



Foothill Transit

# Governing Board Meeting AGENDA

JOINT MEETING  
ANNUAL GOVERNING BOARD MEETING  
EXECUTIVE BOARD MEETING  
7:45 AM, May 26, 2017  
Foothill Transit Administrative Office  
2<sup>nd</sup> Floor Board Room  
100 South Vincent Avenue  
West Covina, CA 91790

**This is a combined agenda for the Annual Meeting of the Governing Board (GB) and a Regular Meeting of the Executive Board (EB). Each agenda item indicates whether it applies to both meetings (GB & EB) or to only one of the meetings: (GB) or (EB).**

1. CALL TO ORDER (GB & EB)
2. PLEDGE OF ALLEGIANCE (GB & EB)
3. FOCUS ON SAFETY (GB & EB)
4. ROLL CALL (GB & EB)
  - A. EXECUTIVE BOARD: MEMBERS CALAYCAY, HERRERA, PEDROZA, STERNQUIST, WARSHAW
  - B. GOVERNING BOARD
5. APPROVAL OF AGENDA (GB & EB)

---

Public Comment: Members of the public shall have the right to address the Board on any item of interest which is within the jurisdiction of the Board before or during the Board's consideration of the item. Presentation shall not exceed three minutes in length. Action may be taken on any item identified on the agenda. Persons wishing to comment should submit a "Request to Speak" form to the Secretary. Note: ACTION MAY BE TAKEN ON ANY ITEM IDENTIFIED ON THE AGENDA.

The public may view and obtain all written information supporting this agenda provided to the board both initially and supplementary prior to the meeting by calling (626) 931-7300 extension 7204 or at the agency's offices located at 100 S. Vincent Ave., Suite 200, West Covina, CA 91790. Documents, including PowerPoint handouts, distributed to Board Members by staff or Board Members at the meeting will simultaneously be made available to the public upon request.



7:45 AM, May 26, 2017  
2<sup>nd</sup> Floor Board Room, 100 South Vincent Avenue, West Covina, CA 91790  
Page 2

- 6. APPROVAL OF MINUTES FOR THE GOVERNING BOARD MEETING OF MARCH 24, 2017 (GB)
- 7. PUBLIC COMMENT (GB & EB)
- 8. PRESENTATIONS: (GB & EB)
  - 8.1. SCAG Clean Cities Coalition 2017 Clean Cities Recognition Award

9. PROPOSED FARE RESTRUCTURING (GB)

*Recommended Action: In accordance with the Executive Board's recommendation, approve the fare restructuring as proposed.*

In accordance with the Americans with Disabilities Act of 1990, if you require a disability-related modification or accommodation to attend or participate in this meeting, including auxiliary aids or services, please contact the Executive Director's office at (626) 931-7300 extension 7204, at least 48 hours prior to the meeting.

If you require translation services, please contact the Executive Director's office at (626) 931-7300 extension 7204, at least 48 hours prior to the meeting.

Si necesita servicios de traducción, por favor póngase en contacto con la oficina del Director Ejecutivo en el (626) 931-7300, extensión 7204, al menos 48 horas antes de la reunión.

如果需要翻译服务，请至少于会议前48小时致电高级主任办公室：(626) 931-7300 分机 7204。

Nếu Quý vị có yêu cầu dịch vụ dịch thuật, xin vui lòng liên hệ với văn phòng Giám đốc Điều hành tại (626) 931-7300 số lẻ 7204, ít nhất 48 giờ trước khi cuộc họp.

Kung nangangailangan ka ng mga serbisyo sa pagsasalín, pakisuyong makipag-ugnayan sa opisina ng Executive Director sa (626) 931-7300 extension 7204, ng hindi bababa sa 48 oras bago ang pulong.

번역 서비스가 필요하시면 미팅 최소 48시간 이전에 임원 사무실로 (626-931-7300, 내선 번호 7204) 전화주시기 바랍니다.

翻訳サービスが必要な方は、会議の48時間前までに(626) 931-7300 内線 7204のエグゼクティブディレクター事務所にご連絡ください。

إن كنت بحاجة إلى خدمات ترجمة، برجاء الاتصال بالمدير التنفيذي للمكتب على رقم (626)931-7300 (الرقم الداخلي 7204) قبل الاجتماع بـ 48 ساعة على الأقل.

Եթե Ձեզ թարգմանական ծառայությունների են հարկավոր, հանդիպումից առնվազն 48 ժամ առաջ խնդրում ենք զանգահարել Գործադիր տնօրենի գրասենյակ (626) 931-7300 լրացուցիչ 7204 հեռախոսահամարով:

ប្រសិនបើលោកអ្នកស្នើសុំសេវាកម្មបកប្រែភាសា សូមទាក់ទងមកការិយាល័យនាយកប្រតិបត្តិ តាមលេខទូរស័ព្ទ៖ (626) 931-7300 លេខបញ្ជូនបន្ត 7204 ដែលមានរយៈពេលយ៉ាងតិច 48 ម៉ោង មុនពេលកិច្ចប្រជុំ។

در صورت نیاز به خدمات ترجمه، لطفاً حداقل 48 ساعت قبل از جلسه ملاقات با مدیر اجرایی دفتر به شماره (626)931-7300 داخلی 7204 تماس حاصل فرمایید.

หากคุณต้องการบริการการแปลภาษา กรุณาติดต่อสำนักงานผู้อำนวยการบริหารที่ (626) 931-7300 ต่อ 7204, อย่างน้อย 48 ชั่วโมงก่อนที่จะมีการประชุม



7:45 AM, May 26, 2017

2<sup>nd</sup> Floor Board Room, 100 South Vincent Avenue, West Covina, CA 91790

Page 3

10. PROPOSED FISCAL YEAR 2017/2018 SERVICE CHANGES (GB)

*Recommended Action: In accordance with the Executive Board's recommendation, approve the proposed service changes for Fiscal Year 2017/2018.*

11. PROPOSED FISCAL YEAR 2017/2018 BUSINESS PLAN AND BUDGET (GB)

*Recommended Action: In accordance with the Executive Board's recommendation, adopt Foothill Transit's proposed Business Plan, Budget and Performance Targets for Fiscal Year 2017/2018.*

12. RECESS BOTH MEETINGS FOR CLUSTERS TO ELECT EXECUTIVE BOARD MEMBERS AND ALTERNATES FOR CLUSTER 2 (AZUSA, BALDWIN PARK, COVINA, GLENDORA, IRWINDALE AND WEST COVINA) AND CLUSTER 3 (ARCADIA, BRADBURY, DUARTE, MONROVIA, PASADENA AND TEMPLE CITY) (GB & EB)

13. RECONVENE BOTH MEETINGS AND ANNOUNCE THE EXECUTIVE BOARD MEMBER AND ALTERNATE FOR CLUSTER 2 AND CLUSTER 3 (GB & EB)

14. EXECUTIVE BOARD NOMINATIONS FOR Foothill TRANSIT CHAIR AND VICE CHAIR (EB)

15. GOVERNING BOARD RATIFICATION OF THE EXECUTIVE BOARD NOMINATIONS FOR Foothill TRANSIT CHAIR AND VICE CHAIR (GB)

16. EXECUTIVE DIRECTOR COMMENT (GB & EB)

17. GOVERNING BOARD MEMBER COMMENT (GB & EB)

18. ADJOURNMENT (GB & EB)

**The next meeting of the Governing Board  
is scheduled for  
Friday, November 3, 2017 at 7:45 a.m.**



**Foothill Transit**

**STATEMENT OF PROCEEDINGS FOR THE MEETING  
OF THE  
FOOTHILL TRANSIT GOVERNING BOARD**

**FOOTHILL TRANSIT ADMINISTRATIVE OFFICE  
2<sup>ND</sup> FLOOR BOARD ROOM  
100 S. VINCENT AVENUE  
WEST COVINA, CALIFORNIA 91790**

**Friday, March 24, 2017  
7:45 a.m.**

**1. CALL TO ORDER**

The meeting was called to order by Chair Herrera at 7:53 a.m.

**2. PLEDGE OF ALLEGIANCE**

The Pledge of Allegiance was led by Chair Herrera.

**3. FOCUS ON SAFETY**

Ali Showkatian, Safety Compliance Coordinator, presented a safety message on defensive driving.

**4. ROLL CALL**

Roll call was taken by Christina Lopez, Board Secretary.

Present: Member Corey Calaycay, Member Charlie Rosales, Member Robert Torres, Member Emmett Badar, Member Bob Pacheco, Member Uriel Macias, Member Cruz Baca, Member Peggy Delach, Member Gene Murabito, Member Corey Warshaw, Member Roger Chandler, Member Richard Barakat, Member Tzeitel Paras-Caracci, Member Becky Shevlin, Member Cynthia Sternquist, Member Carol Herrera, Member Valerie Munoz, Member Hector Delgado, Member Sam Pedroza

Absent: Member Albert Ambriz, Member Margaret McAustin, Member Juventino "J" Gomez, Member Cory Moss, Member Michael De La Torre, Member David Rodriguez

**5. REVIEW & APPROVAL OF THE MINUTES**

Approval of the minutes for the meeting of February 17, 2017.

Motion by Member Rosales, second by Member Pacheco, the minutes for the Meeting of February 17, 2017 were approved. Motion carried 19-0.

6. **APPROVAL OF AGENDA**

The agenda was approved as presented.

7. **PUBLIC COMMENT**

No members of the public addressed the Foothill Transit Governing Board.

8. **ELECTION FOR CLUSTER 1 TO ELECT EXECUTIVE BOARD ALTERNATE (CLAREMONT, LA VERNE, POMONA, SAN DIMAS, WALNUT)**

The meeting was recessed, so that Cluster 1 could conduct its special election.

9. **RECONVENE MEETING AND ANNOUNCE THE EXECUTIVE BOARD ALTERNATE FOR CLUSTER 1**

Vice Chair Calaycay announced that Governing Board Member Bob Pacheco was elected Executive Board Alternate for Cluster 1.

10. **CLUSTER 2 AND 3 ELECTIONS NOTIFICATION**

Recommended Action: Receive and file the notification of Cluster 2 and 3 elections.

