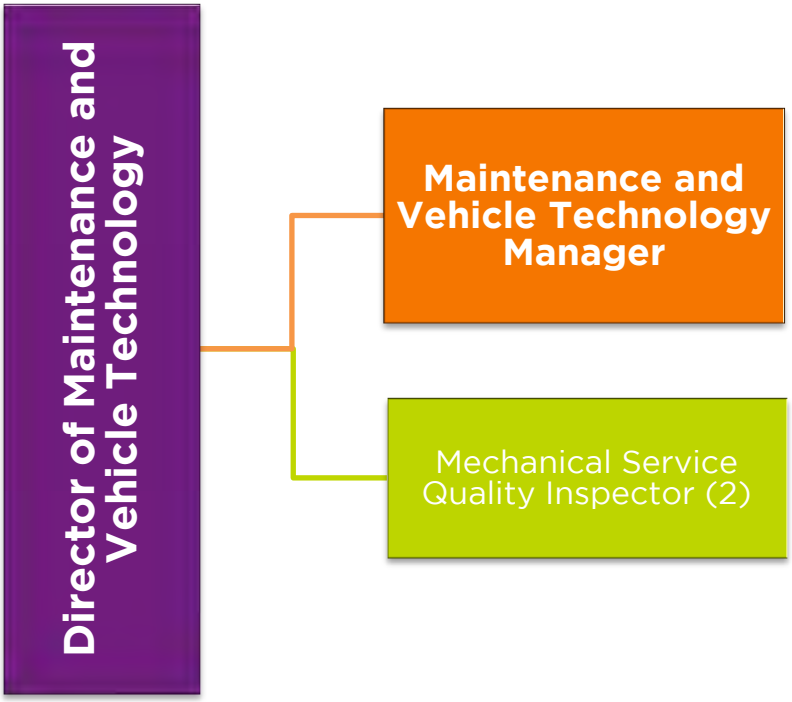
Account Number	Account Name	FY 13-14 Actual	FY 14-15 Budget	FY 14-15 Estimate	FY 15-16 Budget
5001	Purchased Transportation	$ 47,199,412	$ 56,111,700	$ 52,962,830	$ 56,803,970
5020	Fuel	5,885,509	6,000,000	5,783,124	6,000,000
5035	Electricity Fuel – Pomona	53,861	260,000	156,389	260,000
5100	Salaries, Wages and Benefits	2,561,738	908,000	902,911	994,200
5150	Contracted Services	-	1,471,900	1,471,908	1,526,070
5260	Professional/Technical	24,780	44,000	42,122	102,500
5411	Bus Roadeo	5,099	70,000	70,000	70,000
5430	Dues and Subscription	1,297	1,600	1,045	2,250
5550	Travel and Meeting	19,999	13,700	13,631	29,900
5560	Uniform/Clothing Supplies	11,870	4,800	2,690	300,000
5710	Transit Store Lease	97,234	95,600	95,572	200,000
5720	Other Contracted Service	60,356	50,750	19,998	48,800
5850	Office/General Supplies	4,053	6,400	3,000	3,000
5950	Repair and Maintenance Other Equipment	438	6,600	3,000	-
5991	Safety and Security	220,568	3,800	70,078	54,000
6100	Utilities	7,586	7,800	5,114	12,000
TOTAL		**$ 56,153,798**	**$ 65,056,650**	**$ 61,603,412**	**$ 66,406,690**

Budget Notes:

- Account 5001 Purchased Transportation (PT), includes all bus service and maintenance activities delivered from the Pomona and Arcadia Operating Facilities through service contractors
- Account 5001 Purchased Transportation (PT), increased 7.25% over the FY 14-15 estimate due to service increases and agreed upon contract adjustments
- Account 5100 Salaries, Wages and Benefits, includes funding for one new Quality Assurance Analyst which will be added if Lines 190/194 are approved
- Account 5560 Uniform/Clothing Supplies, increased to purchase 100% replacement uniforms for all bus operators
- Account 5710 Transit Store Lease, increased to include the West Covina Transit Store
- Account 5991 Safety and Security, increased to improve on-bus security inspections and overall safety programs; increase includes agency-wide training funds

