



**Foothill Transit FY 2009 Business Plan
Adopted – May 7, 2008**



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Foothill Transit FY 2009 Business Plan Executive Summary



Executive Summary

Foothill Transit's FY 2009 Business Plan is a combined budget document and Short Range Transit Plan for the organization. The plan projects that Foothill Transit will operate 760,000 vehicle service hours, matching last year's level of service.

The agency's operating cost, budgeted at \$73.1M, represents a 6.97 percent increase over Fiscal Year 2008 projections, and is 4.2 percent higher than the budgeted FY 2008 amount. New transit operations and maintenance contract procurements completed in FY 2008 and conservative estimates on fuel costs are the major contributors to this increase. Overall, transit operations account for 86 percent of Foothill Transit's total operating cost.

Foothill Transit's FY 2009 fare revenue projection is \$19.2M. This takes into account the fare increase implemented on January 1, 2008 to address rising operating costs and mitigate any erosion of Foothill Transit's percentage share of regional funding subsidy.

Several capital and operating programs will be underway this year, continuing Foothill Transit's focus on safety, customer service, efficiency and innovation. Among these are the integration of the agency's SMARTBus System (SBS) that was implemented in FY 2007 and implementation of the regional Transit Access Pass (TAP) program.

A number of transit operators, including Foothill Transit are slated to participate in the countywide TAP program, with Foothill Transit's implementation scheduled during FY 2009. The TAP system will provide easy access and use of regional transit as customers will be able to use a single fare media on any bus among the participating transit operators. The system will utilize a central clearinghouse to reconcile revenues due to

individual agencies based on fares and usage. The success of this implementation will directly impact future Foothill Transit fare policy.

The SBS incorporates an Automatic Vehicle Location System, Computer Aided Dispatching, Automatic Passenger Counters, Automatic Voice Annunciation, Vehicle Health Monitoring, along with onboard video surveillance systems and a myriad of other components. As this new system is integrated into the day-to-day operations of the agency, it will provide Foothill Transit's operations contractors with state-of-the-art tools to monitor and manage the performance of the system real-time. It will also provide the management team with a much more efficient way to monitor system performance and plan future service modifications.

This year, the agency faces uncertain financial times. Foothill Transit's recent fare restructuring is designed to produce increases in both current year passenger revenue and future year revenue from the Los Angeles County regional Formula Allocation Procedure (FAP). The state's current proposed budget does not fully fund the State Transit Assistance (STA) program and the Metro Board has not yet authorized Municipal Operator Service Improvement Program (MOSIP) funding for Fiscal Year 2009. Lack of funding from either of these sources will have a negative impact on Foothill Transit's financial position.

Fiscal Year 2009 presents a number of challenges as we move forward through changing financial climates, while advancing the organization's mission. The advent of new technologies and a heightened awareness of customer, bus operator, vehicle, and facility security issues coupled with declining revenues and subsidies all emphasize the importance of adhering to our mission statement.

Mission Statement

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



Overall System Statistics

This chart shows a comparison of Foothill Transit's overall system performance for FY 2007, the projected performance for FY 2008, and the targeted performance goals for FY 2009.

Overall System Performance	FY 2007 Actual	FY 2008 Estimated	FY 2009 Target	% Change
Passenger Boardings	14,560,026	14,850,000	15,000,000	1.01%
Fare Revenue	\$15,837,063	\$17,500,000	\$19,246,000	9.98%
Vehicle Service Hours	740,960	760,000	760,000	0.0%
Operating Expense	\$59,451,141	\$68,340,000	\$73,103,600	6.97%

In order to accomplish its mission, Foothill Transit focuses on these goals and their accompanying measurable performance indicators outlined below.

Goal	Indicator	FY2007 Actual	FY 2008 Target	FY 2008 Estimate	FY 2009 Target
Operate an Safe Transit System	Preventable Accidents per 100,000 miles	0.61	0.85	0.75	0.85
	Complaints per 100,000 Boardings	7.15	7.5	8.0	7.5
Provide Outstanding Customer Service	Schedule Adherence	89%	80%	80%	80%
	Average Hold Time	N/A	1:00	0:45	1:00
	Miles between Mechanical Roadcalls	19,520	15,000	18,000	15,000
Operate an Effective Transit System	Boardings per Service Hour	19.7	20.5	19.5	19.7
	Average Weekday Boardings	48,165	49,000	48,500	49,000
Operate an Efficient Transit System	Average Cost per Service Hour	\$80.24	\$93.52	\$89.92	\$96.19
	Farebox Recovery Ratio	26.64%	24.95%	25.61%	26.33%



FY 2008 Accomplishments

During Fiscal Year 2008, Foothill Transit completed or made significant progress on many initiatives that helped in achieving the performance shown by the indicators above. These include:

Transit Access Pass (TAP)
West Covina and Puente Hills Mall Park and Rides
HOV Lane Advocacy
Website Redesign
Enhanced Express Service
SMARTBus Integration
Improved Frontline Customer Service
Community Connections

FY 2009 Initiatives

Foothill Transit will continue to pursue opportunities to improve its performance during Fiscal Year 2009. The key initiatives for the coming fiscal year include:

Line 187 Bus Signal Priority
Transit Access Pass (TAP)
HOT Lanes Advocacy
West Covina Park and Ride
Service Level Alignment
Improved Frontline Customer Service
Operations and Administration Building Improvements
Federal Funding Program

Business Plan Overview

The FY 2009 Business Plan has been organized into the following sections:

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

Fiscal Year 2008 Accomplishments: This section highlights Foothill Transit's accomplishments for Fiscal Year 2008 in greater detail and as measured by performance indicators.

Fiscal Year 2009 Initiatives: This section provides Foothill Transit's targeted performance for several key indicators and agency-wide initiatives for Fiscal Year 2009.

Agency Funding: This section includes Foothill Transit's operating and capital budget for Fiscal Year 2009.

Departmental Summary: This final section provides the departmentalized operating budget for the agency, including department-specific initiatives for Fiscal Year 2009.



Foothill Transit FY 2009 Business Plan Service Summary



Agency History

Foothill Transit, a joint powers authority of 21-member cities in the San Gabriel and Pomona Valleys and the County of Los Angeles, was created in 1988 after the former Southern California Rapid Transit District (RTD) announced service cuts and fare increases that would negatively impact the San Gabriel Valley. In an effort to provide better public transportation options for the community while reducing costs and improving local control, the Los Angeles County Transportation Commission (LACTC) approved Foothill Transit's application to assume operation of 14 lines which were operated by the RTD.

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

Foothill Transit now operates 36 fixed-route local, express and rail-feeder lines, covers 327 square miles, and serves 15 million customers each year. This number is up from 9.5 million at the time of Foothill Transit's original application.

In 2002, Foothill Transit entered a cleaner new era by beginning its conversion to a compressed

natural gas (CNG) fleet. Since then, Foothill Transit has put into service 232 CNG buses and is planning to have an all-CNG fleet by 2011. The agency also opened its second operations and maintenance facility in October 2002. Located in Arcadia, it joined Foothill Transit's first agency-owned facility in Pomona, which opened in 1997. Prior to the opening of these facilities, the agency had to rely on its operations contractors to provide their own facilities.

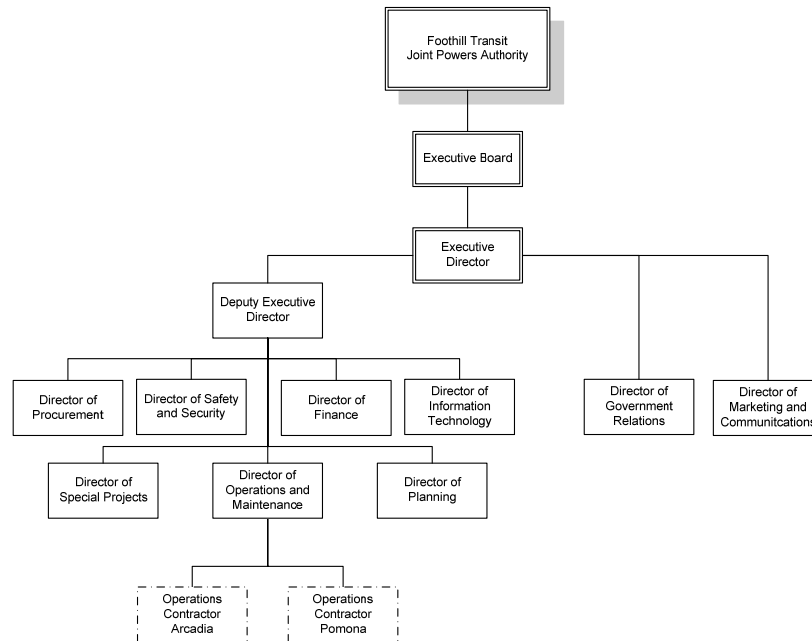
In 2007, Foothill Transit launched the region's first cross-valley bus rapid transit service – The Silver Streak. Measuring approximately 40 miles in length – from Montclair to Grand and Olympic in downtown Los Angeles – the Silver Streak route spends about five percent of its total trip time on surface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

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

Structure

General membership in the Foothill Transit Joint Powers Authority includes one city council member or mayor and one alternate from each of the 21 cities in the Foothill Transit service area and three appointed representatives for the County of Los Angeles. A five-member Executive Board governs Foothill Transit: four elected officials representing four clusters of cities, and the fifth member is elected by the Los Angeles County representatives (Cluster Five).

The Executive Board directs policy that is implemented by an administrative staff provided under a management contract, which is currently held by Veolia Transportation. On-street service is provided under operations and maintenance contracts, currently held by First Transit at Foothill Transit's Pomona facility and MV Transportation at the agency's Arcadia facility.



Foothill Transit Fleet

In FY 2009, 314 coaches will provide service on 36 planned routes operated by Foothill Transit. Bus seating capacity ranges from 24 to 58 passengers, depending on the vehicle model. All 314 coaches are equipped with bicycle racks and are all wheelchair-accessible. The chart below summarizes the planned mix of vehicles in the Foothill Transit fleet in FY 2009.

Year	Fleet #	MFG.	Type	Fuel	Seating Capacity	Quantity
2000	FI 100	Gillig	30' Gillig Low-Floor	Diesel	24	7
2000	FI 100	Gillig	40' Gillig Low-Floor	Diesel	40	75
2002	FI 200	Orion	40' Orion V High Floor	CNG	41	66
2003	FI 300	Orion	40' Orion V High Floor	CNG	43	51
2005	FI 400	NABI	40' NABI Low Floor	CNG	40	75
2006	FI 500	NABI	40' NABI Low Floor	CNG	40	10
2006	FI 600	NABI	60' NABI Low Floor Articulated	CNG	58	30
TOTAL						314

Service Statement

The FY 2009 Business Plan projects that Foothill Transit will operate fixed-route transit services on 36 routes in the San Gabriel and Pomona Valleys, consisting of 28 local lines, seven Commuter Express lines, and the Silver Streak, which was introduced in March 2007.

Service Category	Routes	Service Hours
Arcadia Local Lines	178,184, 185, 187,189, 269, 272, 274, 280, 281, 284, 289, 480, 494, 851	316,500
Pomona Local Lines	195,197, 285, 286, 291, 292, 482, 486, 488, 492, 852, 853/854, 855	270,555
Arcadia Express Lines	481,690, Silver Streak	109,940
Pomona Express Lines	493, 497, 498, 499, 699	63,005
TOTAL		760,000

During FY 2009, Foothill Transit's budget will provide for operation of 760,000 vehicle service hours. The table to the right lists Foothill Transit's lines and the origin and destination of each route. Further details can be found in the Service section of the budget.