Christina Lopez, Board Secretary, presented this item.

Ms. Lopez notified Governing Board Members of the upcoming cluster elections scheduled to take place at the May 26, 2017 Annual Governing Board Meeting. Cluster 2 and 3 are scheduled to hold their elections. Cluster 2 consists of the cities of Azusa, Baldwin Park, Covina, Glendora, Irwindale, and West Covina. The current Executive Board Member is Corey Warshaw and the Executive Board Alternate is Cruz Baca. Cluster 3 Consists of the cities of Arcadia, Bradbury, Duarte, Monrovia, Pasadena, and Temple City. The current Executive Board Member is Cynthia Sternquist. The Executive Board Alternate is Richard Barakat.

A Notification of Interest Form will be emailed to all governing board members of Cluster 2 and 3 on April 14, 2017. The Notification of Interest

Form is optional and is not required in order to be elected to the Executive Board. Completed forms are due on April 28, 2017. On May 5, 2017 completed Notification of Interests Forms will be emailed to Governing Board Members and Alternates of Cluster 2 and 3. The Cluster 2 and 3 election for Executive Board Member and Alternate will take place at the May 26, 2017 Annual Governing Board meeting.

Motion by Member Chandler, second by Member Paras-Caracci, to receive and file. Motion carried 19-0.

11. **PROPOSED FARE STRUCTURE - PUBLIC HEARING AND OUTREACH REQUEST**

Recommended Action: Authorize the Executive Director to seek public input and conduct a public hearing regarding fare restructuring.

Michelle Lopes Caldwell, Director of Finance and Treasurer, presented this item.

Ms. Caldwell reported that staff and consultants have worked for the past year on the restructure of fares to improve Foothill Transit's long-term financial position. In an effort to increase TAP usage Foothill Transit will offer a 25 cent discount if the customer uses a TAP card. A major change to the pass structure is the introduction of a day pass. This would eliminate the need for paper transfers. Customers who choose not to purchase the day pass, will pay the full fare for each boarding. The first phase of the proposed fare restructure is expected to be implemented in October 2017. According to the modeling, Phase 1 of the fare change projects a 1 percent decline in ridership and a 7 percent growth in fare revenue. Phase 2 is expected to be implemented in September 2019, and the fare model expects a 3 percent decrease in ridership and a 10 percent growth in fare revenue. Ridership decreases are common when fare changes are made due to the elasticity of demand.

Foothill Transit is obligated to conduct an evaluation to determine if fare changes will create disparate impacts for minority customers or disproportionate burden on low income customers. Surveys were conducted to help identify potential areas of impact, and Foothill Transit will strategically target outreach efforts in the identified locations. Public meetings will be held across the service area to ensure customers are informed and provided an opportunity to submit their comments. There will be several formal ways for customers to submit their comments, which include the public meetings, 1-800-RIDE-INFO, fax, email, and at the transit stores.

Motion by Vice Chair Calaycay, second by Member Baca, to approve. Motion carried 19-0.

12. **PROPOSED FISCAL YEAR 2017-2018 SERVICE ENHANCEMENTS AND REQUEST TO CONDUCT PUBLIC HEARING AND OUTREACH**

Recommended Action: Authorize the Executive Director to seek public input and conduct a public hearing and outreach regarding proposed service enhancements for Fiscal Year 2017-2018.

Josh Landis, Planning Manager, presented this item.

Mr. Landis presented the proposed service enhancements for fall of 2017. Mr. Landis stated that they are aiming to strategically adjust service to meet demand and focus on improving overall system efficiency. Mr. Landis reviewed with the Governing Board the proposed service enhancements, which include splitting Line 187, extend Line 291, reroute of Line 480, combining Line 292 and 855, changing eastern terminus of Line 493, cancellation of Line 481, Line 494 and Line 851, adding reverse commute during AM peak on Line 493 and Line 498, and change western terminus for Line 690. The plan is to reinvest any cost savings into other services.

As mentioned in the previous presentation, Foothill Transit is obligated to conduct an evaluation to determine if the proposed changes will create disparate impacts for minority customers or disproportionate burden on low income customers. The public outreach schedule will run concurrent to and be in connection to the fare changes meetings to effectively utilize resources during the public outreach process. The public comment period will last 30 days. The route modifications are proposals and may change after hearing feedback from the community.

Motion by Member Shevlin, second by Member Pacheco, to approve. Motion carried 19-0.

13. **EXECUTIVE DIRECTOR COMMENT**

Comments by Mr. Doran J. Barnes, Executive Director, Foothill Transit.

Mr. Barnes reported the following:

- President Trump's budget proposes some reductions in transportation. The biggest impact on Foothill Transit would be the reduction in the

TIGER program and the ability to seek discretionary funding out of that program.

- The Annual Meeting of the Governing Board is scheduled for May 26, 2017. Results and final recommendations will be presented for the fare restructuring, service changes, and business plan and budget. Elections for Clusters 2 and 3 and an election of officers will take place.
- Former Foothill Transit Executive Board Member Lola K. Storing passed away. Ms. Storing was always a great champion for the organization.

14. **BOARD MEMBER COMMENT**

Comments by Members of the Foothill Transit Governing Board.

- Chair Herrera congratulated Vice Chair Calaycay on his re-election to the Claremont City Council.
- Member Pacheco invited Governing Board Members to the Regional Mayors Summit on April 5, 2017.
- Member Paras-Caracci thanked Director of Marketing and Communications Felicia Friesema and Executive Director Doran Barnes for changing adhesive on Footnotes.
- Member Paras-Caracci announced that the California School of Arts of San Gabriel Valley will be opening in the City of Duarte.
- Member Paras-Caracci congratulated Vice Chair Calaycay on his re-election and congratulated Member Sternquist on serving as Mayor of the City of Temple City.
- Member Sternquist invited Governing Board Members to The Mayor's 5K Color run on May 20, 2017.

15. **ADJOURNMENT**

Adjournment for the March 24, 2017 Foothill Transit Governing Board Meeting.

There being no further business, the Foothill Transit Governing Board meeting adjourned in the memory of Lola K. Storing at 9:07 a.m.





May 26, 2017

To: Governing Board

Subject: **Proposed Fare Restructuring**

---

**Recommendation**

In accordance with the Executive Board’s recommendation, approve the fare restructuring as proposed.

**Analysis**

Public Meetings and Results of Public Comments

The formal comment period for the proposed fare changes began on March 24, 2017 and concluded on April 23, 2017. To encourage public comments, Foothill Transit staff conducted six public workshops throughout the San Gabriel Valley and a formal public hearing on Saturday, April 22, 2017, in West Covina. Foothill Transit received seven speaker comments, two walk-in comments, one telephone comment, and 41 written/email comments addressing the proposed fare restructuring.

As a result of the public comments, staff revised the proposed fare change for the Student Local 31-Day Pass from \$40.00 to \$36.00 in phase one and from \$45.00 to \$40.00 in phase two. This change made sense because growing future riders is one of Foothill Transit’s primary goals.

Many of the customers commented that they were pleased about the introduction of the day pass and they were especially pleased that the pass can be purchased on board the bus. The majority of people who attended the public workshops were TAP users and were supportive of the TAP incentive fares.

Some customers expressed concern about elimination of the Foothill-to-Foothill transfers. Both the introduction of Foothill Transit day pass and the retention of inter-agency transfers are partial mitigations to those concerns.

Comments received by type:

Agreed with fare changes	28
Opposed to fare changes	21
Neutral to fare changes	2
<hr/> Total comments received	<hr/> 51



### Class Pass Reimbursement

As part of the fare restructuring analysis, the recommendation was made to update the Class Pass reimbursement rate to be 50 percent of the cash fare. This will increase the reimbursement rate from \$.60 per boarding to \$.75 per boarding in phase one and \$.88 in phase two. The change has been discussed both with current Class Pass colleges and those colleges currently considering adoption of the Class Pass. Changes to the reimbursement rate will be made when the memorandums of understanding with the colleges are renewed.

### Title VI Analysis

In order to comply with the federal Civil Rights Act of 1964, Foothill Transit conducted a Fare Equity Analysis on the proposed fare changes to ensure that there will be no disparate adverse impact on minorities and disproportionate burden on low-income customers.

Based on a Fare Equity Analysis performed using the ridership data from the Four Nines Fare Model along with demographic data supplied by the 2016 Foothill Transit On-Board Survey, the analysis uncovered no Title VI equity concerns per Foothill Transit's Board-adopted policies. While certain fare categories may experience a higher percentage change for some rider populations, the system-wide change resulted in a less than significant difference between the overall ridership and the low-income and minority ridership, which was within the 15 percent policy threshold. As such, no mitigations are required in order to proceed with implementation.

### Goals of Fare Restructuring

In August 2015, the Executive Board authorized the issuance of RFP No. 16-016 for Foothill Transit to seek proposals from qualified firms to conduct a fare restructuring study. The purpose of the study is to evaluate Foothill Transit's current fare structure, provide recommendations to restructure, and perform predictive modeling for potential fare changes. The Executive Board authorized award of a contract to Four Nines Technologies in December 2015. Parts of the study included peer reviews of similar size transit agencies, development and modeling of fare alternatives and Title VI analysis to identify potential disproportionate burden on low income and disparate impacts on minority populations resulting from any fare changes.



On April 15, 2016, the Governing Board met to discuss the goals of the new fare structure and to identify specific structural options to be included in the new fare structure. The goals of the study are the following:

- Increase ridership while maintaining or increasing fare revenue
- Develop an overall fare policy
- Simplify fares
- Reduce cash fares
- Maintain fare equity
- Develop Board fare policies

Four Nines Technologies completed a comprehensive review of Foothill Transit's fare structure, ridership, and revenue. Financial and performance data were used to craft a predictive model that allows us to forecast revenue and ridership when adjusting our fares and product offerings. With the model, Four Nines drafted four alternative fare structures that met our goals and objectives of the fare study. After careful consideration, staff is proposing an alternative that best fits financial and performance goals.