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 stations. 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 2014-2015 ACCOMPLISHMENTS

- Completed full-electrification of Line 291 with the Ecoliner
- Procured and introduced into service 30 42-foot low-floor CNG buses
- Implemented ISO14001 Environmental Sustainability Management System (ESMS) at the Pomona facility
- Developed and implemented Surveillance Equipment Audit
- Developed and implemented CAD/AVL equipment
- Completed successful turnover fleet audit
- Continued City of Monrovia Dial-A-Ride Equipment Audit

- Initiated new livery repainting on series 1700, 1800 and 1900 buses

FY 2015-2016 INITIATIVES

- Issue RFP to procure new replacement buses
- Inspect, accept and deploy two 40 ft. fast-charge electric buses
- Implement in-house monthly bus inspection
- Implement bus heavy maintenance of 30 60-foot articulated buses
- Acquire ISO14001 Certification of Pomona Operations and Maintenance facility's ESMS program
- Complete new livery repainting of series 1700, 1800 and 1900 buses
- Implement an agency-wide Transit Asset Management System

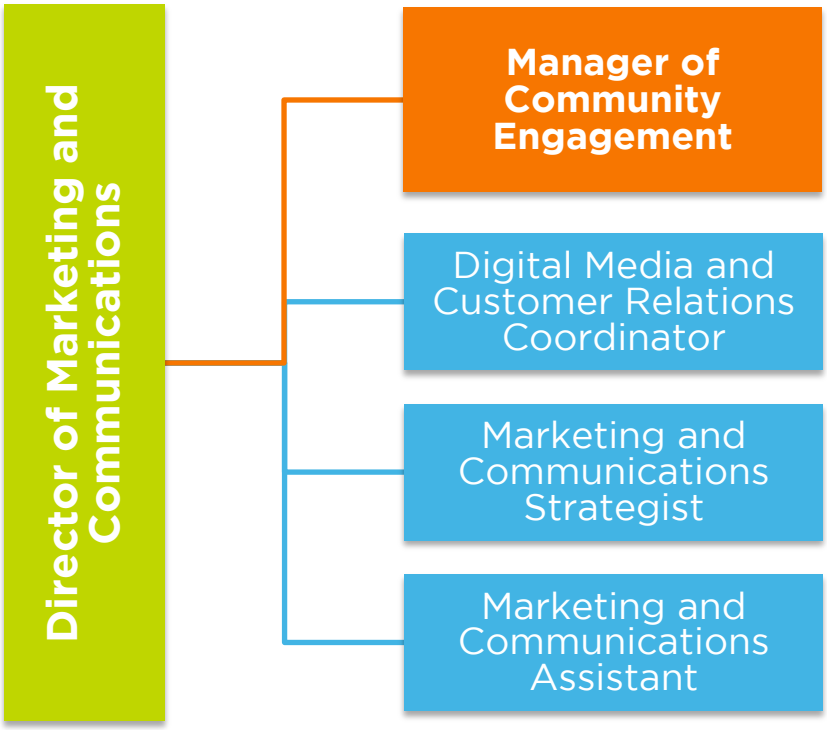
Account Number	Account Name	FY 13-14 Actual	FY 14-15 Budget	FY 14-15 Estimate	FY 15-16 Budget
5040	Gas and Lubricants	$ 26,325	$ 35,000	$ 14,386	$ 13,000
5100	Salaries, Wages and Benefits	391,625	462,900	462,900	460,100
5230	Consulting	-	9,000	9,000	9,000
5260	Professional/Technical	42,898	124,500	124,500	120,070
5430	Dues and Subscription	30	500	1,570	200
5540	Tires	-	5,000	5,000	5,000
5550	Travel and Meeting	17,108	18,000	18,000	26,000
5720	Other Contracted Service	12,394	1,000	2,500	2,000
5850	Office/General Supplies	16,295	5,000	5,000	5,000
5970	Repair and Maintenance Vehicles	23,641	19,000	19,000	18,000
TOTAL		**$ 530,317**	**$ 679,900**	**$ 661,856**	**$ 658,370**

Budget Notes:

- Account 5550 Travel and Meeting, is increased to accommodate travel for ISO 14001 Surveillance Audits

Marketing and Communications

The Marketing and Communications team supports, brands, and promotes Foothill Transit service and communicates relevant information to existing and potential customers. This is accomplished through targeted and strategic advertising, community engagement, media exposure, special events, on-board communications, the Bus Book, social media, and foothilltransit.org. The primary strategic goal in all campaigns and projects is to heighten public awareness of Foothill Transit and increase ridership.