178	El Monte – Puente Hills Mall
184	Duarte – Arcadia
185	Azusa - Hacienda Heights
187	Montclair – Pasadena
189	Claremont – Glendora
195	Pomona
197	Montclair – Pomona
269	El Monte – Montebello
272	Duarte – West Covina
274	West Covina – Whittier
280	Azusa – Puente Hills Mall
281	Glendora – Puente Hills Mall
284	West Covina – Glendora
285	Puente Hills Mall – La Habra
286	Pomona – Diamond Bar – Brea Mall
289	Puente Hills Mall - Walnut - Pomona
291	La Verne – Pomona
292	Claremont – Pomona
480	Montclair - West Covina
481	El Monte - Los Angeles
482	Pomona - El Monte
486	Pomona - El Monte
488	Glendora - El Monte
492	Montclair - El Monte
494	San Dimas - El Monte
690	Montclair – Pasadena
493	Phillips Ranch - Los Angeles
497	Chino - Los Angeles
498	Azusa - Los Angeles
499	San Dimas - Los Angeles
699	Montclair - Los Angeles
851	Covina – Glendora
852	Pomona
853/854	Diamond Bar
855	Pomona – Claremont
Silver Streak	Montclair - Los Angeles



Service Changes – FY 2009 – FY 2011

A major initiative for FY 2009 and beyond will be the refinement of service. Service refinements will be incorporated into Foothill Transit's regular service change process, and will follow all required public outreach and Executive and Governing Board approvals.

Proposed merge of Lines 184 and 272

In FY 2009, an exciting new service that merges Foothill Transit's current Lines 184 and 272 will be proposed. The new line will travel from the City of West Covina to the Westfield Santa Anita Mall. Route adjustments will be made to effectively provide service to the Baldwin Park Metrolink Station during peak periods and the City of Hope Hospital. The goal of the restructuring will be to make the line more efficient and eliminate unused stops. These proposed changes are based on discussion with local cities as part of the Community Connections program and requests from passengers.

Proposed rerouting of Line 189

Line 189 provides service to the cities of Claremont, La Verne and Glendora. This line was introduced in 2002 to service previously unserved areas. With an average of 4.5 passengers per vehicle service hour and boardings of 0.50 passengers per mile, Line 189 continues to be Foothill Transit's lowest performing route.

In FY 2007, cancellation of Line 189 was proposed. After receiving a number of requests through several public hearings, a decision was made to keep the line. In FY 2009, Line 189 will likely be proposed for rerouting to provide service along Foothill Boulevard instead of Baseline Road, which is a heavily residential area. This alteration of Line 189 will continue to provide service to the cities mentioned above and continue to connect to some of Foothill Transit's higher frequency lines.

Proposed restructuring of Lines 195, 289, and 482

As part of the service refinement process, the efficiencies of Lines 195, 289 and 482 have been reviewed. These lines currently provide service in the Pomona area and expand to the cities of El Monte and Industry. Cal Poly Pomona continues to serve as a major transportation connecting point for these routes. There have been several customer requests to make connecting to local schools and Metrolink Stations more direct, and refinements will be proposed on the following lines:

Line 195 currently serves the cities of Pomona and Diamond Bar. To eliminate duplication of service along South Campus Drive, Ridgeway Street and Valley Boulevard, the recommendation would be to reduce the trip length and terminate the line at Cal Poly Pomona.

Line 289 provides service to the cities of Industry, Rowland Heights, Walnut and Pomona. There have been several requests from students and school district staff to create a line that provides a direct connection to the Mt. San Antonio College and Cal Poly Pomona. The proposal will be made to extend Line 289 to the far southeast border of Pomona. This will enable connections to the Pomona Transit Center and the Riverside Metrolink Line along with Omni Lines 60 and 61.

Line 482 is one of Foothill Transit's longest lines and serves El Monte, La Puente, Hacienda Heights, Industry, Rowland Heights, Diamond Bar and Pomona. The proposal will be to trim Line 482 and make Cal Poly Pomona its new terminus. Line 289 would be extended along Holt Avenue to accommodate customers who need to connect to major local and high-frequency lines including the Silver Streak.



Proposed rerouting of Line 284

Line 284 serves the cities of Glendora, San Dimas, Covina and West Covina. In FY 2007 an extension to this line was made in order to accommodate customers along the northern Glendora and San Dimas portions. Based on preliminary discussions with local school district personnel, staff is researching options to eliminate some duplication of Line 189 on San Dimas Avenue and Line 187 along Foothill Boulevard. The proposed rerouting would better serve a number of new and existing trip generators in the area.

Proposed restructuring of Line 292

Line 292 provides service to the cities of Claremont and Pomona. There are a total of 18 weekday trips and 16 weekend trips providing peak-only service. The analysis of this line indicates a significant difference in ridership between weekdays and weekends. Currently the line averages 4,700 weekday boardings and 350 weekend boardings per month. Some of the available options are to reroute Line 292 from Baseline Road on to Foothill Boulevard, cancel weekend service, and increase the number of trips on the weekdays. Impacted customers will have several other higher frequency lines that they may utilize.



**Foothill Transit FY 2009 Business Plan
FY 2008 Accomplishments**



Service Results and Performance Review

During FY 2008, Foothill Transit tracked each of its performance indicators on a monthly basis to determine if the established performance targets were being met. The targets for FY 2008 were based on projected estimates of performance through FY 2007 and anticipated changes during the year.

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

Overall System Performance	FY 2007 Actual	FY 2008 Estimated
Passenger Boardings	14,560,026	14,850,000
Fare Revenue	\$15,837,063	\$17,500,000
Vehicle Service Hours	740,960	760,000
Operating Expense	\$59,451,141	\$68,340,000

Passenger Boardings and Fare Revenues

Ridership projections through the end of FY 2008 indicate relatively flat ridership compared to FY 2007. Despite record high fuel prices, HOV lane congestion eliminates any time advantage that would encourage increased transit usage. The January 1, 2008 fare increase is projected to result in the agency achieving the budgeted fare revenue figure of \$17.5 million, a 10.5 percent increase over the FY 2007 figure.

Vehicle Service Hours and Operating Expense

Based on an extensive public outreach program conducted in 2006, Foothill Transit reassessed its operating service and chose to cancel only one line, Line 283. Some lines were restructured into peak-only service, or were otherwise restructured to accommodate the Silver Streak. With the help of First Transit and MV Transportation, schedules were modified in order to accommodate some routes that were experiencing heavy traffic or passenger loads at certain times of the day. In the October 2007 service change, Foothill Transit introduced Line 286. This replaced and extended Line 193 through the city of Diamond Bar to the Brea Mall, creating Foothill Transit's second service into Orange County. Operating expenses have increased steadily over the past three fiscal years, mainly as a result of the skyrocketing cost of fuel. In FY 08, these costs continue to rise but at a rate slower than anticipated, resulting in lower than expected expenses. This Business Plan projects a 4.2 percent operating cost increase for FY 09 driven by the continued increase in fuel and operations and maintenance costs.



Service Results and Performance Review

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

Goal	Indicator	FY2007 Actual	FY2008 Target	FY2008 Estimate
Operate a Safe Transit System	Preventable Accidents per 100,000 miles	0.61	0.85	0.75
	Complaints per 100,000 Boardings	7.15	7.5	8.0
Provide Outstanding Customer Service	Schedule Adherence	89%	80%	80%
	Average Hold Time	N/A	1:00	0:45
	Miles between Mechanical Roadcalls	19,520	15,000	18,000
Operate an Effective Transit System	Boardings per Service Hour	19.7	20.5	19.5
	Average Weekday Boardings	48,165	49,000	48,500
Operate an Efficient Transit System	Average Cost per Service Hour	\$80.24	\$93.52	\$89.92
	Farebox Recovery Ratio	26.64%	24.95%	25.61%

Preventable Accidents per 100,000 Miles

In FY 2008, Foothill Transit is projected to meet the target set for preventable accidents per 100,000 miles. The target of 0.85 is well below the industry standard for accidents, however, a strong focus on training and on improving our accident rate resulted in the agency's strong performance in this area.

Complaints per 100,000 Boardings

Complaints for the fiscal year are projected to exceed the target of 7.5 per 100,000 boardings. This represents an increase over FY 2007, as a result of fare increases, challenges faced in schedule adherence and the implementation of service changes this fiscal year.



Schedule Adherence

For FY 2008, Foothill Transit is projected to meet the target of 80 percent on-time performance. This indicator is currently based on sample data. There were some modifications in the data collection process that have resulted in lowering the performance target. In addition, the agency's SMARTBus system will monitor the service on a trip by trip basis providing complete on-time performance parameters for every bus in revenue service once the data from the system is verified. In preliminary testing, this per-trip data has lowered the target from prior years. This more accurate information can be used to improve on-time performance system wide.

Average Hold Time

While the agency's new phone system was being tested, limited call statistics could be tracked, so average hold time data was limited in FY 2008. Initial data reveals that average hold time will meet the target of one minute. The system will continue to be evaluated and monitored to provide more and better data that will allow for improved call statistics monitoring and reporting.

Average Miles between Mechanical Roadcalls

This measurement of customer service was established to ensure that customers were not inconvenienced due to a poorly maintained bus fleet. In FY 2008, Foothill Transit set the performance target of 15,000 miles between Mechanical Roadcalls. This aggressive target was set to be approximately four times the national average. As a result of Foothill Transit's high maintenance standards, the agency is projected to surpass the target at an average of 18,000 miles between mechanical roadcalls which is a 17 percent increase above the FY 2007 results.

Boardings per Vehicle Service Hour

Overall boardings are estimated to be below the target. As a result, boardings per service hour are projected to be below the target. In FY 2008, Foothill Transit is projected to achieve 19.5 boardings per service hour.

Average Weekday Boardings

Foothill Transit is estimated to average 48,500 boardings per weekday, just below the fiscal year target of 49,000.

Average Cost per Vehicle Service Hour

With the sustained rise in the price of fuel and operations costs, the FY 2008 Business Plan projected an increase in the overall budget. However, fuel costs did not increase at the anticipated rate. In contrast, there were higher than projected operating service hours, which led to an average of \$89.92 per hour, seven percent below budget.

Farebox Recovery Ratio

This efficiency measure indicates total fare revenue as a percent of total operating cost. In other words, this reflects the portion of the service used that is paid for directly by the customer. The estimated farebox recovery ratio in FY 2008 is 25.61 percent. This is 2.6 percent above the fiscal year target.



Accomplishments for FY 2008

Transit Access Pass (TAP)

Foothill Transit's implementation of the Transit Access Pass (TAP) took a huge step forward in the spring of 2008. A consultant, Booz Allen Hamilton was brought on board to assist with this process. The current contract with Cubic Transportation, the supplier of the TAP equipment, was reviewed and updated based on changes in Foothill Transit's business rules and changes in operations that have occurred since this project was first started in February 2003. Some of the milestones that have occurred include:

- Establishing the functionality of the new fareboxes to match Foothill Transit's business rules;
- Establishing a on-site test laboratory to test operation of the new fareboxes;
- Finalizing the equipment needs, quantities and pricing;
- Determining the location of equipment at both operations and maintenance facilities; and
- Determining an installation schedule to minimize the inconvenience to our customers.

West Covina and Puente Hills Mall Park and Rides

Over the past several months our design team developed all of the necessary drawings and documents required for the West Covina Park and Ride project submittal of the Precise Plan to the City of West Covina. The team has met several times with representatives of the city to discuss the project, respond to questions and make necessary revisions as suggested by city staff. Additionally, communication with the FTA continues regarding our funding partnership, environmental approvals and project schedules.

A new location for the development of a park and ride structure in the Puente Hills Mall area will have to be identified to meet the needs of area commuters. The originally proposed


location on the property of the Puente Hills Mall was not a viable option because of the high lease cost proposed by the owners of the property.