#### Overarching Business Trends

For the last three years, Foothill Transit has experienced an increase in operating expenses and decrease in ridership. Ridership decline has impacted transit agencies across the nation. The reasons are numerous and continue to be studied so that solutions can be implemented. Ridership decline translates to revenue reduction, which has ultimately affected our farebox recovery ratio. Each year our operating contractors' costs have been adjusted by the consumer price index (CPI), while fare prices have remained unchanged. The gap between fare revenue and operating cost is widening and a fare change is needed to support rising operating costs.



Annual Governing Board Meeting – 05/26/17  
 Proposed Fare Restructuring  
 Page 4

Proposed Fare Structure Features

Below are the two charts showing the proposed fare changes. Please note that the proposal includes implementing both phase one and phase two.

**Proposed Cash and TAP Fares**

FARE TYPE	CURRENT	OCTOBER 2017		SEPTEMBER 2019	
		CASH	TAP	CASH	TAP
<b>LOCAL</b>					
Adult	\$1.25	\$1.50	\$1.25	\$1.75	\$1.50
Senior/Persons with Disabilities/Medicare	\$0.50	\$0.75	\$0.50	\$0.75	\$0.50
Student	\$1.25	\$1.50	\$1.25	\$1.75	\$1.50
<b>SILVER STREAK</b>					
Adult	\$2.45	\$2.75	\$2.50	\$3.00	\$2.75
Senior/Persons with Disabilities/Medicare	\$1.15	\$1.25	\$1.15	\$1.50	\$1.25
Student	\$2.45	\$2.75	\$2.50	\$3.00	\$2.75
<b>COMMUTER EXPRESS</b>					
Adult					
Senior/Persons with Disabilities/Medicare	\$4.90	\$5.00	\$5.00	\$5.50	\$5.50
Student					

**Proposed Pass Prices**

FARE TYPE	CURRENT 31-DAY	OCTOBER 2017		SEPTEMBER 2019	
		1-DAY	31-DAY	1-DAY	31-DAY
<b>LOCAL</b>					
Adult	\$70.00	\$5.00	\$50.00	\$6.00	\$60.00
Senior/Persons with Disabilities/Medicare	\$22.00	\$2.50	\$25.00	\$3.00	\$30.00
Student	\$33.00	\$5.00	\$36.00	\$6.00	\$40.00
<b>SILVER STREAK</b>					
Adult	\$105.00	\$5.00	\$105.00	\$6.00	\$110.00
Senior/Persons with Disabilities/Medicare	\$52.00	\$2.50	\$52.00	\$3.00	\$55.00
Student	\$52.00	\$5.00	\$75.00	\$6.00	\$85.00
<b>COMMUTER EXPRESS</b>					
Adult					
Senior/Persons with Disabilities/Medicare	\$170.00	N/A	\$170.00	N/A	\$180.00
Student					



### Proposed Fare Structure Features

*TAP Incentives* - The proposed fare structure will include a price incentive for TAP card users. Customers who use a TAP card will not see an increase in single-ride fares in phase one of the fare restructuring. An increase in TAP card usage decreases cash transactions on-board, which then reduces cash collection risks and reduces dwell time. Increased bus speeds are a factor in improving ridership and increasing system efficiency.

*Day Pass* - The popularity of a day pass at other agencies led our consultants to conduct an in-depth feasibility analysis to determine the financial implications of the product. A day pass eliminates the need for intra-agency paper transfers between Foothill Transit services. The day pass will be valid on Local and Silver Streak service and priced at four times the single-ride Local TAP fare. Allowing day pass use on the Silver Streak will encourage customers to use our local service to travel to and from a Silver Streak stop, reducing the need to seek an alternative mode of transportation to complete the first and last mile trip. During public outreach on the fare proposal, the public also expressed support for the introduction of a day pass as it will enable them to make unlimited trips on Foothill Transit's service over the course of a day.

*Simplification* - Single ride fares will be rounded up to the nearest quarter and passes will be rounded to the nearest \$1.00. Rounding single ride fares to the nearest quarter simplifies the cash paying process and reduces the number of coins inserted in the farebox, reducing maintenance costs and dwell time.

*Develop Board fare policies* - Pass prices will be derived from base fare multiples. Foothill Transit's current pass multiples are not aligned with industry levels. The proposed fare restructuring will improve alignment of pass multiples across all pass products resulting in a slight increase in the price of certain products, with the exception of the 31-day Local Adult pass which will be slightly decreased in price.

*Two-Phase implementation* - The proposed fare structure includes a two-phase approach to ease customers' transition to TAP and to the change in cash fares and introduction of the day pass. The first phase introduces the proposed fare structure with minimal changes in price; this allows time for customers and coach operators to adjust to the new product and the features of the proposed fare structure. In phase two, fares are increased to meet our financial objectives. If the Board approves the proposed fare change, phase one will be implemented to coincide with the October 2017 service change, and phase two will be implemented in September 2019.



At their meeting on May 2, 2017 the Foothill Transit Executive Board reviewed the Proposed Fare Restructuring, and have recommended it for approval by the Governing Board.

**Financial Impact**

The forecast model projects that phase one of the fare change will yield a one percent reduction in ridership and phase two will yield a three percent reduction in ridership. Fare revenue is expected to increase by seven percent in phase one and an additional ten percent in phase two. The growth then compounds over the life of the forecast.

Initial declines in ridership are expected with price changes. Over time, ridership and revenue are projected to gradually improve.

Sincerely,

A handwritten signature in blue ink that reads "Michelle Lopes Caldwell".

Michelle Lopes Caldwell  
Director of Finance & Treasurer

A handwritten signature in blue ink that reads "Doran J. Barnes".

Doran J. Barnes  
Executive Director



May 26, 2017

To: Governing Board

Subject: **Proposed Fiscal Year 2017/2018 Service Changes**

---

### **Recommendation**

In accordance with the Executive Board's recommendation, approve the proposed service changes for Fiscal Year 2017/2018.

### **Analysis**

On March 24, 2017, the Governing Board authorized the Executive Director to seek public comment and conduct a public hearing regarding proposed service changes on a number of lines.

Between April 7 and April 22, 2017, seven public meetings and a public hearing were conducted across the Foothill Transit service area, where customers were engaged to provide input on the service planning process. Additionally, there were workshops held at Citrus College, Pomona Transit Center, and Homework House. Staff also reached out to various community groups and member city councils.

On May 2, 2017 the Executive Board considered the public input and staff recommendation, and took action to recommend the service changes included herein for implementation during the October 2017 Service Change.

### **Public Outreach Process**

In addition to the published public outreach workshops and public hearing, customers were able to submit their comments through email, postal mail, telephone using our 800-RIDE-INFO line, fax, and in person at our Transit Stores to provide input to shape the final slate of recommended service changes.

At the close of the public comment period, staff analyzed the data and presented a modified slate of service changes to the Executive Board based on the customer input received.

Foothill Transit received 135 comments via email, 37 via Transit Store (phone, walk-in, mail, or fax), three via our public workshops, and three via the public hearing; bringing the total public comments to 199. Many customers were in



favor of the proposed enhancements that would bring more service to existing routes through the shifting of resources.

Some customers expressed concern about elimination of the Foothill Transit lines as this was their preferred way of traveling.

Comments received by type:

Agreed with changes	60
Opposed to changes	124
Neutral position on changes	18
<hr/> Total comments received	<hr/> 202

The recommendations take into account the feedback received during the public outreach process.





**Proposed Line Changes:**

**Lines 187/188:** The recommendation is to split this line into two separate lines where service will be direct and trip lengths for each segment will be shorter. Boardings and alightings are highest in Azusa near the Gold Line station, which is proposed to be the new route terminus for the two lines. Line 187 will operate the western portion of the line between Pasadena and Azusa and also serve a new destination at Santa Anita Mall. Line 188 will operate the eastern portion between Azusa and Montclair.

Customer response to this recommendation was overall positive with 18 comments in favor and 12 in opposition. As such, the original recommendation has not been modified.

The proposed change will have no budget effect as the change is cost neutral.



Route Map of Line 187/188 highlighting proposed changes.



**Line 480:** The original proposal for Line 480 was to change the western terminus from West Covina Plaza to Eastland Center and serve a new trip generator at Mount San Antonio College (Mt. SAC). The routing of this line to Mt. SAC will serve a needed function to connect customers to the Pomona Transit Center, Claremont, and Montclair. Customers were not in favor of the change in West Covina, and as a result the modified recommendation is to keep the segment in West Covina as it currently stands. The recommendation to serve Mt. SAC was well received from the public and is incorporated into the final recommendation for Line 480.

The proposed changes will result in an annual increase in cost, projected to be \$379,642.



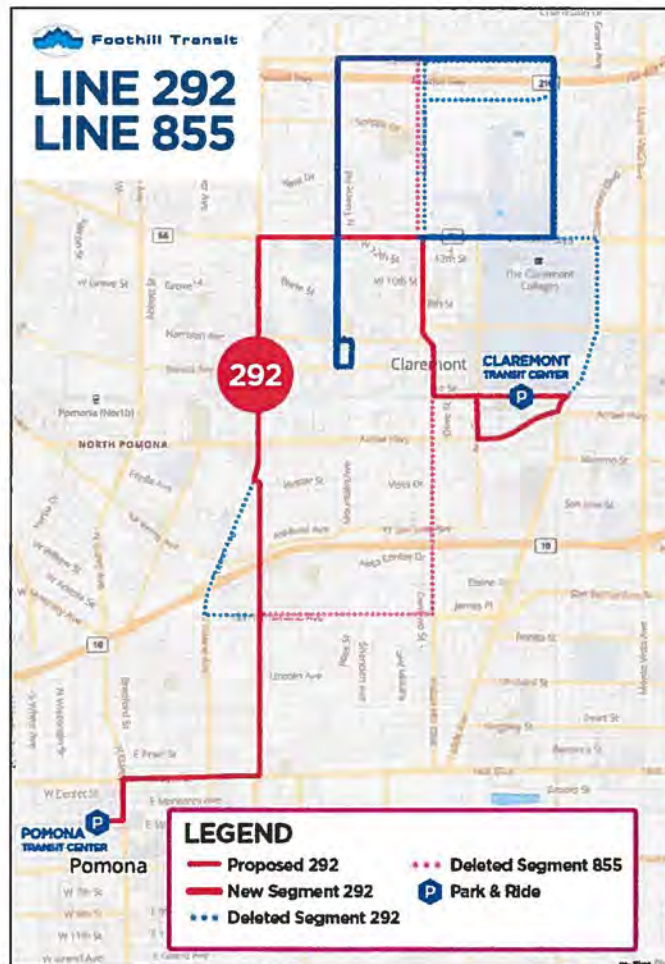
Route Map of Line 480 highlighting proposed changes



**Line 292:** The recommendation is to combine this line with the current Line 855 to operate service throughout the day on weekdays. Portions of the discontinued routes would be serviced by Line 480 and the proposed Line 188. During the public outreach process, customers expressed a desire for us to service schools in the Claremont area. In response to that request, a route variant is proposed that will provide service during mornings and afternoons.