FY 2014-2015 ACCOMPLISHMENTS

- Launched NEXTRIP real-time customer information system to customers
- Incorporated new real-time customer information system into marketing and communications programs
- Continued marketing initiatives as part of the Class Pass program
- Launched Foothill Transit's new mobile-friendly website
- Launched new Foothill Transit blog
- Expanded and maintained ridership initiatives such as Silver2Silver, College Class Pass program and introduced new initiatives for Commuter Express service
- Developed destination type marketing initiatives highlighting community connections and events
- Leveraged unique opportunities to increase stakeholder and community understanding and support

FY 2015-2016 INITIATIVES

- Re-launch Mt. SAC and University of La Verne Class Pass campaigns and prepare for additional campus acceptance
- Coordinate public outreach for new service program and fare restructuring
- Launch New Resident campaign for the San Gabriel and Pomona valleys
- Update Foothill Transit facility artwork and initiate new student/local artist program
- Organize grand opening event for the new Azusa Park & Ride
- Conduct new research for customer satisfaction and service quality
- Centralize and expand online communications through data analysis
- Expand and maintain ridership initiatives such as Silver2Silver, College Class Pass program and Commuter Express service
- Coordinate Gold Line integration customer information outreach

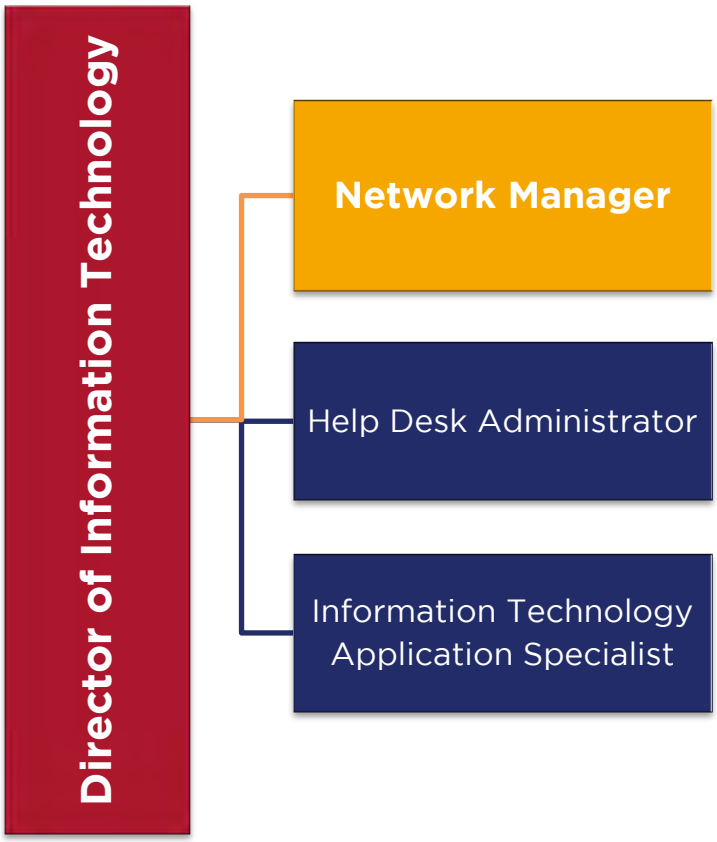
Account Number	Account Name	FY 13-14 Actual	FY 14-15 Budget	FY 14-15 Estimate	FY 15-16 Budget
5100	Salaries, Wages and Benefits	$ 426,493	$ 462,800	$ 462,800	$ 513,200
5230	Consulting	442,379	387,900	380,069	404,190
5260	Professional and Technical	60,080	90,500	66,511	106,700
5300	Advertising and Promotion	436,703	525,000	492,918	520,000
5330	Community Sponsorship	58,695	60,000	64,083	60,000
5380	Special Events	165,340	23,800	40,591	25,000
5411	Team Member Appreciation	2,198	10,000	1,651	10,000
5430	Dues and Subscription	14,573	14,000	5,990	14,000
5550	Travel and Meeting	14,336	20,800	24,768	23,500
5850	Office/General Supplies	7,899	7,600	3,764	7,600
6280	Printing	24,749	37,000	21,298	110,000
6290	Reprints of Brochures	-	5,000	4,345	5,000
TOTAL		**$1,653,445**	**$1,644,400**	**$1,568,790**	**$ 1,799,190**