HOV Lane Advocacy

In November, staff met with Assembly Member Mike Eng to discuss the possibility of introducing legislation in 2008 that would increase the length of time during morning and evening rush hours during which High Occupancy Vehicle (HOV) lane use on the Interstate 10 El Monte Busway between the 605 Freeway and Union Station in downtown Los Angeles would be limited to three-person carpools. Assembly Member Eng was receptive to the idea, and asked that we look into some other options first before proceeding with legislation. One option suggested was use of the breakdown lane (the lane between the carpool lane and mixed-flow lanes) as a bus-only lane. Caltrans has since indicated that for safety and regulatory reasons the breakdown lane could not be used for this purpose. The California Highway Patrol (CHP) has assigned additional officers to cite HOV lane violators while we continue to work on a legislative fix to the problem and that has resulted in a noticeable reduction of HOV lane violators. The introduction of a Congestion Pricing High Occupancy Toll Lanes (HOT lanes) Project on the Interstate 10, 210 and 110 Freeways would make expanding the three-person carpool requirement a non-issue. If the Congestion Pricing Project application is not successful, we will move quickly to work with our state delegation to pass legislation to expand the hours of the three-person minimum carpool requirement on the Interstate 10 Busway.

Website Redesign

In December 2007, Foothill Transit awarded the contract for the website redesign to Civic Resource Group. In addition to an overall visual upgrade to the website's look and feel, several new technologies are being



incorporated into the website to streamline customer access to important agency information. The website is scheduled for completion in 2008.

Enhanced Express Service

In FY08 Foothill Transit began planning customer amenity enhancements initially destined for the express buses and ultimately for various other buses in the Foothill Transit fleet. The commuter fleet currently consists of 66 buses equipped with reclining seats, luggage racks and reading lights. Foothill Transit prides itself in the overall appearance of the fleet including its simple comfort and in FY08 Foothill began exploring opportunities to provide additional enhancements. Some of the enhancements that were considered for eventual evaluation or implementation included:

- A contractual requirement for each bus to be waxed twice each year
- Improvements to suspension systems to provide improved ride quality from a low-floor articulated bus design
- Technology to reduce ambient noise levels inside the bus especially from climate control systems is being tested on five buses – This technology may be rolled out for other buses in the fleet at the end of the test phase
- Upgrading a sample of existing hard seats to padded inserts
- Testing of a new anti-graffiti window guard to reduce the look of fogged passenger windows
- Laptop power supply connectors at internet seating locations

SMARTBus Integration


During 2008, Foothill Transit completed the successful deployment and implementation of the Orbital Sciences OrbCad transit management system and transitioned it into day-to-day operations. The focus of Foothill

Transit's SMARTBus program now shifts to data collection and analysis.

Foothill Transit is scheduled launch two new SMARTBus integrated projects for FY09 including a regional electronic fare collection system which includes new fare collection equipment to speed boarding times, integrate services with other agencies, and improve our customers' riding experience in the region. The second is Foothill Transit's integration with the Regional Integration of Intelligent Transportation Systems (RIITS). The RIITS system is sponsored by the Los Angeles County Metropolitan Transportation Authority (Metro) and includes Caltrans, the City of Los Angeles Department of Transportation (LADOT), and the California Highway Patrol (CHP) all contributing information collected through their own Intelligent Transportation Systems to the network using the RIITS architecture. The network supports information exchange in real-time between freeway, traffic, transit and emergency service agencies to improve management of the Los Angeles County transportation system and better serve the traveling public. RIITS also provides data to traveler information services of all kinds allowing the widest possible audience.

Improved Frontline Customer Service

In January, the topic of front-line customer service was a key focus at our joint First Transit-MV-Veolia operations workshop, and a number of strategies to effectively and appropriately address customer service issues were developed and are being implemented by all three service partners. Some of the strategies that are being implemented to address customer service include Interior Cards informing customers about how to



report exceptional bus operator performance as a means of encouraging top-notch customer service; more effective lines of communication between Transit Store Customer Service Representatives and Dispatchers; and specific training for front-line staff on how to handle the “challenging” customer. Recording and monitoring of calls for quality assurance purposes and other front-line customer service programs will also be implemented where possible within the approved budget. A customer satisfaction survey to be administered in the fall will provide specific direction regarding issues of concern to our customers.

Community Connections

The implementation process for Foothill Transit’s Community Connections project continued in 2008. The project has evolved following the objective of working with our member communities to create a seamless transportation network in the San Gabriel and Pomona Valleys. Through the launch of the program in Baldwin Park and Duarte, the program focuses on ways for customers to receive up-to date information about the connections available through Foothill Transit and local circulators and shuttles. Through the collaboration between Foothill Transit and representatives from member cities, a number of opportunities for connections are uncovered. In 2009, we will continue the implementation of the project utilizing various technologies, now available, to provide enhanced service and information.





**Foothill Transit FY 2009 Business Plan
FY 2009 Initiatives**



Service Goals and Performance Targets

During FY 2009, 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.

	Indicator	FY2008 Estimate	FY2009 Target	% Change
Overall System Performance	Passenger Boardings	14,850,000	15,000,000	1.01%
	Vehicle Service Hours	760,000	760,000	0.0%
	Total Fare Revenue	\$17,500,000	\$19,246,000	9.98%
	Total Operating Expense	\$68,340,000	\$73,103,600	6.97%

Passenger Boardings and Fare Revenue

An extremely modest increase in boardings is being projected in FY 2009. This increase coincides with the increased ridership on Silver Streak combined with the proposed refinements to increase efficiencies on other lines. Despite record high fuel prices for motorists, traffic congestion along major corridors served by Foothill Transit is negatively impacting ridership growth.

Fare revenues are likewise projected to increase in FY 2009. Revenues are projected to rise with the implementation of our fare restructuring in FY 2008. The increase of 9.98 percent represents an increase of \$1.75 million over FY 2008. The revenue increase also takes into account the slight projected ridership increase for the upcoming year.

Vehicle Service Hours and Operating Expenses

Vehicle service hours in FY 2009 are projected to be in line with those operated in FY 2008. Maintaining service hours while increasing service efficiencies is one of the major initiatives for FY 2009.

Operating expenses are projected to increase by 6.97 percent over FY 2008 projections as a result of lower than expected fuel costs in FY 2008 along with operating contract cost increases and conservative estimates on CNG and Diesel fuel costs in FY 2009.



Service Goals and Performance Targets

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

As Foothill Transit's SMARTBus system continues to provide data and become a tool in service delivery in FY 2009, on-time performance numbers are expected to level off. Currently on-time performance is based on a sampling of the total trips operated by Foothill Transit. This ranges from 1,500 to 2,000 trips per month, compared to the SMARTBus system which will survey all 15,000 trips operated on a daily basis. Also, the current system of sampling does not effectively capture on-time performance fluctuations due to events such as traffic, heavy passenger loads and accidents. The data reported by the SMARTBus system will also be used for planning purposes. By surveying all trips, Planning Department staff will be able to see actual performance on the road and make route and schedule modifications where necessary.

Goal	Indicator	FY2007 Actual	FY2008 Estimate	FY2009 Target
Operate a Safe Transit System	Preventable Accidents per 100,000 miles	0.61	0.75	0.85
	Complaints per 100,000 Boardings	7.15	8.0	7.5
Provide Outstanding Customer Service	Schedule Adherence	89%	80%	80%
	Average Hold Time	N/A	0:45	1:00
	Miles between Mechanical Roadcalls	19,520	18,000	15,000
Operate an Effective Transit System	Boardings per Service Hour	19.7	19.5	19.7
	Average Weekday Boardings	48,165	48,500	49,000
Operate an Efficient Transit System	Average Cost per Service Hour	\$80.24	\$89.92	\$96.19
	Farebox Recovery Ratio	26.64%	25.61%	26.33%



Initiatives for FY 2009

Line 187 Bus Signal Priority

Line 187 is one of Foothill Transit's most popular lines with its highest ridership between Glendora and Pasadena. The Bus Signal Priority (BSP) project will involve hardware installations at key intersections along the route tied to existing onboard hardware on the coaches that will initiate an early green signal or a longer green signal, as appropriate, to allow buses to get through those intersections. Implementing BSP on that segment of the line will allow faster travel all day between Glendora and Pasadena. Although completion is not expected in FY 2009, the program will be well underway during the coming fiscal year.

Transit Access Pass (TAP)

The 2008 accomplishments detailed the progress of the TAP implementation through the end of the fiscal year. Implementation will continue with the installation of the fareboxes on the buses and a computer network at each of the operations and maintenance facilities to collect the data for transfer to Los Angeles Metro's back office. Equipment will also be installed to track farebox revenues and download ridership data using state-of-the-art wireless transmission. When the TAP system is fully functional, Booz Allen Hamilton will address the implementation of new business rules that have occurred since TAP was first envisioned five years ago. The specification for this new equipment will be prepared by Booz Allan Hamilton to ensure that the equipment will integrate with the TAP program. The installation and testing of new equipment ensuring that it is compliant with the business rules and integrated properly with the current TAP program will be the final steps in implementation of the TAP program.

HOT Lanes Advocacy

At their meeting in November, the METRO Board approved a regional application for a

Congestion Reduction Demonstration Initiatives project. The project will create High Occupancy Toll Lanes (HOT Lanes) on the I-10, I-210, SR-60, and the Harbor Freeway, with the goal of achieving an average speed of 50 mph on each of these lanes. Foothill Transit operates a significant amount of service on or alongside three of those corridors and could see a dramatic increase in demand for service with the conversion of the existing HOV lanes to HOT lanes. We will advocate for approval of this application during FY 2009 and begin the planning process should the application be approved.

West Covina Park and Ride

During the past year the development to the West Covina Park and Ride project was a key focus for the organization. Our parking design engineering firm, Watry Design, developed project elevation plans and preliminary project specifications, and submitted the project precise plans to the city for their review and comment. They are now very close to completing the draft environmental study for the project. Several internal project meetings were held addressing site issues; including determining the precise location of an 84-inch wide underground utility that transects the north-west portion of the property, and developing elevations and layouts. Staff also met with West Covina city staff and representatives from the Federal Transit Administration. This fiscal year the goal is to gain approval of the project's environmental study, project approval from the FTA, and concurrence of the project from the City of West Covina. Once those are complete, the plans and specifications required to issue an Invitation for Bids for construction of the parking structure will be developed.

Service Level Alignment



To achieve the mission of providing an effective and efficient transit system, work to align service levels with current and projected ridership will continue in FY 09 with the October and March service changes. Underperforming lines will be identified, monitored and evaluated. If appropriate, service hours on certain lines may be reallocated to improve other lines, rerouting of lines may occur to improve ridership and merging of current lines will be planned. Details on the proposed service refinements can be found in the Service Changes section of this Business Plan.

Improved Frontline Customer Service

Providing outstanding customer service is one of Foothill Transit's four key goals and a number of strategies were implemented in FY 2008 to elevate the level of service we provide to our customers. The focus on enhancing customer service will continue in FY 2009, as additional strategies are researched and implemented to enhance the service provided to our customers in person, on the phone, and via written customer comment responses. A customer satisfaction survey to be administered in the fall will provide specific direction regarding issues of concern to our customers.

Operations and Administration Building Improvements

Due in part to continual operations at Foothill Transit's two bus maintenance and operations facilities, renovations and repairs to both properties is necessary. The roofing that was originally installed as part of the Pomona facility's 1996 construction has an average life expectancy of ten years, and is currently failing. At the Arcadia facility renovations to the drivers' room, dispatch area, offices and

maintenance garage are warranted along with replacement of the original operations area furniture. In the maintenance garage area a new protective floor coating is planned along with a top-to-bottom cleaning of the interior of the building. These are a few examples of the needs at the two yards.

Replacement of the 40-year old elevator equipment and cabs at the administrative offices is also proposed in FY 2009.

Federal Funding Program

Foothill Transit is aggressively moving toward converting the agency's entire fleet of 314 buses from diesel to cleaner burning compressed natural gas (CNG). To date, Foothill Transit's fleet is comprised of 232 CNG buses and 82 diesel-powered buses. Foothill Transit will seek \$5 million in Federal FY 2009 Bus Capital Discretionary funding to enable the retirement of a portion of the older, diesel-fueled vehicles and advance Foothill Transit's "green" goals, furthering its role in improving regional air quality through cleaner fuel technologies and congestion reduction in Los Angeles County. Any amount Foothill Transit receives will be in addition to the FY 2009 discretionary funding authorized by the six-year surface transportation reauthorization bill *Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users* (SAFETEA-LU) of \$2.1 million for our Transit Oriented Neighborhood Program (TONP) to assist in funding our critically important West Covina Park and Ride structure. This is the last year of SAFETEA-LU funding and we, along with all other transit agencies throughout the United States, are gearing up to begin the tough work necessary for successful passage of the next reauthorization bill.