Customer response to this recommendation showed support for frequent service all day with three comments in favor and three expressing concern for the eliminated segments of Line 855. The original recommendation has been modified to serve additional areas for the route variation only.

The route Map of Line 292 highlighting modified proposed changes with a route variant in Claremont recommended by the Executive Board (Option "A").

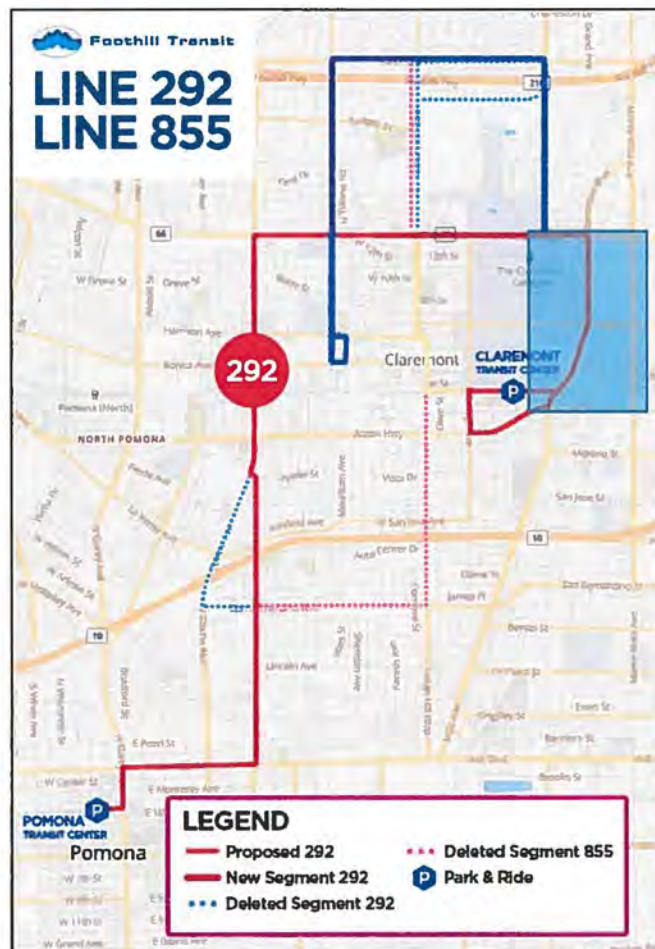




The additional annual cost for Line 292 is projected at \$297,464.

Subsequent to the Executive Board action, additional comments were received from customers, and staff presents option "B" for consideration. The proposed realignment has the route travel along Claremont Boulevard instead of Indian Hill Boulevard. This new alignment will continue to provide service to the eastern portion of Claremont and serve the Claremont Colleges. The fiscal impact of the Option "B" alignment of Line 292 is estimated to be the same as Option "A" at \$297,464.

Below is a map of the Option "B" realignment of Line 292. The modified portion along Claremont Boulevard highlighted.





**Line 493:** The recommendation is to shift the starting point of the route to Industry Park & Ride instead of the Diamond Bar Park & Ride. Based on field observations, the Diamond Bar Park & Ride is currently experiencing capacity issues due to vanpool rideshare use with minimal space available for Foothill Transit ridership.

Customer response to this recommendation was mostly in favor with 10 in favor of the change, six opposed, and one neutral. To accommodate customers opposed to the proposed change, the Line 482 schedule will be adjusted to coordinate transfers at the Industry Park & Ride. As such, the original recommendation has not been modified.

This change has an expected annual cost savings of \$159,515.



Route map of Line 493 highlighting proposed changes.



**Line 291:** The recommendation is to have select northbound trips continue along Garey, travel east on Foothill, north on Towne, west on Baseline, south on Fruit, then continue the normal route along Foothill and terminate at Durward Way and D Street. Foothill Transit staff met with local businesses in the area along Baseline and they expressed their support of this change as it would provide needed transportation to students and employees in the area.

Customer response to this recommendation was in support as the proposal has minimal impact on riders who do not travel to this area. As such, the original recommendation has not been modified

The additional annual cost for Line 291 is projected at \$92,278.



Route map of Line 291 highlighting proposed changes.



**Line 690:** The recommendation is to have the line terminate close to the Citrus College Gold Line Station, provided a convenient and safe ADA compliant stop can be identified. The current route now terminates at the Azusa Intermodal Transit Center. The proposed change will have no budget effect as the change is cost neutral.

Customer response to this recommendation includes five comments in support and two comments against. As such, the original recommendation has not been modified.



Route map of Line 690 highlighting proposed changes.



**Line 481:** The proposal for Line 481 is to cancel the line due to a majority of the routing being outside of our service area and duplicative of LA Metro services such as the Red and Purple rail lines which both operate at five minute frequency during peak times. In addition, the El Monte Busway portion of the line is duplicated by our Silver Streak service and Metro's Silver Line.

There were 57 comments in opposition and two in support of this proposal. The recommendation is to cancel Line 481 to invest the annual savings into providing service where there currently is no service and to enhance service on overcrowded lines within the core Foothill Transit service area.

The proposed change will have a cost savings of \$327,277.



Current route map of Line 481





**Line 494:** The recommendation is to eliminate this line due to low ridership and duplication with other Foothill Transit lines. The two key segments of the line are serviced by Lines 187, 270, and the proposed modification of Line 690. The savings from the cancelation of this line would be invested in other lines within the Foothill Transit service area. Several customers expressed opposition to this cancellation, however upon getting further details regarding the proposed Line 690, they retracted their opposition and indicated support for more frequent service on Line 690 to serve the area.

Since the four comments received in response to this proposal were all in favor, the original recommendation has not been modified.

The proposed change will have a cost savings of \$165,804.



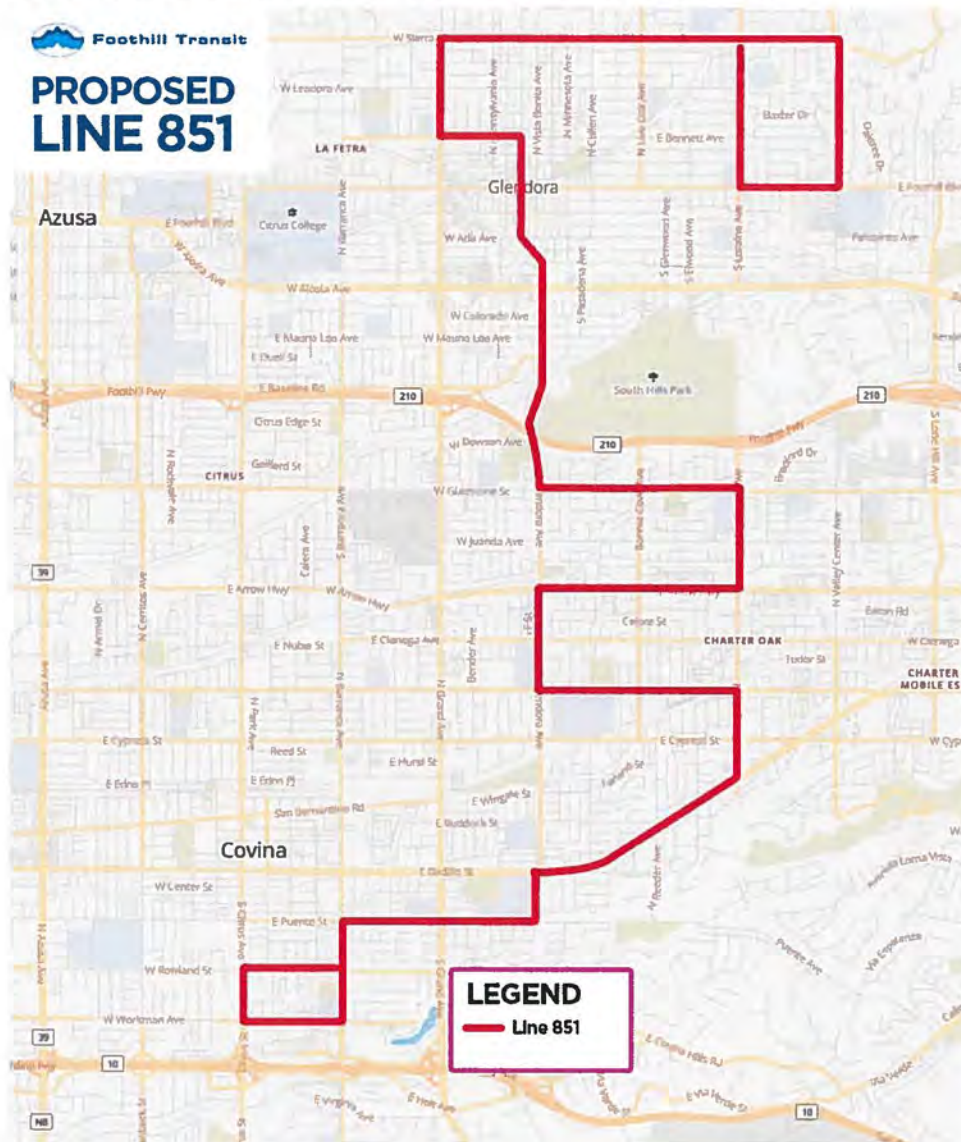
Current route map of Line 494



Annual Governing Board Meeting – 05/26/17  
Proposed Fiscal Year 2017/2018 Service Changes  
Page 12

**Line 851:** The original recommendation was to cancel this line due to low ridership. The stops with the highest boardings are currently served by Lines 284, 187, and 492. At the public meetings, several customers expressed concern about the cancellation of this line due to the close proximity to schools in the area. In response to the 27 comments in opposition to the original proposal, the recommendation is to reduce the number of trips on the existing Line 851 to focus on efficiency.