Budget Notes:

- Account 6280 Printing, is increased for the Student Public Art Program public information campaign

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 2014-2015 ACCOMPLISHMENTS

- Implemented a virtual disaster recovery plan for our data infrastructure to comply with insurance standards
- Upgraded wireless infrastructure to attain improved performance
- Updated Microsoft Office to the latest version - Office 2013
- Upgraded Executive Boardroom audio and video systems
- Configured our new microwave communications dishes to serve as the primary conduit for data transmission to both contractor yards. Move existing MPLS connection as a redundant data connection to failover in-case of primary connection failure

FY 2015-2016 INITIATIVES

- Replace the CAD/AVL Computer Aided Dispatch/Automated Vehicle Location hardware and software system
- Replace the obsolete radios on our fleet with newer technologies and equipment
- Replace the rear projector in the boardroom to a new display setup using cost effective HD screens to improve clarity and brightness to viewing audience
- Replace obsolete and dated firewall, routers and switches at our remote locations to bring network back to standards. Locations are Operations yards, and remote towers
- Replace Office 2010 with newer Office 365 or Office 2014 version across all sites
- Replace all people counter hardware and backend servers to improve accuracy of our customer counts for KPI's
- Replace phone system for operating facilities
- Upgrade video storage for surveillance systems at operating facilities to increase retention time
- Add media servers to transit stores for real time passenger information display

Account Number	Account Name	FY 13-14 Actual	FY 14-15 Budget	FY 14-15 Estimate	FY 15-16 Budget
5100	Salaries, Wages and Benefits	$ 419,528	$ 457,600	$ 457,600	$ 492,500
5421	Copier	20,320	21,800	6,696	21,750
5430	Dues and Subscription	160	600	579	600
5550	Travel and Meeting	18,903	17,000	14,496	17,000
5720	Other Contracted Service	636,741	1,006,350	995,954	1,126,660
5850	Office/General Supplies	2,739	6,000	6,000	6,000
5950	Repair and Maintenance Other Equipment	7,884	9,000	7,750	10,500
6130	Telephone/Data	420,332	588,500	555,112	593,450
TOTAL		**$ 1,526,608**	**$ 2,106,850**	**$ 2,044,187**	**$ 2,268,460**

Budget Notes:

- Account 5720 Other Contracted Services, increased for Cisco, Avanet and other software licenses

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 the monitoring of office supplies, and coordination of the organization's central filing system. This year, the Director of Customer Relations position was re-crafted to Director of Human Resources and Risk Management to sharpen our focus on changes related to healthcare and insurance, and ensure compliance with new requirements of the Affordable Care Act.

FY 2014-2015 ACCOMPLISHMENTS

- Worked with Mt. San Antonio College and the University of La Verne to successfully continue Foothill Transit's Class Pass Programs beyond the pilot phase
- 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, Southern California Regional Transit Training Consortium (SCRTTC) and Access Services
- Strengthened industry involvement in Conference of Minority Transportation Officials (COMTO) and Women's Transportation Seminar (WTS)

FY 2015-2016 INITIATIVES

- Support the Executive Board and Governing Board
- 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
- Implement the Foothill Transit "Origins and Destinations" program
- Maintain effective Executive Board and Governing Board communications
- Maintain industry involvement with American Public Transportation Association, California Transit Association, SCRTTC, and Access Services
- Advocate for Foothill Transit's interests in the upcoming Federal Funding Authorization legislation
- Maintain industry involvement in COMTO and WTS