Foothill Transit FY 2009 Business Plan Capital and Operating Budgets



Funding Sources Summary

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

Proposition A 40% (Discretionary)

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

Proposition A Bus Service Continuation Program (BSCP)

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

Proposition C 40% (Discretionary)

These funds are derived from a 1990 voter-approved sales tax ordinance. The funds are allocated by Metro to improve and expand services. Programs funded by Proposition C Discretionary include the Bus System Improvement Plan (BSIP) Overcrowding Relief on Lines 480/481, Base Restructuring on Lines 498/499, local Saturday service on various lines, and

Transit Service Expansion (TSE) on Line 690. These funds can only be used for operating purposes.

Proposition C 25% (Call for Projects)

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

Proposition C 40% MOSIP (Municipal Operators Service Improvement Program)

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

Transportation Development Act Funds (TDA)

These funds are derived from the state Local Transportation Fund (LTF) and are allocated by Metro using the Formula Allocation Procedure. These funds can be used for capital and operating

purposes, and are Foothill Transit's main source of federal capital matching funds.

State Transit Assistance (STA)

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

Section 5307 Formula Funds (Formerly Section 9)

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

Section 5307 15% (Discretionary)

These funds are taken out of the federal allocation of Section 5307 before it is distributed during the CAP process described above. The funds are distributed by the Countywide Bus Operations Subcommittee (BOS) on a "by-project" basis. The BOS annually holds a special meeting to discuss the merits of projects from various operators and decides



how the funds will be distributed. Foothill Transit has received these funds for its Certificates of Participation and for the second bus facility, the Bus Stop Enhancement Program and the El Monte Station remodeling project. These funds can only be used for capital purposes.

Section 5309 (Formerly Section 3)

These discretionary funds are requested during the annual federal appropriations process for specific capital projects. Foothill Transit has received grants through this fund for both of its bus operations and maintenance facilities, as well as alternative fuel bus replacements. Funds have

been received for the Transit Oriented Neighborhood Program (TONP). These funds can only be used for capital purposes authorized by the approved application.

Other Funding

Based on the 1996 legislation encased in SB1755, all of the fixed-route operators in Los Angeles County are entitled to a proportionate amount of funds each time Metro allocates additional revenues to its bus operating budget. Metro periodically collects funds from Proposition A, TDA and STA interest accounts. When Metro allocates these funds to itself, Foothill Transit is supposed to

receive its proportionate share. This typically occurs during the development of funding estimates for the upcoming fiscal year, issued in March or April.

Auxiliary Revenue (Non-Grant Revenue)

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

Funding Review and Update

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

During Fiscal Year 2008, as a direct result of the agency's two-phase fare restructuring implemented on July 1, 2005 and July 1, 2006, Foothill Transit experienced an increase of more than \$3.4 million from Fiscal Year 2007 levels in this subsidy funding, which is distributed by the Metropolitan Transportation Authority (Metro). The regional funding allocation process known as the Formula Allocation Procedure, or FAP, relies on fare revenue and vehicle service mile data from the most recent audited Transit Performance Measurement (TPM) report available for each of the 18 included and eligible transit operators. Metro, in its role as the regional planning agency, collects performance data from its own operation and from the other 17 operators in the county, including Foothill Transit. Metro then distributes the available funds to itself and the other operators in the county based on the FAP.

During FY 2008, the Metro board approved modifications to the FAP that allow transit agencies to implement rational fare policy and better project agency funding from year to year without the possibility of a reduction in their allocation. Prior to the current fiscal year, fifty percent of the FAP funds had been allocated using vehicle service mile data and fifty percent based on "fare units". A "fare unit" is the value that is derived by dividing a transit operator's total farebox revenues by their adult local (base) fare. This portion of the FAP had encouraged transit operators to generate as much farebox income as possible while keeping their base fare artificially low. The lower base fare allowed agencies to maximize their FAP allocation, while an increased base fare would reduce the FAP allocation. The Metro Board modified the allocation process to remove the possibility of an allocation reduction should an agency increase its base fare.



In July 2005, Foothill Transit reduced its base fare in an effort to recover FAP funding lost because of its March 2003 fare increase. This fare restructuring produced the intended results of increased farebox revenue and increased FAP funding, and those numbers are reflected in the revenue projections for Fiscal Year 2008 and the revenue estimates for Fiscal Year 2009.

Dramatically increased operations contract costs in FY 2008 and recent changes to Metro fares which could potentially increase Metro's FAP allocation while decreasing Foothill Transit's allocation necessitated that Foothill Transit consider a fare increase in FY 2008. A fare increase was needed to ensure the financial viability of the agency by increasing fare revenues and protecting the organization's percentage share of the FAP allocation. The Foothill Transit Governing Board approved a fare increase on November 15, 2007 to be implemented on January 1, 2008. The positive impact of this fare increase has yet to be fully realized while customers transition completely from Foothill Transit's former fare media to the new media on March 3, 2008. After this transition period, further positive impact will be seen in Foothill Transit's FY 2009 fare revenues and its FY 2010 share of the regional subsidy funding.

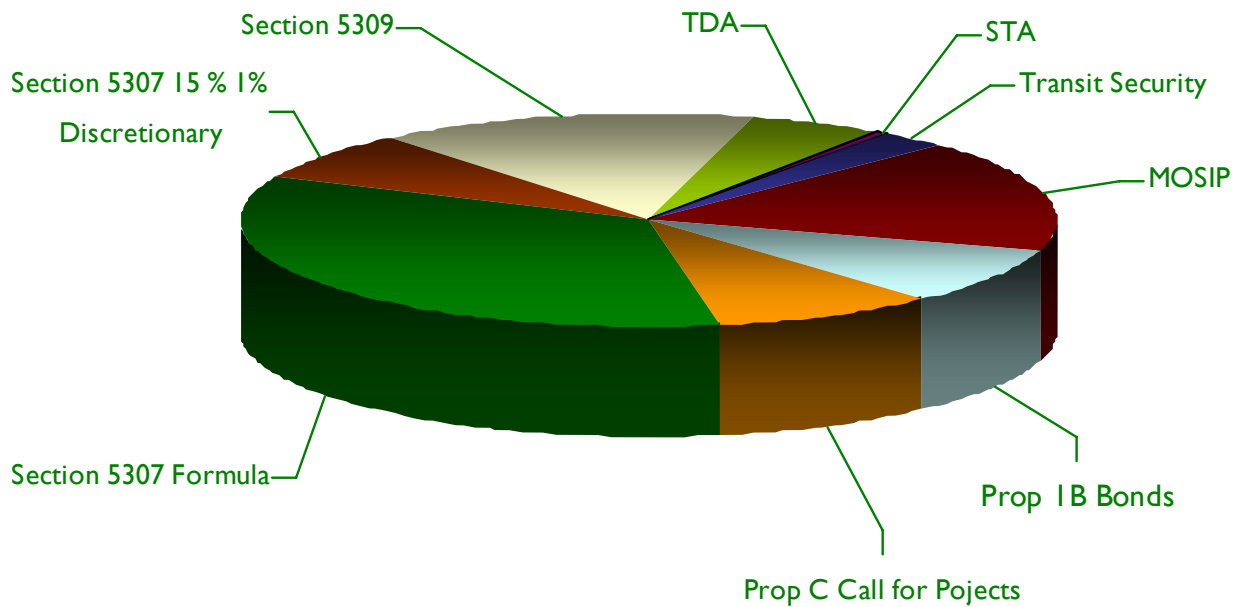
Foothill Transit accounts for its activities using the accrual basis of accounting. Under this method of accounting, revenues are recognized in the period in which they are earned. Foothill Transit revenues are primarily grant subsidies which are earned only after incurring the grant eligible expenditure, on a reimbursement basis less any other earned revenues. With revenues and expenditures equal the resulting fund balance is zero. Cash flow is enhanced when grant funding is received in advance of the expenditures, and because it is unearned it is classified as deferred revenue. The deferred revenue as of June 30, 2007 our latest financial audit was \$5.4 million.

Foothill Transit cash balance as of June 30, 2007 our last financial audit was \$25.9 million. This included cash on hand, \$13.8 million invested with the Local Agency Investment Fund (LAIF) and \$9.1 million in money market funds. These funds are available for future capital and operational requirements.

Capital Budget – Revenue

Foothill Transit's FY 2009 Capital Budget is presented in this section. To the left is the table that details the agency's main sources of Capital Revenue from both the prior year carry-over and the Fiscal Year 2009 allocation.

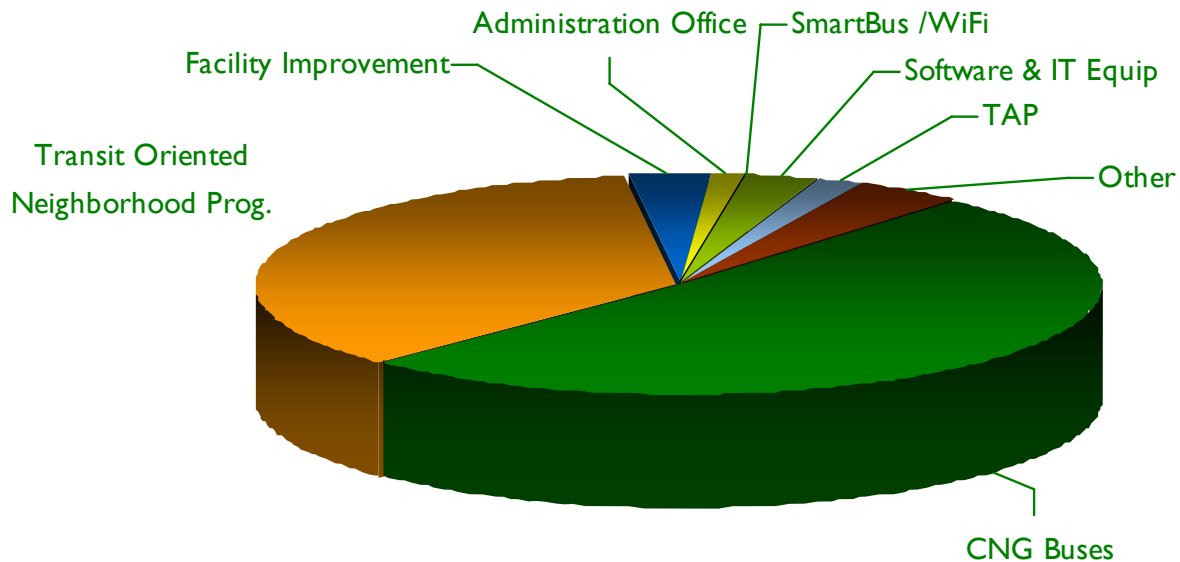
Funding Sources	Amount Carried Over	FY 09 Allocation	Total
Section 5307 Formula	5,683,250	8,250,000	13,933,250
Section 5307 Discretionary	1,701,460	1,250,000	2,951,460
Section 5309	3,516,400	2,634,340	6,150,740
TDA	2,084,620	-	2,084,620
STA	179,770	-	179,770
Transit Security	792,560	316,000	1,108,560
MOSIP	2,667,370	4,100,000	6,767,370
Proposition 1B Bonds	-	3,598,360	3,598,360
Proposition C Call for Projects	-	3,598,360	3,598,360
Total Capital Funding Sources	16,625,430	23,747,060	\$40,372,490



Capital Budget – Expenditures

Foothill Transit’s Capital Expenditures are detailed in the table to the right. A number of major initiatives will be underway this year. Among these are the construction of the West Covina Park and Ride, anticipated procurement of new Compressed Natural Gas (CNG) buses to replace older diesel-fueled coaches, administrative office and operations facility improvements; and the long anticipated TAP implementation, among other initiatives.