The proposed change will have a cost savings of \$113,150.



Route map of Line 851



**Line 855:** The recommendation is to eliminate this line and invest the savings into the proposed Line 292. The savings from this cancelation will be used to operate Line 292 throughout the day instead of the current schedule of only operating during peak times.

Since this line is proposed to be combined with Line 292, the comments received were also combined with two in favor and two against. As such, the original recommendation has not been modified.

The proposed change will have a cost savings of \$173,468.



Route Map of proposed line 292 variation for weekdays



**Title VI Analysis**

In order to comply with the federal Civil Rights Act of 1964, Foothill Transit conducted an analysis on the proposed changes to ensure that there will be no disparate adverse impact on minorities and disproportionate burden on low-income customers.

Based on the analysis performed using the ridership data from demographic data supplied by the 2016 Foothill Transit On-Board Survey, the analysis uncovered no Title VI concerns per Foothill Transit's Board-adopted policies.

At their meeting on May 2, 2017 the Foothill Transit Executive Board reviewed the Proposed Fiscal Year 2017/2018 Service Changes, and have recommended it for approval by the Governing Board.

**Financial Impact**

The chart below summarizes the budget impact of the proposed changes. It is important to note that the projected savings of \$169,830 will be reinvested into other parts of the system to improve frequency and coverage.

**Annual Cost Summary  
Proposed Changes**

Lines	Annual Cost Increase/(Decrease)
187	\$ (1,848,980)
188	\$ 1,848,980
480	\$ 379,642
292	\$ 297,464
291	\$ 92,278
493	\$ (159,515)
690	\$ 0
481	\$ (327,277)
494	\$ (165,804)
851	\$ (113,150)
855	\$ (173,468)
<b>Annual Total</b>	<b>\$ (169,830)</b>

Sincerely,

  
Joshua Landis  
Planning Manager

  
Doran J. Barnes  
Executive Director



May 26, 2017

To: Governing Board

Subject: **Proposed Fiscal Year 2017/2018 Business Plan and Budget**

---

### **Recommendation**

In accordance with the Executive Board's recommendation, adopt Foothill Transit's proposed Business Plan, Budget and Performance Targets for Fiscal Year 2017/2018.

### **Analysis**

The Business Plan and Budget development process provides an opportunity to review Foothill Transit's current and planned financial status in relation to goals and objectives. To facilitate this process, a final draft business plan and budget have been developed which incorporates overall goals and supporting action steps. Also included in the document are Fiscal Year 2016/2017 accomplishments, a budget summary, and departmental budget summaries.

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

The Fiscal Year 2017/2018 Business Plan and Budget document is provided in **Attachment A**. It was developed with the organization's mission as its central focus. The mission of Foothill Transit is to be the premier public transit provider committed to safety, courtesy, quality, responsiveness, efficiency and innovation. Supporting this mission, the primary goals of Foothill Transit are the following:

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

Goals and performance measures tied to each of the four goals listed above, have been incorporated into the plan to ensure that Foothill Transit's resources are focused on achieving its mission. In order to fulfill its mission and meet its goals, Foothill Transit's proposed Business Plan and Budget document includes detailed initiatives. Over the next year, the proposed business plan will allow Foothill Transit to advance the key agency-wide initiatives listed below:



Annual Governing Board Meeting - 05/26/17  
Proposed Fiscal Year 2017/2018 Business Plan and Budget  
Page 2

- **Pomona Operations Contract Start-up** - Procurement activities were recently completed for a new operations and maintenance agreement at the Foothill Transit operations and maintenance facility in Pomona. Following the evaluation process, a contract was awarded to Keolis Transit Services, LLC, at the March 24, 2017, Executive Board meeting. The new contract goes into effect on July 1, 2017, and will incorporate a number of changes to the management of that operating agreement. Among these changes is a modification to the invoicing methodology that takes into account fixed costs, as well as, both hours-based and miles-based costs incurred by the contractor. Contract start-up activities will include a thorough inspection along with any needed contract turnover repairs of the fleet and facility in the months leading up to and following the contract start-up. In addition, numerous contract closeout activities for the current transit operations and maintenance agreement will be completed in the months following the contract transition.
- **Fleet Electrification** - In 2010, Foothill Transit became the first transit agency in the nation to implement fast-charge, all-electric buses into normal transit operations. Our electric bus program has matured as we have gained much-needed insight from our experience operating our 17-bus electric fleet. With advancements in battery technology and the growing number of electric bus manufacturers, it is now feasible to pursue full electrification of the Foothill Transit fleet. As older CNG buses are retired and as the necessary electric charging infrastructure is put in place, retired CNG coaches will be replaced by all-electric coaches. Based on current coach retirement schedules, Foothill Transit expects to have a fully electric fleet by 2030.
- **Legislative Advocacy** - This year will bring new challenges and opportunities at the federal and state government levels. Foothill Transit will focus on building relationships with the new Administration including key staff for the Department of Transportation and federal Transit Administration, newly elected U.S. Senator Kamala Harris and her staff, and new staff for key House and Senate committees. We will also strengthen relationships we have built with members of our House Delegation, U.S. Senator Dianne Feinstein and her staff and returning staff for key House and Senate committees. This relationship-building and maintenance strategy will also continue to be the focus of our efforts with our state delegation in Sacramento.



- **CAD/AVL System Replacement** - System design is currently under way for a new state of the art system to replace Foothill Transit's aging Computer Aided Dispatch and Automated Vehicle Location (CAD/AVL) system. The new system will include enhancements to better monitor on-street service in real time, while providing more accurate data for use by our customers for their daily travel and by agency staff for system planning and reporting purposes. Pilot fleet deployment of the new CAD/AVL system, final system design, and complete fleet system deployment will be completed in the upcoming fiscal year.
- **Covina Park & Ride and Transit Center Development** - Development of the Covina Park & Ride continues to be a priority this year. The proposed project will consist of a partnership between the City of Covina, a private developer, and Foothill Transit. The City of Covina will be the lead for the three-party agreement. The project involves the redevelopment of the project site with a City component to include an event center and professional office space, residential, and a transit component. The park and ride component will consist of a three-level parking structure containing approximately 380 parking spaces, bus berths, and electric bus charging stations to accommodate Foothill Transit buses. A transit-oriented retail component is also being considered for inclusion within the Transit Center component.
- **Fare Restructuring Implementation** - Implementation of the fare restructuring includes extensive marketing and communications to advise the public of fare changes, training coach operators, and technical software changes to the farebox system. Implementation of the fare restructuring will occur concurrently with the fall 2017 service changes.
- **Service Enhancements** - The success of the Gold Line Foothill Extension presents opportunities to restructure a number of Foothill Transit lines to provide a more seamless integration with the rail line by connecting bus service to the eastern terminus of the rail line and north-south bus service that provides enhanced customer access to and from the Gold Line. A number of service enhancements will be implemented during the coming fiscal year to continue advancing this effort. Enhancements that ensure system productivity and efficiency will also be implemented.



Annual Governing Board Meeting - 05/26/17  
Proposed Fiscal Year 2017/2018 Business Plan and Budget  
Page 4

- **Mt. SAC Transit Center Development** - With the success of the Class Pass program at Mt. SAC, the development of a transit center on campus continues to move forward. Mt. SAC is one of the largest trip generators in the entire Foothill Transit system and has a limited number of bus stops. Foothill Transit was awarded a federal grant for the construction of this transit center. The development of this facility is under way and is anticipated to have ten transit bays with covered bus shelters for customers.
- **Innovative Service Delivery Exploration** - Transportation Network Companies (TNCs) such as Uber, Lyft, and others have become more prevalent within the Foothill Transit service area and throughout the nation. As such, it is prudent for Foothill Transit to investigate and pursue strategies to provide for more seamless integration of the mass transit service we provide with the services provided by these TNCs. In the coming year, staff will work within the framework of the Federal Transit Administration's (FTA) guidelines to implement innovative approaches to partnering with TNCs. The goal of this project is to deliver service, not only to our current customers, but also to those customers who could use the services of a TNC to provide critical first-mile and last-mile trip connections.
- **Class Pass Program Expansion** - Based on the successful launch and adoption of the Class Pass programs at Mt. SAC and University of La Verne, and the successful launch of a pilot program on the campus of Citrus College, Foothill Transit will continue to pursue Class Pass programs with other major colleges and universities throughout the San Gabriel and Pomona Valleys.

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

At their meeting on May 2, 2017 the Foothill Transit Executive Board reviewed the Business Plan and Budget. The Executive Board recommends that the Governing Board approve the proposed Business Plan and Budget for Fiscal Year 2017/2018.

Subsequent to the Governing Board's adoption of the Foothill Transit FY2017/2018 Business Plan and Budget, the Foothill Transit Ten-Year Financial Outlook will be updated using the Governor of California's May Revise to the State Budget, final formula allocation procedure (FAP) funding





marks received from Los Angeles County Metropolitan Transportation Authority (Metro), and available local and statewide economic forecasts. It is anticipated that this document will be presented to the Board as an information item in January 2018.

**Financial Impact**

Foothill Transit's proposed FY2017/2018 budget is balanced between revenues and expenses with an estimated \$99.9 million operating budget and a \$61.0 million capital budget, for a total budget of \$160.9 million. The Fiscal Year 2017/2018 Business Plan and Budget targets a farebox recovery ratio of 17.7 percent.