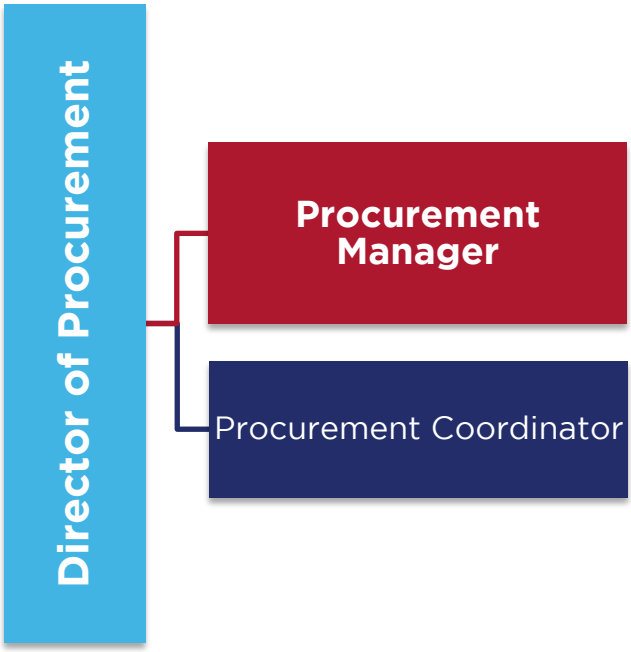
Account Number	Account Name	FY 13-14 Actual	FY 14-15 Budget	FY 14-15 Estimate	FY 15-16 Budget
5100	Salaries, Wages and Benefits	$ 1,282,720	$ 1,473,400	$ 1,473,400	$ 1,530,400
5230	Consulting	38,488	55,000	36,200	130,000
5250	Legal Fees	205,403	310,000	337,291	410,000
5265	Public Affairs	177,470	173,000	173,000	199,000
5412	Board Stipend	26,444	45,000	45,000	46,000
5430	Dues and Subscription	65,440	75,300	75,300	69,800
5441	Postage/Express Mail	19,987	85,400	50,000	50,000
5500	Mail Equipment Lease	5,411	8,400	8,400	9,000
5545	Training and Development	-	200,000	182,544	260,000
5550	Travel and Meeting	150,896	200,000	200,000	210,000
5600	Casualty and Liability Insurance	135,953	159,000	183,322	211,100
5720	Other Contracted Service	1,076	1,700	1,700	3,650
5850	Office/General Supplies	40,312	53,000	36,276	55,000
TOTAL		**$ 2,149,599**	**$ 2,839,200**	**$ 2,802,433**	**$ 3,183,950**

Budget Notes:

- Account 5230 Consulting, increased to conduct customer service training and other facilitation services
- Account 5250 Legal Fees, increased to provide procurement support for CAD/AVL and rolling stock procurements
- Account 5545 Training and Development, increased to accommodate tuition reimbursement
- Account 5600 Casualty and Liability Insurance, increased to cover new Park & Ride lots

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 2014-2015 ACCOMPLISHMENTS

- Procured services to support capital activities occurring at Foothill Transit maintenance and operations facilities
- Managed necessary procurements for the Azusa Park and Ride project
- Managed procurement to replace CAD/AVL System
- Procured 12 electric coaches and 30 additional CNG coaches
- Managed procurement for new operations contractor at Arcadia Operating Facility