Buses:	
Replacement CNG Buses	\$20,680,410
Bus Inspection System	\$200,000
Facilities:	
Transit Oriented Neighborhood Program:	
West Covina ¹	\$14,393,080
Administration Office	\$600,000
Pomona CNG Capital Lease FY 09	\$300,000
Facility Improvements:	
Irwindale & Pomona Improvements	\$1,660,000
Other:	
Safety & Security Equipment	\$654,380
Information Technology Infrastructure	\$300,000
Transit Access Pass (TAP) Equipment	\$600,000
Financial Software	\$350,000
Business Intelligence System	\$500,000
Office Equipment/Furniture	\$50,000
Total FY 08-09 Capital Programs	\$40,287,870
Capital Equipment Fund	84,620
Total Capital Programs	\$40,372,490



Capital Budget – Carry Over

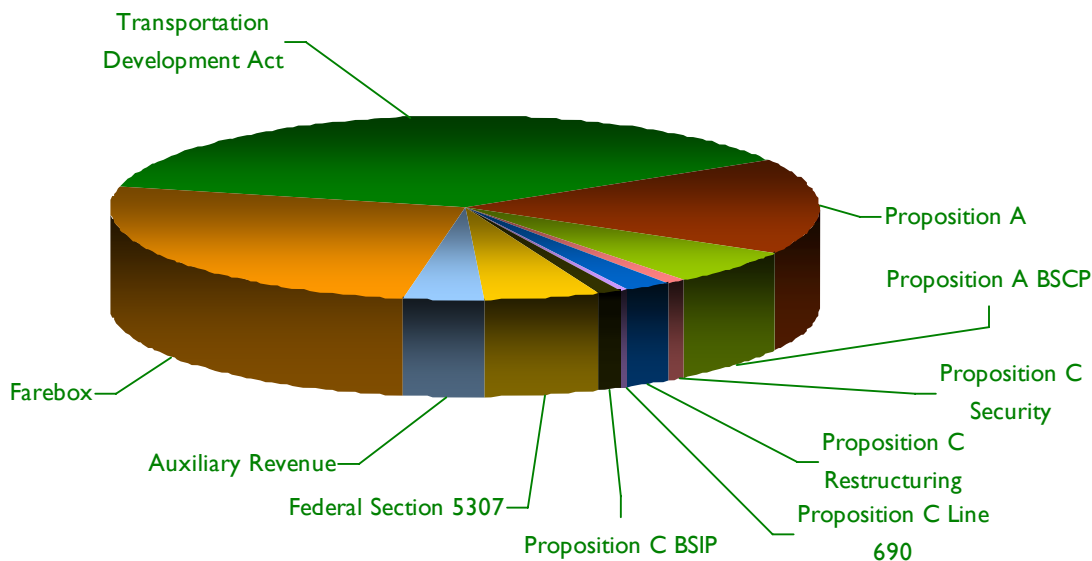
The FY 2009 Capital Budget Carryover includes capital projects approved in prior fiscal years. These projects have not been completed and are carried over to the current fiscal year. These amounts are not included in the FY 2009 budget because they were allocated and approved in prior fiscal years. However, if funds are remaining at the conclusion of the projects, the remaining amounts will be added back as available funds in the next fiscal year.

Prior Year Capital Programs			
Capital Program	Budget	Expenditures	Balance
Buses:			
SMARTBus Arrival/Informational Signage	250,000	-	250,000
WiFi Equipment (Express Service)	600,000	-	600,000
SMARTBus Project	14,500,000	12,467,090	2,032,910
Destination Signs	1,300,000	876,872	423,128
Traffic Signal Priority	1,500,000	-	1,500,000
Facilities:			
Irwindale & Pomona Improvements	160,000	11,026	148,974
Administration Office	20,500,000	20,787,048	(287,048)
Monrovia Transit Center	2,577,000	2,327,081	249,919
Pomona CNG Capital Lease FY 08	300,000	125,000	175,000
Bus Stop Enhancement Program (BSEP)	1,425,000	1,003,598	421,402
Transit Store Improvements	100,000	75,545	24,455
Claremont Village Expansion	2,500,000	2,250,000	250,000
New Budget (Park & Ride)I	2,135,130	-	2,135,130
West Covina Park & Ride (Vincent)	5,216,400	359,578	4,856,822
Facility Improvement-Major R & R & Maint.	500,000	222,412	277,588
Irwindale Facility Improvements-Garage	3,765,000	391,232	3,373,768
Other:			
Web Page Development	150,000	-	150,000
Mini Bus	40,000	-	40,000
Office Equipment/Furniture	50,000	1,634	48,366
Information Technology Infrastructure	250,000	54,160	195,840
Executive Information System	275,000	115,786	159,214
UFS Equipment	400,000	-	400,000
320 UFS Fareboxes	6,794,800	673,675	6,121,125
Non-Revenue Vehicles (Operations)	1,000,000	749,222	250,778
Security Patrol Vehicles/Equipment	250,000	67,196	182,804
Non-Revenue Replacement Vehicles	325,000	212,565	112,435
Route Scheduling Software	950,000	162,584	787,416
Total Prior Year Capital Programs	\$67,813,330	\$42,933,304	\$24,880,026

Operating Budget – Revenue

This table details Foothill Transit’s revenue in both fare and non-fare funds from Fiscal Year 2007 to Fiscal Year 2009.

	FY 2007 Actual	FY 2008 Budget	Actual Through March 2008	FY 2008 Estimated Actual	FY 2009 Budget
Fare Revenue:					
Farebox	9,886,576	10,657,620	7,854,872	10,660,020	11,723,000
Pass Sales	2,901,506	4,165,340	2,402,355	4,165,340	4,582,000
Metrocards	1,253,953	1,314,860	909,393	1,314,860	1,446,000
Metrolink	28,870	33,120	21,346	33,120	36,000
EZ Transit Passes	1,766,158	967,360	949,329	967,360	1,064,000
Transfers	0	359,300	0	359,300	395,000
Fare Revenue	15,837,063	17,497,600	12,137,295	17,500,000	19,246,000
Non-Fare Revenue:					
TDA	11,880,089	24,735,560	14,999,999	21,070,777	28,158,900
Prop A Discretionary	10,900,304	12,337,910	9,253,855	12,338,473	12,585,200
Prop A BSCP	4,156,057	4,567,130	3,613,946	4,818,595	4,803,800
Transit Security	860,290	450,000	663,875	450,000	500,000
Prop C Restructuring	1,597,686	1,636,830	1,227,623	1,636,829	1,702,300
Prop C Line 690	266,242	272,760	204,573	272,764	283,700
Prop C BSIP	743,838	762,060	571,547	762,062	792,500
Prop C Fuel Mitigation	1,309,041	0	0	0	0
STA	6,886,598	2,872,050	2,153,835	4,235,000	0
Federal Section 5307	4,000,000	4,000,000	0	4,000,000	4,000,000
Auxiliary Revenue	2,569,259	2,400,000	2,360,608	2,650,000	2,613,400
Homeland Security Grant	0	0	0	0	50,000
Non-Operating Revenue	45,169,404	54,034,300	35,049,861	52,234,500	55,489,800
Total Revenue	61,006,467	71,531,900	47,187,156	69,734,500	74,735,800

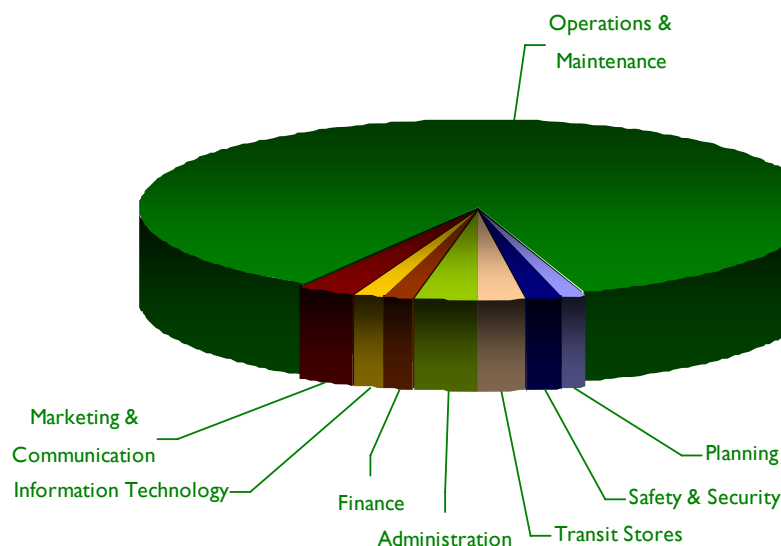


Operating Budget – Expenditures

This table details Foothill Transit’s expenditures in both operating and non-operating funds from Fiscal Year 2007 to Fiscal Year 2009.

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

	FY 2007 Actual	FY 2008 Budget	Actual Through March 2008	FY 2008 Estimated Actual	FY 2009 Budget
Operating Expenses:					
Operations & Maintenance	50,846,025	60,417,800	43,002,102	59,603,800	63,053,000
Marketing & Communications	1,801,234	1,979,600	1,158,817	1,908,700	2,024,000
Planning	841,365	805,500	484,688	680,400	900,100
Safety & Security	626,392	1,043,900	498,910	776,900	1,148,800
Transit Stores	1,689,650	1,765,000	1,319,234	1,724,200	1,648,300
Administration	1,866,993	2,047,700	1,346,919	1,804,800	2,143,100
Finance	934,076	973,000	692,724	944,700	1,022,400
Information Technology	845,406	1,107,700	659,291	896,500	1,163,900
Total Operating Expense	59,451,141	70,140,200	49,162,685	68,340,000	73,103,600
Non-Operating (Revenues) Expenses:					
Homeland Security Grant	0	0	0	0	(1,000,000)
Special Services	650,391	600,000	480,221	580,000	700,000
Dial-A-Ride	460,015	450,000	395,646	475,000	500,000
Property Management	444,920	341,700	222,054	339,500	432,200
Regional Safety Plan	0	0	0	0	1,000,000
Total Non-Operating Expense	1,555,326	1,391,700	1,097,921	1,394,500	1,632,200
Total Expenditures	61,006,467	71,531,900	50,260,606	69,734,500	74,735,800





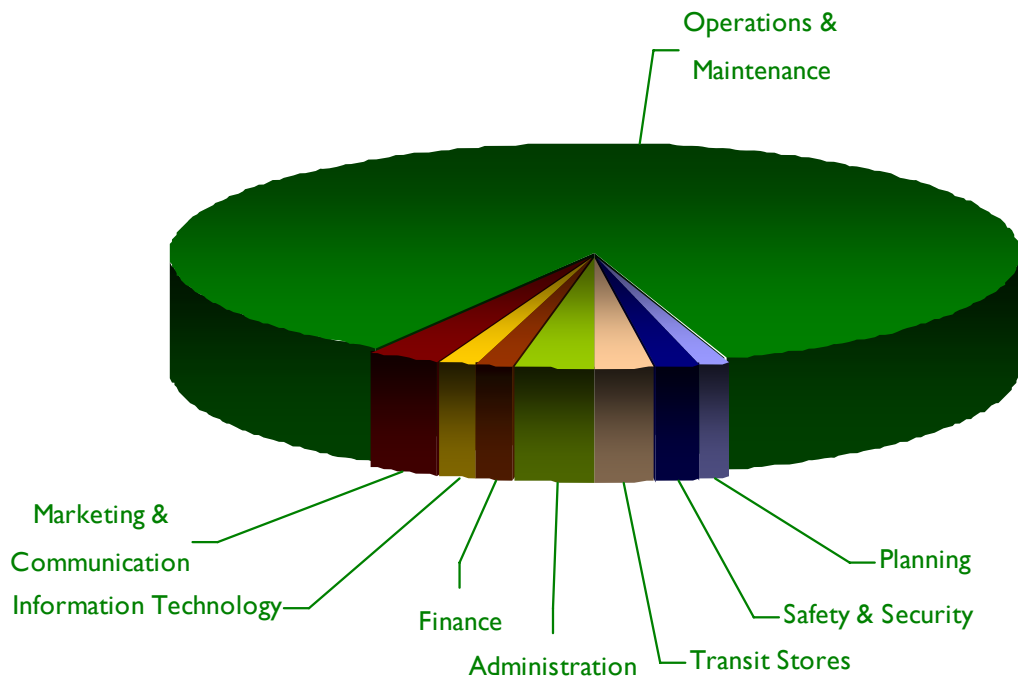


Foothill Transit FY 2009 Business Plan Departmental Summary

Departmental Summaries

Foothill Transit's operating budget for FY 2008 is presented in this section. A brief description of each department has been provided. A list of each department's specific initiatives for FY 2008 is presented and the operating budget for each department is shown. The department budgets are presented in the following order:

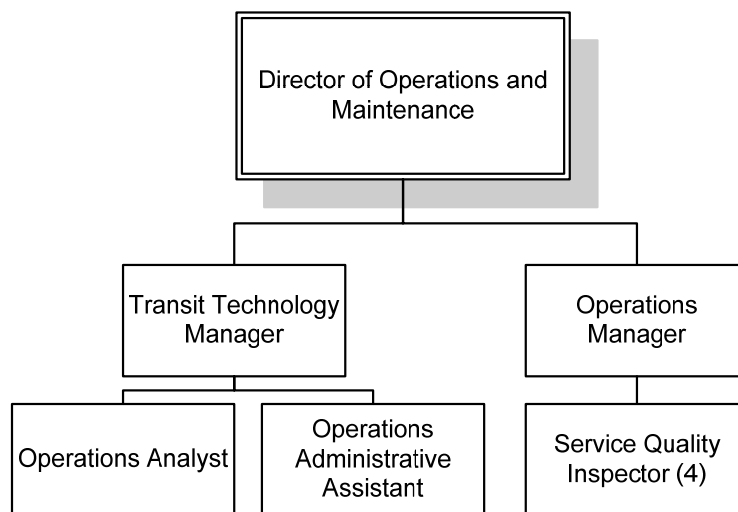
- Operations and Maintenance**
- Marketing and Communications**
- Planning**
- Safety and Security**
- Transit Stores**
- Administration**
- Finance**
- Information Technology**





Operations and Maintenance

The **Operations and Maintenance Department** is responsible for overseeing the safe and efficient day-to-day operation of both the Foothill Transit fleet and the operation and maintenance facilities by the service contractors. That oversight includes consistent regular enforcement of Foothill Transit standards for customer service and vehicle, operator, and facility appearance as well as vehicle and infrastructure maintenance. The department is also responsible for the regulatory compliance of its diesel and CNG fleets as well as for the development and implementation of the natural gas bus program and the daily operation of Foothill Transit's customer comment system. In addition, the Operations and Maintenance Department is responsible for the specification and purchase of new rolling stock. During FY 2009, the Operations team will oversee the first full year of SMARTBus System (SBS) technology integration and the day to day operations of the Silver Streak, both premier Foothill Transit projects which will have a major impact on the Foothill Transit system.



Fiscal Year 2008 Accomplishments

- Continued SMARTBus integration, debugging and refinement
- Continued work with APTA to develop a new standard bus specification
- Managed Arcadia Operations and Maintenance contract turnover
- Identified and tested enhanced equipment for express service buses
- Continued premium Rose Bowl and Hollywood Bowl Special Services
- Continued development of long-term technology targets such as Fuel Cell
- Oversaw bus emission upgrades and reported on results to CARB
- Coordinated the Foothill Transit Bus Roadeo
- Fielded an APTA International Bus Roadeo Team
- Conducted regular maintenance and operator audits
- Continued City of Monrovia fleet inspection services
- Continued staff participation in APTA and CTA committees
- Designed and constructed bus display in administrative building lobby
- Completed first year of operation of an on-bus WiFi system on the Silver Streak
- Conducted CNG training for over 100 local firefighters and law enforcement
- Rollout of the Hyper-Alert incident notification system



Fiscal Year 2009 Initiatives

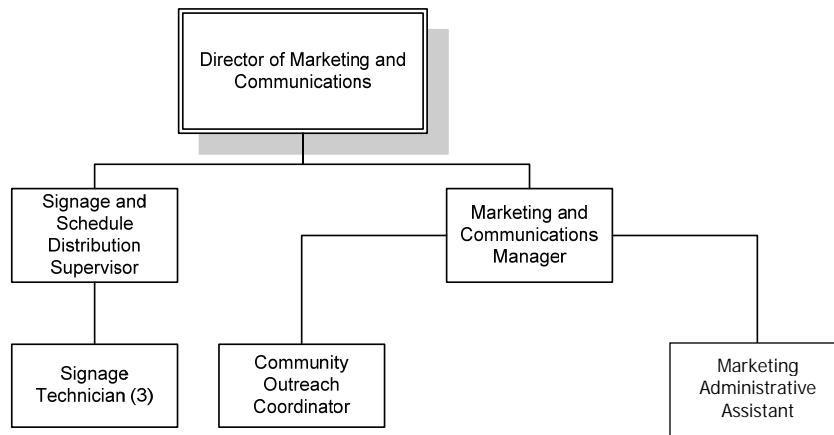
- Fine-tune SMARTBus data collection and analysis
- Continue work with APTA to develop transit standards
- Begin upgrade strategy for enhanced equipment on the express buses
- Continue premium Rose Bowl and Hollywood Bowl Special Services
- Continue development of long-term technology targets such as Fuel Cell
- Oversee bus emission upgrades and report on results to CARB
- Purchase and deploy additional support vehicles at the Pomona location
- Coordinate Foothill Transit Bus Roadeo
- Field an APTA International Bus Roadeo Team
- Conduct regular maintenance and operator audits
- Continue City of Monrovia fleet inspection services
- Continue Operations Staff participation on APTA and CTA committees
- Complete the passenger video information display in the administration building
- Expand the on bus WiFi system to the commuter buses
- Conduct CNG training for local firefighters and law enforcement as requested

Budget Note: Operations contractor costs (Line Items 5801, 5802, 5803, and 5804) are budgeted to increase in line with contractually obligated escalator clauses. Diesel fuel (Line Item 5832) is budgeted conservatively based on dramatic increases experienced in FY 2008.

Account Number	Account Name	FY 2007 Actual	FY 2008 Estimate	FY 2008 Budget	FY 2009 Budget
5000	Management Service Fee	\$891,800	\$927,400	\$927,400	\$964,500
5100	Professional/Technical	81,588	62,100	312,000	188,000
5102	Consulting		51,500	20,000	20,000
5202	Postage - Pitney Bowes	406	100	600	600
5212	Water	0	0	500	500
5290	Other Misc Contractual Services	533	3,500	600	600
5301	Other Services	31,687	169,200	196,800	280,000
5303	Repair and Maint Other Equip.	1,198	500	4,000	6,000
5401	Gas and Lubricants	36,382	34,000	38,500	44,000
5402	Tires	717	1,600	2,500	2,500
5403	Vehicle Washing	3,968	4,600	5,000	6,000
5404	Tools	742	11,600	1,500	1,500
5405	Repair and Maint Vehicles	9,716	17,600	20,000	20,000
5407	Other Materials and Supplies		200	2,000	2,000
5502	Clothing Supplies	4,355	700	7,500	7,500
5503	Safety Supplies	1,261	400	1,500	1,500
5603	Electricity	0	0	900	0
5606	Telephone	46,157	59,200	14,500	60,000
5801	Pomona Local Lines	7,629,342	14,410,400	13,816,500	14,204,200
5802	Irwindale Local Lines	13,769,755	18,072,789	20,242,900	20,563,700
5803	Pomona Express Lines	11,076,895	5,759,500	5,281,900	5,493,200
5804	Irwindale Express Lines	7,819,124	9,610,400	6,967,800	7,135,000
5821	Fuel - CNG Pomona	4,819,077	4,952,700	5,986,700	5,990,900
5822	Fuel - CNG Irwindale	1,264,896	2,308,500	2,320,000	2,255,500
5832	Diesel - Irwindale	3,252,433	3,024,100	4,111,700	5,634,600
5900	Dues and Subscription	751	500		1,400
6000	Travel and Meeting	30,452	14,100	25,000	35,000
6300	Safety Programs	1,000	0	5,000	5,000
6400	Printing	0	200	0	0
6501	General Mail	50	200	200	200
6502	Express Mail	652	400	800	800
6600	Bus Rodeo	0	30,900	20,000	40,000
6702	Other Misc. Expenses	3,425	21,700	5,200	10,000
6800	Office Lease	67,663	711	0	0
6801	Office Building		52,500	78,300	78,300
TOTAL		\$50,846,025	\$59,603,800	\$60,417,800	\$63,053,000

Marketing and Communications

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



Fiscal Year 2008 Accomplishments

- Completed a customer satisfaction survey
- Introduced regional TAP program communications materials to customers
- Maintained a strong community outreach program
- Advertised the grand opening of the relocated West Covina Transit Store
- Developed the first Community Connections communications piece for the city of Duarte
- Produced and published numerous communications materials regarding the fare increase in three languages

Fiscal Year 2009 Initiatives

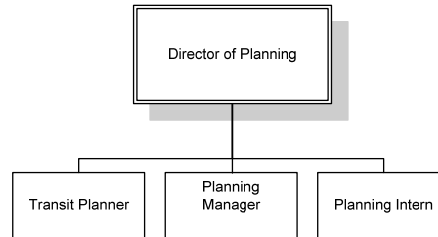
- Implement website upgrades
- Incorporate results of customer satisfaction survey into marketing plan
- Maintain a strong community outreach program
- Expand Community Connections outreach to additional cities
- Implement the regional TAP program marketing plan as Foothill Transit gets closer to launch
- Develop a logo and customer appreciation promotion recognizing Foothill Transit's 20th Anniversary

Budget Note: The introduction of the regional TAP card will require additional communications materials that will need to be printed and distributed in FY 2009.

Account Number	Account Name	FY 2007 Actual	FY 2008 Estimate	FY 2008 Budget	FY 2009 Budget
5000	Management Service Fee	681,200	\$708,400	708,400	736,800
5100	Professional and Technical	21,972	10,900	32,500	32,500
5102	Consulting	363,212	284,100	228,000	228,000
5111	Research	0	46,600	30,000	30,000
5113	Photography	1,426	8,300	8,000	10,000
5202	Postage - Pitney Bowes	2,692	1,700	3,000	3,000
5204	Security	482	500	600	600
5205	Shredding Service	1,123	600	600	2,000
5212	Water	760	1,200	500	500
5290	Other Misc. Contractual Service	843	2,900	800	800
5303	Repair and Maint. Other Equip.	1,500	200	3,300	3,300
5404	Small Tools	2,705	3,800	3,300	3,300
5406	Washer & Cleaner Supplies	724	300	1,200	1,200
5500	Supplies and Uniforms	1,926	3,600	3,400	3,400
5502	Clothing Supplies	3,674	500	0	0
5503	Safety Supplies	0	0	0	0
5505	Marketing Supplies	558	12,300	3,600	3,600
5603	Electricity	775	0	800	0
5606	Telephone	26,441	22,100	25,000	25,000
5800	Purchased Transportation	0	0	0	0
5900	Dues and Subscription	2,587	3,300	2,600	3,000
6000	Travel and Meeting	10,471	10,400	15,200	15,200
6100	Advertising and Promotion	30,406	31,100	75,000	30,000
6101	General Advertising	201,485	269,100	260,000	300,000
6102	Community Sponsorship	41,430	47,600	46,500	46,500
6103	Serena's Song	9,843	0	0	0
6104	Promotional item	65,170	39,300	40,000	40,000
6105	Special Events	4,676	9,000	5,000	5,000
6106	Fare Restructuring	0	11,100	20,000	20,000
6107	Luncheon and Dinners	1,810	700	0	0
6108	Cluster Breakfast	1,898	2,500	5,800	5,800
6109	Transt Store Merchandise	3,751	15,500	20,000	20,000
6200	Bus Pass Sales Commission	30,133	33,200	44,000	44,000
6300	Safety Programs	93	0	1,200	1,200
6400	Printing Charges	28,898	53,800	57,000	75,000
6402	Interior Cards	38,270	29,000	28,000	28,000
6403	Invitations	0	4,500	0	0
6404	Passes	66,258	115,400	165,000	165,000
6405	Reprints of Brochures	2,003	5,200	5,000	5,000
6409	Footnotes	32,758	41,400	45,000	45,000
6501	General Mail	2,621	3,300	5,600	5,600
6502	Express Mail	5,212	3,300	6,000	6,000
6600	Employee Appreciation	19,150	14,700	18,000	18,000
6702	Other Misc. Expenses	8,535	18,429	5,100	5,100
6800	Office Lease	81,763	871	0	0
6801	Office Building	0	38,000	56,600	56,600
TOTAL		\$1,801,234	\$1,908,700	\$1,979,600	\$2,024,000