Revenue projections are based upon the draft annual "funding marks" developed by Metro and include estimated funding allocations from Metro for Fiscal Year 2017/2018, including new Measure M funds.

Sincerely,

A handwritten signature in blue ink that reads "Michelle Lopes Caldwell".

Michelle Lopes Caldwell  
Director of Finance and Treasurer

A handwritten signature in blue ink that reads "Doran J. Barnes".

Doran J. Barnes  
Executive Director

Attachment



Foothill Transit

# BUSINESS PLAN AND BUDGET

**FY2017-2018**

PROPOSED







# **Foothill Transit**

## **BUSINESS PLAN AND BUDGET FY2017-2018 PROPOSED**

# Foothill Transit Leadership

## Governing Board

### CLUSTER 1

#### Claremont

Councilmember Corey Calaycay  
Councilmember Opanyi K. Nasiali,  
Alternate

#### La Verne

Mayor Pro Tem Charles A. Rosales  
Councilmember Tim Hepburn,  
Alternate

#### Pomona

Councilmember Robert S. Torres  
Mayor Tim Sandoval, Alternate

#### San Dimas

Mayor Pro Tem Emmett Badar  
Councilmember John Ebner,  
Alternate

#### Walnut

Councilmember Bob Pacheco  
Councilmember Andrew Rodriguez,  
Alternate

### CLUSTER 2

#### Azusa

Councilmember Uriel Macias  
Councilmember Edward J. Alvarez,  
Alternate

#### Baldwin Park

Councilmember Cruz Baca  
Mayor Pro Tem Susan Rubio, Alternate

#### Covina

Councilmember Peggy A. Delach  
Councilmember John C. King,  
Alternate

#### Glendora

Mayor Pro Tem Gary Boyer  
Councilmember Michael Allawos,  
Alternate

#### Irwindale

Mayor Pro Tem Albert Ambriz  
Councilmember Manuel R. Garcia,  
Alternate

#### West Covina

Mayor Corey Warshaw  
Councilmember James Toma,  
Alternate

### CLUSTER 3

#### Arcadia

Councilmember Roger Chandler  
Mayor Tom Beck, Alternate

#### Bradbury

Councilmember Richard G. Barakat  
Mayor D. Montgomery Lewis,  
Alternate

#### Duarte

Councilmember Tzeitel Paras-Caracci  
Councilmember Samuel Kang,  
Alternate

#### Monrovia

Councilmember Becky Shevlin  
VACANT, Alternate

#### Pasadena

Councilmember Margaret McAustin  
Mayor Terry Tornek, Alternate

#### Temple City

Mayor Cynthia Sternquist  
Councilmember William Man,  
Alternate

### CLUSTER 4

#### El Monte

Councilmember Juventino "J"  
Gomez  
VACANT, Alternate

#### Diamond Bar

Councilmember Carol Herrera  
Councilmember Nancy A. Lyons,  
Alternate

#### Industry

Mayor Pro Tem Cory C. Moss  
Councilmember Abraham N. Cruz,  
Alternate

#### La Puente

Mayor Valerie Muñoz  
Mayor Pro Tem Violeta Lewis,  
Alternate

#### South El Monte

Councilmember Hector Delgado  
Mayor Pro Tem Gloria Olmos,  
Alternate

### CLUSTER 5

#### County of Los Angeles

David C. Rodriguez  
(Representing Supervisor Janice Hahn)  
Michael De La Torre  
(Representing Supervisor Kathryn Barger)  
Sam Pedroza  
(Representing Supervisor Hilda Solis)

## Executive Board

### Chair

Carol Herrera  
Cluster 4 - Diamond Bar

### Vice Chair

Corey Calaycay  
Cluster 1 - Claremont

### Board Member

Corey Warshaw  
Cluster 2 - West Covina

### Board Member

Cynthia Sternquist  
Cluster 3 - Temple City

### Board Member

Sam Pedroza  
Cluster 5 - County of Los Angeles

## Executive Board Alternates

Bob Pacheco  
Cluster 1 - Pomona

Cruz Baca  
Cluster 2 - Baldwin Park

Richard Barakat  
Cluster 3 - Bradbury

Valerie Muñoz  
Cluster 4 - La Puente

Michael De La Torre  
Cluster 5 - County of Los Angeles

## Senior Management

Doran J. Barnes  
Executive Director

Kevin Parks McDonald  
Deputy Executive Director

LaShawn King Gillespie  
Director of Customer Service and  
Operations

Roland Cordero  
Director of Maintenance and Vehicle  
Technology

Felicia Friesema  
Director of Marketing and Communications

Donald Luey  
Director of Information Technology

Jarrett Stoltzfus  
Director of Policy and Strategic Sourcing

Michelle Lopes Caldwell  
Director of Finance and Treasurer

Joseph Raquel  
Director of Planning

Sharlane Bailey  
Director of Facilities

David Reyno  
Director of Government Relations



# Table of Contents

	<b>Section</b>		<b>Page</b>
<b>Executive Summary</b>	<b>1</b>	1. Executive Summary	5
		2. Mission Statement and Values	6
		3. Overall System Performance	8
		4. Initiatives for FY2016-2017 and FY2017-2018	9
<b>Service Summary</b>	<b>2</b>	1. Agency History	12
		2. Organizational Structure	15
		3. Foothill Transit Fleet and Facilities	16
		4. Service Changes Proposed For the Next Three Years	17
		5. Major Capital Projects Planned For the Next Three Years	18
<b>FY2016-2017 Summary of Activities</b>	<b>3</b>	1. Overall System Statistics	22
		2. Progress in Advancing FY2016-2017 Initiatives	25
<b>FY2017-2018 Initiatives</b>	<b>4</b>	1. Overall System Statistics	30
		2. FY2017-2018 Goals and Targets	31
		3. Major Initiatives for FY2017-2018	33
<b>Funding and Budget Summary</b>	<b>5</b>	1. Funding Sources	38
		2. Funding Assumptions and Budgeted Revenues	42
		3. Expenditure Assumptions and Budgeted Expenditures	43
		4. Operating Expenses	44
		5. Capital Expenditures	45
<b>Capital</b>	<b>6</b>	1. Capital Programs	48
<b>Operating Budget</b>	<b>7</b>	1. Department Budgets and Summary	54
		2. Customer Service and Operations	55
		3. Maintenance and Vehicle Technology	58
		4. Marketing and Communications	61
		5. Information Technology	64
		6. Administration	66
		7. Policy and Strategic Sourcing	69
		8. Finance	71
		9. Planning	74
		10. Facilities	76



Foothill Transit



# Executive Summary

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

Foothill Transit will remain keenly focused on safety, customer service, efficiency, and innovation as we undertake a number of capital and operating programs designed to achieve these goals. Among these are the development of the Covina Transit Center and Park & Ride, implementation of a college ridership program with Citrus College, new CNG and electric bus procurements, implementation of recommendations from the Fare Restructuring Study that is currently ongoing, and the replacement of the agency's Computer Aided Dispatch and Automatic Vehicle Location (CAD/AVL) system. All of these projects have a goal of growing ridership and improving our customers' day-to-day experience with our service.

The FY2017-2018 Business Plan and Budget projects that Foothill Transit will operate 872,171 vehicle service hours, which is equal to the FY2016-2017 year-end estimated service levels.

The total agency-wide budget of \$161 million is a seven percent increase over the FY2016-2017 budget. The FY2017-2018 transit operating cost, budgeted at \$98.2 million, represents a six percent increase over FY2016-2017 budget. The primary drivers in the operating cost increases are the award of the operating contract at the Pomona Operations and Maintenance Facility, which incorporates changes to hourly wage rates and the contractual increases related to CPI. The FY2017-2018 capital budget of \$61 million is nine percent higher than the FY2016-2017 budget and includes ongoing and new capital projects.

Foothill Transit's FY2017-2018 fare revenue projection is \$17.5 million, which is eight percent more than the FY2016-2017 year-end estimate. This improvement is related to conclusion of the agreement with LA Metro to honor Metro fares for one year on Lines 190, 194, and 270.

Foothill Transit ridership is projected to decrease by one percent, which is consistent with recent trends. This business plan includes a heightened focus on innovative service delivery concepts focused on growing ridership. The fare restructuring planned for this fiscal year will address methods to increase fare revenues and improve operational efficiency.







# The Foothill Transit Mission

To be the premier public transit provider committed to:

**SAFETY**

**COURTESY**

**QUALITY**

**RESPONSIVENESS**

**EFFICIENCY**

**AND INNOVATION**

Foothill Transit provides community-oriented, environmentally friendly bus service throughout Southern California's San Gabriel and Pomona Valleys, including express bus routes to Downtown Los Angeles.



# Foothill Transit Values

## SAFETY

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

## RESULTS

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

## INTEGRITY

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

## DIVERSITY

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

## TEAM MEMBERS

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

## COMMUNICATION

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

## SUSTAINABILITY

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





# Overall System Performance

This chart shows a comparison of Foothill Transit’s overall system performance for FY2015-2016, the projected performance for FY2016-2017, and the targeted performance goals for FY2017-2018.