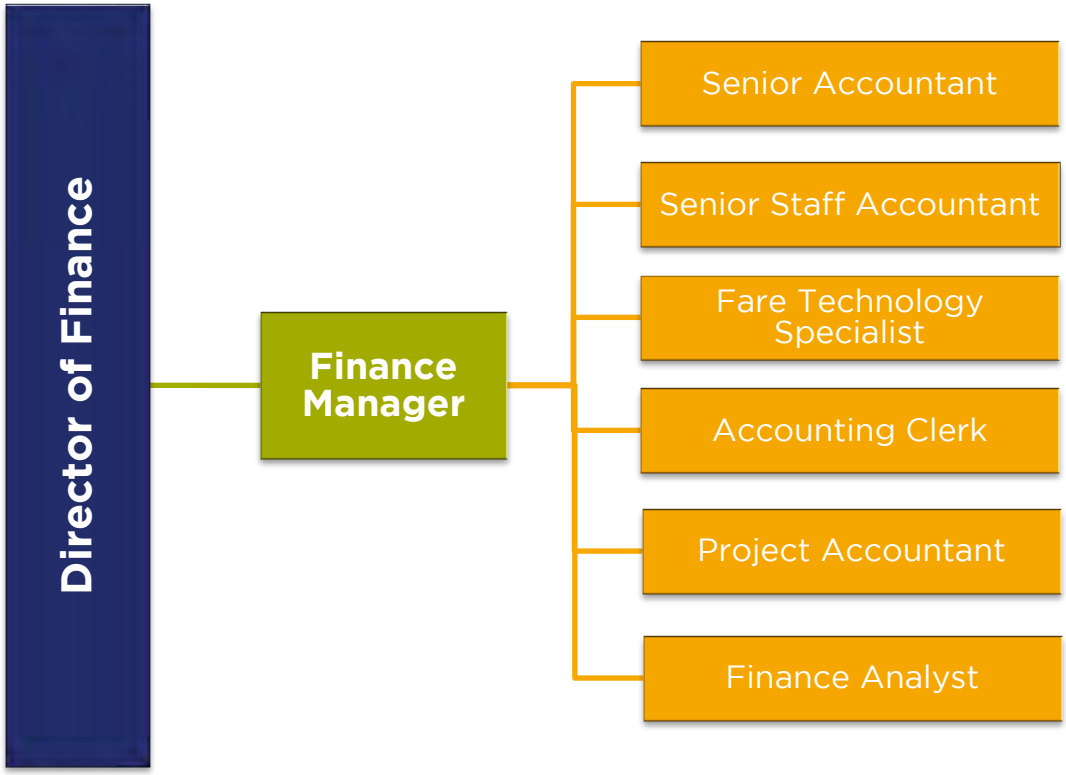
FY 2015-2016 INITIATIVES

- 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
- Implement an improved contract management tracking system
- Manage the procurement process for new electric and CNG buses

Account Number	Account Name	FY 13-14 Actual	FY 14-15 Budget	FY 14-15 Estimate	FY 15-16 Budget
5100	Salaries, Wages and Benefits	$ 248,523	$ 327,900	$ 327,900	$ 345,900
5230	Consulting	-	10,000	10,000	20,000
5250	Legal Fees	494,580	390,000	390,000	390,000
5260	Professional/Technical	9,974	12,000	12,000	12,000
5300	Advertising and Promotion	27,880	30,000	30,000	30,000
5430	Dues and Subscription	1,065	2,400	1,200	2,500
5550	Travel and Meeting	24,026	40,000	30,970	33,000
TOTAL		**$ 806,048**	**$ 812,300**	**$ 802,070**	**$ 833,400**

Finance

The Finance Department provides support services including accounting, payroll, 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, manages the retirement program, and monitors cash flow. The department also handles the fare revenue collection and maintenance of related equipment.



FY 2014-2015 ACCOMPLISHMENTS

- Prepared ten-year financial forecast
- Successfully completed Federal Transit Administration Triennial Review and mitigated federal findings
- Completed financial audits resulting in no material findings
- Conducted a five-year capital improvement program call-for-projects
- Prepared annual operating and capital budgets; included annual cash flow for capital projects
- Maintained fareboxes and reprogrammed new fare schedules to ensure accurate fare collections
- Received National Government Finance Officers Association award for excellence in financial reporting

- Represented Foothill Transit on WTS International Board of Directors and Transportation Finance Learning Exchange (TFLEX) Board of Directors
- Hosted TFLEX spring conference
- Administered employee retirement fund and achieved 100 percent participation

FY 2015-2016 INITIATIVES

- Update ten-year financial plan
- Complete the annual National Transit Database (NTD), Transportation Performance Measure (TPM), State Controller's and Comprehensive Annual Financial Reports (CAFR)
- Implement employee time-keeping portal and automate payroll system
- Improve investment portfolio
- Increase grant fund receipts for electric buses and technology