Planning

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



Fiscal Year 2008 Accomplishments

- Launched Bus Signal Priority project on Line 187
- Completed first phase of scheduling software upgrade
- Refined and implemented Community Connections program
- Launched Go Rio Program
- Extended Line 193 into Orange County to accommodate cancellation of Metro's Line 684
- Completed Title IV Report

Fiscal Year 2009 Initiatives

- Align service levels to ridership demand
- Complete final phase of scheduling software upgrade
- Launch Go Mt. Sac program
- Implement Line 187 Bus Signal Priority project

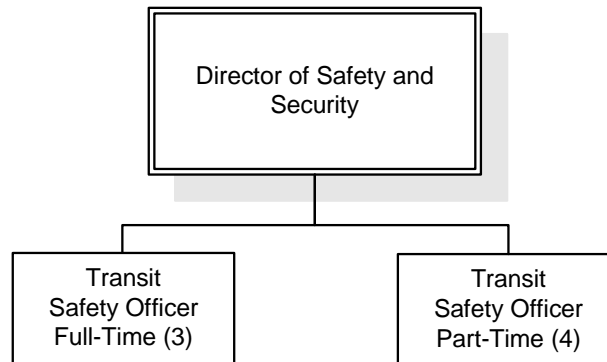
Budget Note: Bus Book Printing costs (Line Item 6401) are projected to increase in FY 2009 due to possible printing of Special Services handouts and fuel-related trucking cost increases.

Account Number	Account Name	FY 2007 Actual	FY 2008 Estimate	FY 2008 Budget	FY 2009 Budget
5000	Management Service Fee	\$315,100	\$327,700	\$327,700	\$340,800
5100	Professional/Technical	1,105	1,200	10,000	10,000
5102	Consulting	75,505	15,500	50,000	40,000
5202	Postage - Pitney Bowes	338	100	400	400
5290	Other Misc Contractual Services	533	600	600	600
5506	Planning Supplies	1,360	0	20,000	25,000
5606	Telephone	6,604	4,400	3,600	6,900
5900	Dues and Subscription	964	396	1,500	200
6000	Travel and Meeting	12,888	9,100	9,500	19,000
6401	Bus Book Printing	366,755	287,900	300,000	375,000
6408	System Map	0	10,400	50,000	50,000
6501	General Mail	113	0	500	500
6502	Express Mail	735	700	500	500
6702	Other Misc. Expenses	65	100	100	100
6800	Office Lease	59,300	1,404	0	0
6801	Office Building	0	20,900	31,100	31,100
TOTAL		\$841,365	\$680,400	\$805,500	\$900,100



Safety and Security

The **Safety and Security Department** is responsible for creating and coordinating proactive strategies to provide for the safety and security of Foothill Transit customers and personnel. The department establishes and maintains partnerships with local public safety agencies, staff and other regional stakeholders in planning, preparing, and responding effectively and efficiently on routine matters and in cases of emergency.



Fiscal Year 2008 Accomplishments

- Hired a new Safety & Security Director
- Reorganized the department structure to emphasize improved “in-field” services
- Broadened the training and skills of staff to include emergency management, risk management, loss prevention, occupational safety, and homeland security principles
- Established a collaborative working relationship with public safety agencies including the California Highway Patrol, the Los Angeles Sheriff’s Department, Local Police Departments, Fire Departments and Emergency Medical services
- Expanded the Reserve Sheriff’s Deputy patrol (including explosive/firearm detection canines)
- Enhanced Foothill Transit’s visibility and representation in regional, state, and national law enforcement, homeland security, emergency management, and occupational safety working groups and taskforces
- Adopted California Peace Officer and Security Officer levels of standard for Transit Safety Officers (TSOs)
- Completed training of TSOs in Community Emergency Response Team (CERT) skills
- Joined APTA Emergency Readiness, Response and Preparedness Initiative
- Assumed responsibility for the on-board bus surveillance/security camera system
- Coordinated the training of police and fire personnel in safe response to CNG bus fire practices
- Coordinated the Foothill Transit administrative building evacuation training and exercise
- Enrolled Foothill Transit as an organizational member of the National Security Council

Fiscal Year 2009 Initiatives

- Establish a Los Angeles County Sheriff's Department law enforcement service contract
- Gain support and authority to implement a "Notice to Appear" program to further enhance safety
- Update the Safety & Security Department Policies and Procedures Manual
- Train Foothill Transit contract staff in the National Incident Management System
- Incident Command System, and Standardized Emergency Management System
- Update Foothill Transit's Threat & Vulnerability Assessment, Transit Safety & Security plans, and Emergency Operations/Response plans
- Develop a functional Continuity of Operations plan
- Participate in the State of California's annual "Golden Guardian" statewide Homeland Security functional exercise
- Develop a functional Emergency Operations Center for Foothill Transit
- Conduct emergency management "Table Top" exercises and drills as part of the ongoing effort to train all staff in critical event response
- Enroll Foothill Transit as an organizational member of the American Society of Industrial Security

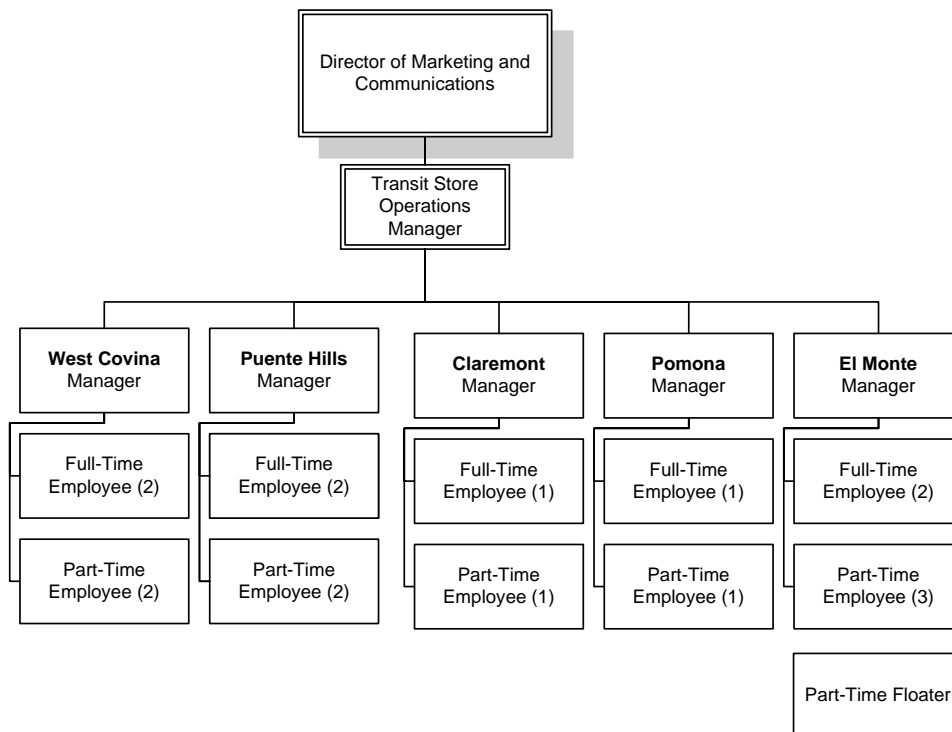
Budget Note: The FY 2009 budget includes funding for a potential Federal Infrastructure Protection: Transit Security Grant (TSWGP) for staff training, updating the system's Threat & Vulnerability Assessment, Safety & Security Plan, and creation of a new Emergency Operations/Response plans. Also budgeted is funding for a potential Los Angeles County Sheriff's Department law enforcement services contract.

Account Number	Account Name	FY 2007 Actual	FY 2008 Estimate	FY 2008 Budget	FY 2009 Budget
5000	Management Service Fee	\$550,367	\$572,600	\$572,600	\$595,500
5102	Consulting	0	0	5,000	70,000
5202	Postage - Pitney Bowes	0	0	2,000	2,000
5204	Security	23,228	149,900	400,000	400,000
5290	Other Misc. Contractual Service	783	4,600	0	0
5301	Other Services		2,500	3,000	5,000
5303	Repair Maintenance Other Equip	1,063	500	2,000	2,000
5404	Small Tools	248	100	5,000	10,000
5405	Repair & maintenance - Vehicles		1,500	1,000	1,000
5500	Supplies and Uniforms	16,926	18,600	10,000	10,000
5606	Telephone	6,628	8,600	3,000	3,000
5900	Dues and Subscriptions	0	400	1,000	1,000
6000	Travel and Meetings	13,017	4,356	10,000	15,000
6104	Promotional Items	291	0	4,000	4,000
6105	Special Events	0	0	3,000	5,000
6400	Printing Charges	1,649	0	2,000	2,000
6405	Reprints & Brochures	0	0	0	3,000
6501	General Mail	0	0	1,000	1,000
6502	Express Mail	30	0	1,000	1,000
6800	Office Lease	12,162	644	0	0
6801	Office Building	0	12,600	18,300	18,300
TOTAL		\$626,392	\$776,900	\$1,043,900	\$1,148,800

Transit Stores

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

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



Fiscal Year 2008 Accomplishments

- Relocated the Duarte Store in November 2007
- Closed the Duarte Store permanently in May 2008
- Installed new people counters at the Puente Hills & West Covina Stores
- Implemented the Transit Access Pass (TAP) offering Metro products at all Transit Stores
- Implemented a cross-training program for Customer Service Representatives with dispatch personnel.