Overall System Performance	FY2015-2016 Actual	FY2016-2017 Target	FY2016-2017 Estimate	FY2017-2018 Target
Passenger Boardings	13,584,135	14,849,171	13,585,262	13,510,238
Vehicle Service Hours	799,177	881,868	873,598	872,171
Fare Revenue	\$17,144,739	\$19,500,000	\$16,151,831	\$17,421,825
Operating Expense	\$75,446,753	\$92,748,920	\$89,331,220	\$98,235,452

Goal	Indicator	FY2015-2016 Actual	FY2016-2017 Target	FY2016-2017 Estimate	FY2017-2018 Target
Operate a Safe Transit System	Preventable Accidents per 100,000 miles	0.90	0.70	0.78	0.70
Provide Outstanding Customer Service	Schedule Adherence	83.2%	83.0%	82.9%	83.0%
	Miles Between Service Interruptions	25,694	20,000	30,683	20,000
	Complaints per 100,000 Boardings	18.7	16.0	21.0	20.0
Operate an Effective Transit System	Boardings per Vehicle Service Hour	17.2	16.8	15.6	15.5
	Average Weekday Boardings	45,310	49,638	45,695	45,034
Operate an Efficient Transit System	Farebox Recovery Ratio	22.7%	21.0%	18.1%	17.7%
	Average Cost per Vehicle Service Hour	\$95.50	\$105.17	\$102.26	\$112.63

# Initiatives for FY2016-2017 and FY2017-2018



## FY2016-2017 Initiatives

Pomona Operations  
Contract Procurement

Arcadia Operations  
Contract Start-up

Fleet Electrification

CAD/AVL System  
Replacement

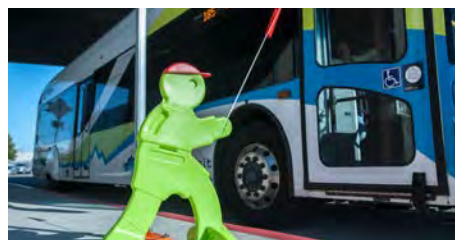
Covina Transit Center and  
Park & Ride Development

Fare Restructuring

Mt. SAC Transit Center  
Development

Innovative Service Delivery

Class Pass Program  
Expansion



## FY2017-2018 Initiatives

Pomona Operations  
Contract Start-up

Fleet Electrification

Legislative Advocacy

CAD/AVL System  
Replacement

Covina Transit Center and  
Park & Ride Development

Fare Restructuring  
Implementation

Service Enhancements

Mt. SAC Transit Center  
Development

Innovative Service  
Delivery

Class Pass Program  
Expansion

**This page is intentionally left blank.**



Foothill Transit



**SERVICE SUMMARY**



# Agency History

## FAST FACTS

**Buses in service:**

369 (337 CNG and 32 electric buses)

**Lines:**

39 local and express routes

**Area served:**

327 square miles of the San Gabriel and Pomona Valleys

**Ridership:**

Over 48,000 a week, and approximately 14 million a year

**Comparative size:**

Medium-sized municipal operator in Los Angeles County, second in fleet size only to regional provider Metro

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

Foothill Transit service began in December 1988 with the operation of two fixed-route bus lines absorbed from RTD – Lines 495 and 498. The remaining 12 lines approved by the LACTC were shifted to Foothill Transit operation over a period of five years. The new agency also assumed administration of the Bus Service Continuation Project and began providing service on an additional six lines that were cancelled by RTD. Foothill Transit performed an analysis of regional transit needs which resulted in changes to existing lines, increased weekday service, introduction of new weekend service, and new service to connect communities.

Foothill Transit now operates 39 fixed-route local and express lines, which covers over 300 square miles in eastern Los Angeles County and serves approximately 14 million customers each year. This number is up from 9.5 million from the time of Foothill Transit's formation.

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



Foothill Transit began converting its diesel-fueled fleet to compressed natural gas in 2002. Fleet conversion is now 100 percent complete with the final diesel-fueled bus retired in late 2013.

Agency growth continued in 2007 as Foothill Transit launched the region's first cross-valley, high occupancy bus service – the Silver Streak. Covering approximately 45 miles from Montclair to downtown Los Angeles. The Silver Streak route spends about five percent of its total trip time on surface streets by utilizing freeways and High Occupancy Toll (HOT) lanes for quick commuting between designated station stops, mimicking the efficiency and speed of light rail.



Continuing its commitment to adopt low emissions technology, the agency took a bold step in 2010 with the implementation of the first-of-its-kind, zero-emissions battery electric buses. Funded through the American Recovery and Reinvestment Act of 2009 (ARRA), these vehicles were the first heavy duty zero-emissions battery electric public transit buses that utilized in-route fast charging capability that enabled them to remain in service throughout the day without having to leave the route to be charged before returning to service. Foothill Transit received a \$10.2 million TIGGER II grant in early 2011 to expand the electric bus program. This funding enabled the purchase of 12 additional electric vehicles for use on Line 291 and on other lines that serve the Pomona Transit Center. In July 2014, Line 291 became the first all-electric, zero-emissions bus line in operation in Los Angeles County. In May 2016, Foothill Transit embarked on a bold new vision to fully electrify the bus fleet by 2030.

To best serve the organization and stakeholders, Foothill Transit began the transition to in-house management on June 15, 2013, by hiring its first full-time employee, Executive Director Doran J. Barnes. Doran had previously served as Executive Director since 2003 under a management contract with Veolia Transportation. At the direction of the Board, senior leadership and technical staff were hired and the management services contract with Transdev was amended, which resulted in management of Foothill Transit being brought in-house on July 1, 2013. Bus operations and maintenance, Transit Store operations, and bus stop maintenance continue to be provided under contracts with private firms.



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





# Agency History (continued)

Our second Park & Ride facility - the Azusa Intermodal Transit Center - opened in January 2016 in the City of Azusa. That structure is shared by the City of Azusa and the Gold Line Foothill Extension, and provides 202 spaces to Foothill Transit customers. The Azusa Intermodal Transit Center immediately adjacent to the parking structure, includes infrastructure for electric bus charging to facilitate near term plans to fully electrify Line 280, which is a north-south route traveling between Azusa and the Puente Hills Mall.

In June 2016, Foothill Transit assumed the transfer of lines 190, 194, and 270 from LA Metro – the largest service expansion in 14 years. Lines 190 and 194 provide service from El Monte to Pomona along corridors that were not previously served by other Foothill Transit Lines. Additionally, line 270 serves the cities of Monrovia and El Monte, while connecting passengers to the newly constructed Gold Line Station.

In February 2017, Foothill Transit achieved an important milestone in the agency’s quest towards sustainability as it became the first bus-only public transit system in North America to attain the American Public Transportation Association’s (APTA) Sustainability Commitment Platinum Level. APTA’s recognition highlights the agency’s effort in being responsible stewards of the resources that are entrusted to us, and our ability to develop and implement sustainable processes.

# Organization Structure

General membership in the Foothill Transit Joint Powers Authority includes one city council member and one alternate from each of the 22 cities in the Foothill Transit service area and three appointed representatives for the County of Los Angeles.

A five-member Executive Board governs Foothill Transit: four elected officials representing four clusters of cities, and the fifth member is elected by the Los Angeles County representatives (Cluster Five).

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

**EXECUTIVE BOARD**

**EXECUTIVE DIRECTOR**

**DEPUTY EXECUTIVE DIRECTOR**

**DIRECTOR OF GOVERNMENT RELATIONS**

**DIRECTOR OF MARKETING AND COMMUNICATIONS**

**DIRECTOR OF PLANNING**

**DIRECTOR OF FACILITIES**

**DIRECTOR OF MAINTENANCE AND VEHICLE TECHNOLOGY**

**DIRECTOR OF CUSTOMER SERVICE AND OPERATIONS**

**DIRECTOR OF INFORMATION TECHNOLOGY**

**DIRECTOR OF POLICY AND STRATEGIC SOURCING**

**DIRECTOR OF FINANCE AND TREASURER**

**ARCADIA CONTRACTOR**

**POMONA CONTRACTOR**

**CUSTOMER SERVICE AND FACILITIES CONTRACTOR**



# Foothill Transit Fleet and Facilities



**1400s**  
57 currently in the fleet  
Seats 40  
CNG fueled



**1500s**  
10 currently in the fleet  
Seats 40  
CNG fueled



**1600s**  
30 currently in the fleet  
Seats 58  
CNG fueled



**1700s**  
30 currently in the fleet  
Seats 36  
CNG fueled



**1800s**  
12 currently in the fleet  
Seats 36  
CNG fueled



**1900s**  
14 currently in the fleet  
Seats 34  
CNG fueled



**2000s**  
30 currently in the fleet  
Seats 35  
100% battery-electric bus



**2016 and 2017**  
2 currently in the fleet  
Seats 40  
100% battery-electric bus



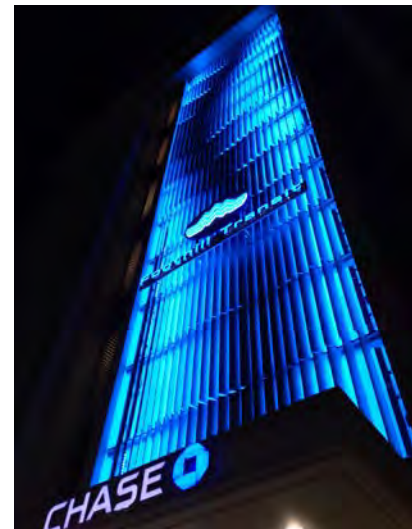
**2100s**  
64 currently in the fleet  
Seats 37  
CNG fueled



**2200s and 2300s**  
60 currently in the fleet (30 each)  
Seats 38  
CNG fueled



**2400s and 2500s**  
60 currently in the fleet (30 each)  
Seats 35  
CNG fueled



## West Covina Administrative Office

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



## Arcadia Operations and Maintenance Facility

5640 Peck Rd.  
Arcadia, CA



## Pomona Operations and Maintenance Facility

200 S. East End Ave.  
Pomona, CA

# Service Changes Proposed For the Next Three Years

This section includes information on service changes planned for FY2017-2018 through FY2019-2020.

## **Comprehensive Operational Analysis Recommendations**

Nelson\Nygaard, the consultants who completed the Comprehensive Operational Analysis (COA), provided initial service improvement recommendations. These were based on customer and non-rider surveys that looked at ridership, population density, and destinations in our service area such as schools and employment centers. Among the key areas of focus are the following: ensuring integration of Foothill Transit service with the Gold Line Foothill Extension; improving Commuter Express lines by rerouting or re-evaluating underutilized route segments; and implementing a uniform span of service and frequencies to lines serving areas around West Covina, El Monte, Pomona, and Puente Hills Mall to allow better travel throughout the region.

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

Following the Public Outreach process, the final recommendations will be presented for Governing Board approval. Service improvement recommendations approved by the Governing Board will begin implementation during FY2017-2018.

## **Line Productivity**

Along with service changes, staff will look at all lines and schedules to ensure the routes are efficient and productive. Our team will apply the newly adopted Planning Service Standards and recommend changes to improve productivity and bring lines closer to the adopted service standards. An example of possible changes may be the introduction of separate Saturday and Sunday schedules to ensure that appropriate levels of service are provided to customers.