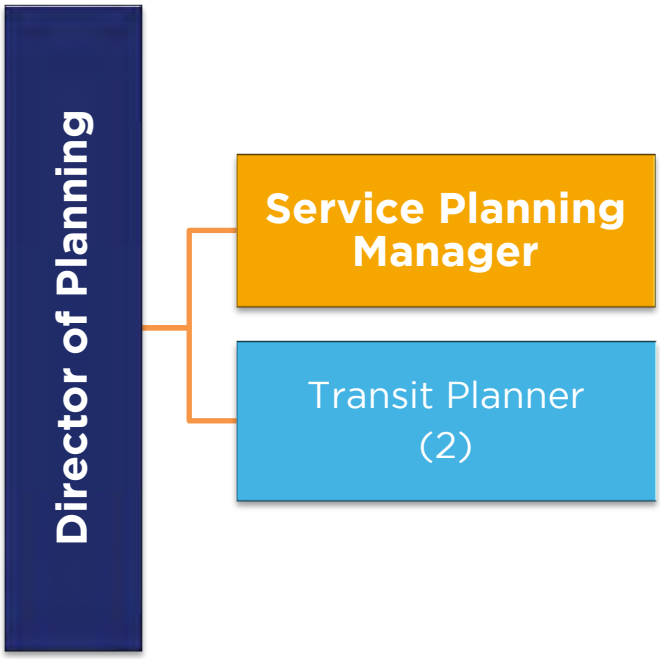
Account Number	Account Name	FY 13-14 Actual	FY 14-15 Budget	FY 14-15 Estimate	FY 15-16 Budget
5100	Salaries, Wages and Benefits	$ 591,269	$ 864,400	$ 844,401	$ 919,700
5210	Audit Fees	49,450	72,000	72,000	45,000
5230	Consulting	6,816	6,900	3,200	35,900
5430	Dues and Subscription	1,225	1,700	1,565	2,050
5550	Travel and Meeting	17,775	39,500	36,451	45,700
5720	Other Contracted Service	-	-	-	17,000
5741	Fare Collection Equipment/Maintenance	-	13,600	13,600	13,550
5850	Office/General Supplies	-	1,200	1,200	1,200
6210	Pass Sales Commission	-	20,000	20,000	20,000
6260	Fare Media	-	20,000	20,000	20,000
TOTAL		**$ 666,535**	**$ 1,039,300**	**$ 1,012,417**	**$ 1,120,100**

Budget Notes:

- Account 5100 Salaries, Wages and Benefits, includes a new position, Finance Analyst (FA). The FA will be responsible for grants research and management, and budget analysis
- Account 5230 Consulting, increased to provide financial analysis consulting for complex procurements and investment guidance
- Account 5720 Other Contracted Services, reflects a realignment of payroll processing fees and increase for automated timekeeping

Planning

The Planning Department is responsible for route planning, 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 operating contracts.



FY 2014-2015 ACCOMPLISHMENTS

- Maintained staff participation in APTA and CTA activities and events
- Implemented Line 495 as a permanent line
- Completed the Comprehensive Operational Analysis (COA)
- Released NEXTRIP real-time customer information to the public
- Implemented cellular based GPS on the buses—tied into the rollout of NEXTRIP

FY 2015-2016 INITIATIVES

- Initiate the public outreach process of the Comprehensive Operational Analysis (COA)
- Begin phase-one of the implementation of the approved service changes recommended by the COA
- Begin installation of equipment along the Foothill corridor for the bus signal priority project

- Analyze and make recommendations of the existing Foothill Transit fare structure and fare policy
- Implement service to interface with the Metro Gold Line extension
- Research and implement a pilot express line from the newly constructed Azusa Park & Ride
- Improve schedule adherence by making necessary adjustments to route run times