Fiscal Year 2009 Initiatives

- Integrate menu board interior signage with our SMARTBus technology
- Launch the regional Transit Access Pass (TAP) offering Foothill Transit products
- Implement a customer service training program

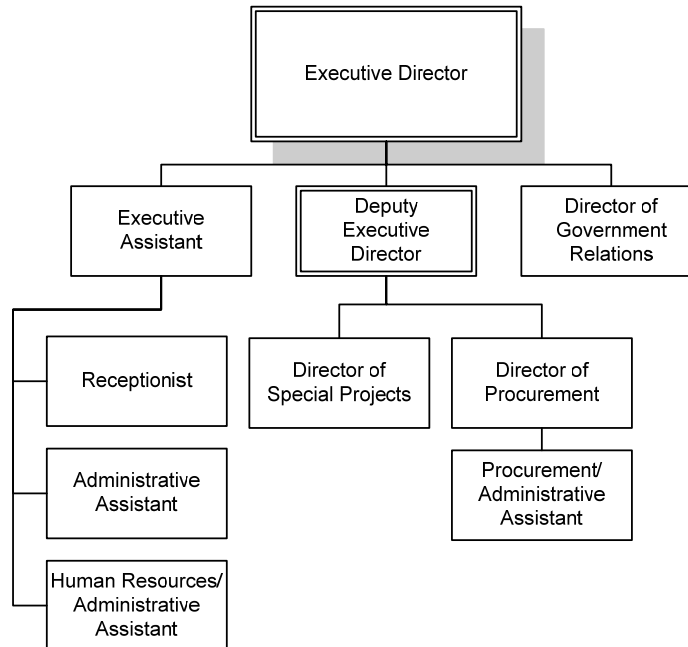


Account Number	Account Name	FY 2007 Actual	FY 2008 Estimate	FY 2008 Budget	FY 2009 Budget
5000	Management Service Fee	\$1,317,500	\$1,370,200	\$1,370,200	\$1,299,900
5109	Check Verification	1,662	0	0	0
5115	Armor and Merchant Service	54,490	62,400	56,000	55,800
5200	Contract Maintenance	398	4,500	1,800	1,200
5202	Postage Pitney Bowes	326	100	4,100	200
5204	Security	54,850	47,200	56,300	59,200
5209	Janitorial	7,323	7,500	20,200	6,300
5212	Water	1,823	1,900	4,300	1,800
5290	Other Misc Contractural Services	3,903	800	4,700	3,800
5501	Office Supplies	0	10,700	11,600	10,500
5502	Clothing Supplies	9,681	600	11,900	10,200
5603	Electricity	3,018	7,600	7,400	6,600
5604	Waste	0	0	3,600	0
5606	Telephone	130,032	162,500	122,000	117,300
6000	Travel and Meetings	5,049	1,900	10,200	5,900
6100	Advertising & Promotion	0	0	100	0
6501	General Mail	292	600	1,300	500
6502	Express Mail	1,302	700	700	1,600
6702	Other Misc. Expense	9,480	4,900	5,200	10,800
6704	Srinkage-MTA passes	6	0	0	0
6800	Office Lease	88,515	20,800	44,700	28,000
6801	Office Building	0	19,300	28,700	28,700
TOTAL		\$1,689,650	\$1,724,200	\$1,765,000	\$1,648,300



Administration

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



Fiscal Year 2008 Accomplishments

- Supported the Executive Board and Governing Board
- Implemented Board-approved fare increase on January 1, 2008
- Maintained effective Executive Board and Governing Board communications
- Broadened industry involvement with American Public Transportation Association, California Transit Association, and Access Services
- Implemented new operations and maintenance agreement for Arcadia facility
- Obtained federal funding for Foothill Transit capital projects
- Increased industry involvement in Conference of Minority Transportation Officials and Women's Transportation Seminar

Fiscal Year 2009 Initiatives

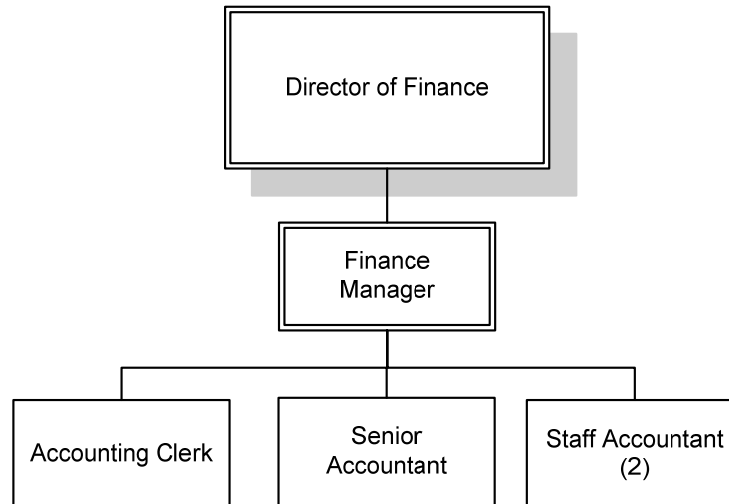
- Support the Executive Board and Governing Board
- Maintain effective Executive Board and Governing Board communications
- Maintain industry involvement with American Public Transportation Association, California Transit Association, and Access Services
- Obtain federal funding for Foothill Transit capital projects
- Advocate for approval of HOT Lanes application
- Complete construction of Foothill Transit's Irwindale facility maintenance building expansion
- Implement Universal Fare System technology and fare media
- Maintain industry involvement in Conference of Minority Transportation Officials and Women's Transportation Seminar

Budget Note: The Public Affairs (Line Item 5103) was increased in FY 2009 to include State Advocacy Services.

Account Number	Account Name	FY 2007 Actual	FY 2008 Estimate	FY 2008 Budget	FY 2009 Budget
5000	Management Service Fee	\$790,000	\$921,600	\$921,600	\$954,500
5101	Legal Fees	331,132	247,100	195,000	215,000
5102	Consulting	30,337	38,600	121,200	121,200
5103	Public Affairs	125,647	116,200	185,000	228,000
5104	Board Procurement	100,000	0	50,000	50,000
5201	Copier	4,261	2,700	4,200	4,200
5202	Postage - Pitney Bowes	4,196	5,700	2,200	4,800
5212	Water	571	600	800	800
5290	Other Misc Contractual Services	3,299	6,400	3,500	3,500
5301	Other Services	990	1,700	5,000	5,000
5303	Repair and Maint Other Equip.	0	0	1,300	1,300
5501	Office Supplies	40,467	46,600	50,000	50,000
5605	After Hours Heating and Air	0	0	2,000	0
5606	Telephone	25,029	23,400	20,000	27,500
5701	Commercial Property	8,580	17,000	8,200	8,200
5702	Liability/Excess Liability Ins	38,420	45,400	58,200	58,200
5705	Directors and Officers Liability	13,003	11,100	19,600	19,600
5706	Auto Insurance	34,880	23,100	26,400	26,400
5900	Dues and Subscription	63,753	58,900	53,000	53,000
6000	Travel and Meeting	83,465	78,106	112,500	112,500
6400	Printing Charges	5,203	20,200	20,000	20,000
6501	General Mail	1,361	2,100	3,000	3,000
6502	Express Mail	2,552	2,400	2,000	2,000
6503	Agenda Mailings	0	0	3,200	3,200
6701	Executive/Governing Board Fees	19,400	16,400	43,600	25,000
6702	Other Misc. Expenses	2,025	900	2,000	2,000
6703	RFP-Issuance Cost	26,047	15,700	8,000	18,000
6800	Office Lease	112,375	18,194	0	0
6801	Office Building	0	84,700	126,200	126,200
TOTAL		\$1,866,993	\$1,804,800	\$2,047,700	\$2,143,100

Finance

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



Fiscal Year 2008 Accomplishments

- Updated 15-year financial plan
- Complied with federal procurement guidelines for capital projects
- Processed and filed claims on FTA-funded projects in a timely manner
- Coordinated compliance and financial audits
- Ensured the safety, security and growth of invested funds
- Prepared monthly expenditure and financial reports
- Complete all financial audits without any material findings
- Prepare annual operating and capital budgets
- Trained staff on updated financial software to implement improved features
- Maintained fixed assets inventory system ensuring the safeguarding of the fixed assets
- Maintained fareboxes and reprogrammed new fare schedules ensuring accurate fare collections
- Received national recognition for outstanding financial reporting for Foothill Transit's Annual Comprehensive Financial Report
- Established fare structure/business rules for implementation of Transit Access Pass (TAP)
- Negotiated contract changes with Cubic Transportation to implement TAP
- Hired consultant to assist with the implementation of TAP

Fiscal Year 2009 Initiatives

- Update 15-year financial plan
- Ensure all Federal procurement guidelines are met for all capital projects
- Process and filed claims on FTA-funded projects in a timely manner
- Coordinate compliance and financial audits
- Ensure the safety, security and growth if invested funds
- Complete financial audits without any material findings

- Prepare monthly expenditure and financial reports
- Prepare annual operating and capital budgets
- Train staff on updated financial software to implement improved features
- Maintain fixed assets inventory system to ensure the safeguarding of the fixed assets
- Maintain fareboxes and reprogram new fare schedules ensuring accurate fare collections
- Apply for National Government Finance Officer's Association award for excellence in financial reporting
- Procure appropriate replacement financial software to meet the needs of Foothill Transit
- Implement the regional Transit Access Pass for Foothill Transit

Budget Note: Dues and Subscriptions (Line Item 5900) includes membership in the Transit Finance Learning Exchange

Account Number	Account Name	FY 2007 Actual	FY 2008 Estimate	FY 2008 Budget	FY 2009 Budget
5000	Management Service Fee	\$797,500	\$829,400	\$829,400	\$862,600
5102	Consulting	195	1,900	2,500	2,500
5106	Audit Fees	41,540	50,300	51,000	53,000
5202	Postage - Pitney Bowes	135	0	200	200
5290	Other Misc Contractual Services	577	600	700	700
5301	Other Services	0	0	600	600
5606	Telephone	3,189	2,800	3,100	4,700
5900	Dues and Subscription	1,163	1,200	1,400	10,900
6000	Travel and Meeting	5,629	5,900	9,400	12,400
6501	General Mail	877	1,000	900	1,000
6502	Express Mail	593	479	800	800
6702	Other Misc Expense	317	1,600	500	500
6800	Office Lease	82,361	821	0	0
6801	Office Building	0	48,700	72,500	72,500
TOTAL		\$934,076	\$944,700	\$973,000	\$1,022,400

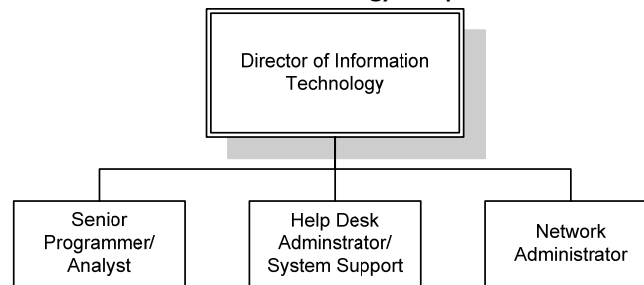


Information Technology

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

Organization

The organizational chart for the Information Technology Department is shown below.



Fiscal Year 2008 Accomplishments

- Maintained average computer system up-time at **99** percent or greater
- Provided timely technical support for Foothill Staff and Maintenance Contractors at all nine Foothill locations
- Maintained network security and managed network software applications
- Managed the IT Help Desk
- Provide IT support for the implementation of the SMARTBus System
- Relocated SMARTBus servers and equipment rack to the new server room in the Vincent headquarters from the Pomona operations and maintenance facility
- Replaced obsolete user PCs, network servers, and other network hardware

Fiscal Year 2009 Initiatives

- Maintain average computer system up-time at **99** percent or greater
- Provide technical support for Foothill Transit staff and maintenance contractors at all Foothill Transit locations
- Maintain a secure network, free of attacks from hackers outside of the network, viruses, and SPAM, etc.
- Provide IT support for the SMARTBus System
- Ensure that Foothill Transit's software applications are running smoothly by maintaining up-to-date versions of all critical software
- Keep Foothill Transit's network up-to-date by replacing obsolete user PCs, network servers, and other network hardware
- Implement a new up-to-date Help Desk system to track all Help Desk support activity and to track computer assets
- Upgrade Microsoft Office 2003 Pro software to the latest version, Microsoft Office 2007 Pro, and implement for system users at the administrative offices and Transit Stores
- Continue to implement new software tools for staff to increase communications through more efficient sharing of data



Account Number	Account Name	FY 2007 Actual	FY 2008 Estimate	FY 2008 Budget	FY 2009 Budget
5000	Management Service Fee	\$628,400	\$653,500	\$653,500	\$679,700
5202	Postage - Pitney Bowes	203	100	300	300
5290	Other Misc. Contractual Service	81,293	90,500	113,900	127,400
5302	Repair and Maint Office Equip	983	3,300	1,500	5,000
5303	Repair and Maint Other Equip.	7,226	3,900	6,000	15,000
5504	Computer Supplies	14,545	10,800	16,000	20,000
5606	Telephone	50,314	69,400	8,700	8,700
5610	Internet Service	18,748	15,600	26,400	26,400
5611	WIFI Service	0	0	80,500	80,500
5612	Data Communication Service	695	4,600	132,000	132,000
6000	Travel and Meeting	4,849	1,657	5,500	5,500
6501	General Mail	3	0	100	100
6502	Express Mail	133	400	300	300
6800	Office Lease	38,014	543	0	0
6801	Office Building	0	42,200	63,000	63,000
TOTAL		\$845,406	\$896,500	\$1,107,700	\$1,163,900