Account Number	Account Name	FY 13-14 Actual	FY 14-15 Budget	FY 14-15 Estimate	FY 15-16 Budget
5100	Salaries, Wages and Benefits	$ 416,873	$ 446,900	$ 426,622	$ 458,100
5230	Consulting	11,202	60,000	27,000	60,000
5260	Professional/Technical	316,878	860,000	850,436	260,000
5430	Dues and Subscription	805	1,200	2,012	2,250
5530	System Map	-	50,000	-	50,000
5550	Travel and Meeting	23,762	20,500	9,994	15,400
5720	Other Contracted Service	91,783	-	49,761	100,000
5850	Office/General Supplies	7,292	46,100	10,982	40,000
6200	Bus Book Printing	88,177	275,000	67,308	140,000
TOTAL		**$ 956,772**	**$ 1,759,700**	**$ 1,444,114**	**$ 1,125,750**

Budget Notes:

- Account 5260 Professional/Technical, decreased to reflect the completion of the COA
- Account 5720 Other Contracted Services, funds NEXTBUS annual licensing

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 2014-2015 ACCOMPLISHMENTS

- Completed the removal of above-ground diesel fuel tanks at Arcadia Operations and Maintenance Facility
- Completed the Puente Hills Transit Store expansion and remodel
- Commenced construction of the Azusa Intermodal Parking Facility
- Completed design of the Arcadia Operations & Maintenance Facility interior and exterior improvements
- Began production and installation of bus stop decals and signs
- Completed the administrative office building landscape and main entrance upgrades
- Began installation of the fire alarm system in the fuel island at the Pomona Operations and Maintenance Facility
- Completed the curb realignment at Pomona Transit Center for new 40 foot electric bus
- Completed the Pre-Action Fire Sprinkler Installation in the server room of the administrative building
- Began Phase 1 California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) environmental requirements for the Covina Park & Ride
- Achieved ISO14001 Certification for Pomona Operations and Maintenance Facility

FY 2015-2016 INITIATIVES

- Complete the installation of the Bus Stop Sign Replacement Project
- Complete construction of the Azusa Intermodal Parking Facility
- Complete the Arcadia Operations and Maintenance Facility interior and exterior improvements
- Complete installation of the fire alarm system in the fuel island at the Pomona Operations and Maintenance Facility
- Complete interior painting and upgrades at the Pomona Operations and Maintenance Facility
- Complete roof replacement at Arcadia Operations and Maintenance Facility
- Complete the rehabilitation of the in-ground lifts at the Pomona and Arcadia Maintenance Facilities
- Begin Phase 1 environmental review for the West Covina Transit Center and Park & Ride
- Complete the Fare Collection System upgrades at the Arcadia Operations and Maintenance Facility
- Implement the Environmental and Sustainability Management System (ESMS) Program at Pomona Operations and Maintenance Facility
- Develop a long-term mechanical equipment replacement plan for Arcadia and Pomona Operations and Maintenance Facilities

Account Number	Account Name	FY 13-14 Actual	FY 14-15 Budget	FY 14-15 Estimate	FY 15-16 Budget
5100	Salaries, Wages and Benefits	$ 634,833	$ 384,800	$ 384,800	$ 417,400
5151	Contracted Services – Facilities	-	408,500	408,500	420,790
5260	Professional and Technical	-	2,000	2,000	2,000
5420	Contract Maintenance	41,154	50,000	48,646	60,340
5430	Dues and Subscription	15,852	11,000	9,524	14,280
5471	Janitorial	55,828	-	36,753	40,800
5550	Travel and Meeting	19,710	22,600	15,095	15,000
5560	Uniforms and Clothing Supplies	4,905	-	171	-
5720	Other Contracted Service	61,966	134,300	117,300	144,600
5850	Office/General Supplies	454	1,000	712	1,300
5910	Tools and Materials	10,739	26,000	22,697	19,000
5950	Repair and Maintenance Other Equipment	17,256	16,700	16,600	24,700
5991	Safety and Security	9,614	13,630	13,030	13,670
6100	Utilities	229,978	252,440	254,420	258,780
TOTAL		**$ 1,102,288**	**$ 1,322,970**	**$ 1,330,250**	**$ 1,432,660**

Budget Notes:

- Account 5471 Janitorial, increased to fund the maintenance contract awarded in FY 2014-2015
- Facilities department budget includes $550,000 of expenses to maintain the non-transit operating portions of the administration building (property management)