## **Creation of Frequent Transit Network**

Frequent Transit Network routes are defined as Foothill Transit's highest ridership and most productive routes – this includes Lines 187, 190, 194, 280, 291, 486, 488, and Silver Streak. Each of these lines has the market potential to support higher levels of service due to the appropriate mix of population, employment density, and connections to other local and regional services. Together, these routes create a grid of North/South and East/West connections that traverse the Foothill Transit service area along its most heavily travelled corridors. Market research has shown that 15 minute service offers enough convenience so that customers no longer need a schedule to plan their trips, thereby attracting more choice riders to the system.

One of the keys to success of a Frequent Transit Network is that customers can rely on a consistent high level of service. Current plans include implementation of frequent transit networks in other key corridors.



# Major Capital Projects Planned For the Next Three Years

This section includes information on capital projects for FY2017-2018, FY2018-2019, and FY2019-2020

## **CAD/AVL System Replacement**

The process of replacing the outdated system began in FY2015-2016 and will involve outfitting the entire bus fleet with updated data tracking and customer information equipment, as well as replacement of the equipment located at both operations and maintenance facilities and the administrative offices. This project will be completed in 2018.

## **Bus Replacement**

In three fiscal years (FY2017-2018 through FY2019-2020), Foothill Transit will continue to replace the oldest coaches in its fleet. The 1400 and 1500 series of buses, which were purchased in 2004 and 2006 respectively, will be over 12 years and have accumulated more than 500,000 miles in service when they are replaced by new compressed natural gas (CNG) and electric buses.

## **Bus Fleet Heavy Maintenance**

As the fleet accumulates in-service miles of at least 250,000 - 300,000 miles, the buses will undergo heavy maintenance that includes a re-powering to provide more efficient and cost effective service. The heavy maintenance program will mitigate mechanical bus failures, improve on-time performance and reduce customer complaints. Approximately 60 buses will undergo heavy maintenance over two fiscal years, FY2017-2018 and FY2018-2019.

## **Arcadia Electric Charging Station**

In FY2017-2018, new electric buses will be deployed, operating out of the Arcadia Operations and Maintenance Facility. As part of this deployment, a set of electric bus chargers for 14 buses will be installed in Arcadia. The chargers will be installed by October 2017, in conjunction with the delivery of the electric buses. The chargers will be the on-the-ground "plug-in" type. Foothill Transit is considering another system to charge buses on a large scale related to the 2030 all-electric initiative.

## **Facility Rehabilitation, Repair and Maintenance**

### **Hydraulic In-Ground Lifts Rehabilitation:**

The in-ground lifts at the Pomona and Arcadia Operations and Maintenance facilities have not been in service for several years due to concerns regarding the weight of the new fleet of buses and the current capacity of the lifts. The twelve hydraulic lifts will be inspected in FY2016-2017 and are planned for rehabilitation to restore them to service at both facilities in FY2017-2018 through FY2019-2020.

## **Facility Rehabilitation, Repair and Maintenance (continued)**

### **Arcadia HVAC and Roof Replacement:**

Replacement of the HVAC equipment and asphalt roofing of the 13 year-old Arcadia facility is scheduled in FY2017-2018.

### **Operations and Maintenance Facility Floor Coating and Exterior Floor Scrubbers:**

New protective floor coating will be applied to the maintenance building areas and floor scrubbers will be procured for exterior concrete cleaning at both Pomona and Arcadia Operations and Maintenance Facilities.

### **Arcadia Compressed Natural Gas (CNG) Compressor Replacement:**

The existing CNG compressors at Arcadia, installed in 2005, require continued maintenance due to aging equipment and replacement parts that require custom fabrication on various parts. In order to maintain reliable service, two additional compressors are required to supplement the original compressors. The installation includes upgrades to the priority panel and switchgear for integration with existing compressors.

### **Pomona Emergency Gas Generator Replacement:**

The existing emergency gas generator is original to the Pomona Operations and Maintenance facility built in 1997. Since then, the Southern California Air Quality Management District has introduced new air quality mitigation measures that regulate gas generator emissions especially in proximity to schools. As such, Foothill Transit will replace the existing gas generator with a new compliant emergency generator.

## **Park & Rides**

### **Covina Transit Center and Park & Ride**

A transit oriented, mixed-use development (TOD) project, located at the former K-mart retail store in the City of Covina, is in design. The parking structure will be three levels that feature approximately 372 spaces including upper deck parking and solar canopies on the upper level. The transit center will have five bus bays and a layover area, including provisions for an electric bus charging station. A retail building adjacent to the parking structure will be built to provide high consumer traffic and increased visibility for our transit center.

### **West Covina Transit Center**

West Covina is at the core of Foothill Transit's service area. In particular, West Covina Parkway on the south side of West Covina Plaza is a major transit corridor with multiple local and commuter express lines serving the corridor. Bus stop amenities along West Covina Parkway are inadequate and parking for Foothill Transit riders is needed. Due to condition of existing transit amenities, ridership volumes and corresponding parking demand generated in the area, Foothill Transit is in discussions with the City of West Covina on possible improvements to include a transit center facility along West Covina Parkway. A shared use parking facility with the mall owners at Plaza West Covina and the City of West Covina will be discussed as part of the transit center development.

**This page is intentionally left blank.**



Foothill Transit



**FY2016-2017 SUMMARY OF ACTIVITIES**





# Overall System Statistics

Overall System Performance	FY2015-2016 Actual	FY2016-2017 Target	FY2016-2017 Estimate
Passenger Boardings	13,584,135	14,849,171	13,585,262
Vehicle Service Hours	799,177	881,868	873,598
Fare Revenue	\$ 17,144,739	\$ 19,500,000	\$ 16,151,831
Operating Expense	\$ 75,446,753	\$ 92,748,920	\$ 89,331,220

## Analysis

### Passenger Boardings and Fare Revenue

The FY2016-2017 ridership estimate is the same as the FY2015-2016 actual passenger boardings. Foothill Transit is projected to receive \$16,151,831 in fare revenue in FY2016-2017, which amounts to a year-to-year decrease of 5.8 percent when compared to the FY2015-2016 actual. This unusual occurrence of constant ridership and decreasing revenues is due to a combination of factors:

- Foothill Transit gained approximately six percent new riders with the assumption of Lines 190, 194, and 270;
- Foothill Transit honored Metro fares on these three lines for the entire fiscal year as part of the agreement which impacted Foothill Transit fare revenue; and
- With the exception of the new lines, Foothill Transit experienced a six percent decline in ridership. The decline in ridership is a regional and national trend due to continued economic recovery and an associated increase in personal car sales.

Foothill Transit continues to investigate strategies to address declining ridership with the goal of increasing ridership.

### Vehicle Service Hours and Operating Expenses

In FY2016-2017, service hours increased 9.3 percent compared to FY2015-2016. This is the result of the addition of Lines 190, 194, and 270, increased service on lines connecting to the Gold Line Foothill Extension, and schedule adjustments to address increased traffic levels and improve on-time performance. Operating expenses in FY2016-2017 are projected to be \$89.3 million which is within the budget of \$92.7 million.

## Goals and Performance Standards

Goal	Indicator	FY2015-2016 Actual	FY2016-2017 Target	FY2016-2017 Estimate
<b>Operate a Safe Transit System</b>	Preventable Accidents per 100,000 miles	0.90	0.70	0.78
	Schedule Adherence	83.2%	83.0%	82.9%
<b>Provide Outstanding Customer Service</b>	Miles Between Service Interruptions	25,694	20,000	30,683
	Complaints per 100,000 Boardings	18.7	16.0	21.0
<b>Operate an Effective Transit System</b>	Boardings per Vehicle Service Hour	17.2	16.8	15.6
	Average Weekday Boardings	45,310	49,638	45,695
<b>Operate an Efficient Transit System</b>	Farebox Recovery Ratio	22.7%	21.0%	18.1%
	Average Cost per Vehicle Service Hour	\$95.50	\$105.17	\$102.26

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, while other indicators are estimated based on historical data and current events. Each indicator is discussed below.

### Analysis

#### Preventable Accidents per 100,000 Miles

Foothill Transit is projected to end the year at 0.78 preventable accidents per 100,000 miles which is above the target of 0.70 preventable accidents per 100,000 miles. The target of 0.70 is well below industry standards for preventable accidents. While there was an increase in preventable accidents in December, performance has shown measurable improvement in recent months. The operations and maintenance contractors have heightened their emphasis on safe driving habits by focusing on specific routes and locations in the service area that have historically shown more frequent accidents.

#### Schedule Adherence

Throughout FY2016-2017, several large-scale infrastructure projects are under construction throughout the Foothill Transit service area, impacting travel time and schedule adherence. The most significant of these occurs along Interstate 10, which travels through the heart of the Foothill Transit system and is a primary connection to downtown Los Angeles. Projected on-time performance for FY2016-2017 is 82.9%, which is just below the target of 83% and is less than one percent below the previous fiscal year.



# Overall System Statistics (continued)

## Average Miles between Service Interruptions

In FY2016-2017, Foothill Transit averaged 30,683 miles between service interruptions, exceeding the performance target of 20,000 miles. This target was set to ensure that customers were served by a properly maintained transit vehicle fleet. The miles between service interruptions performance in FY2016-2017 represents a 19 percent improvement over FY2015-2016. This variance is primarily a result of the addition of 62 new buses to the fleet in FY2016-2017 which has led to a decrease in the overall number of mechanical road calls.

## Complaints per 100,000 Boardings

In FY2016-2017, Foothill Transit received more comments and complaints than in previous years as a result of our efforts to engage customers through more channels, including social media. The agency is projected to receive 21 complaints per 100,000 boardings at the end of this current fiscal year, which is higher than the target of 16 complaints per 100,000 boardings.

## Boardings per Service Hour

Boardings per service hour for FY2016-2017 is estimated at 15.6, which doesn't meet the target of 16.8 and is 10 percent lower than the FY2015-2016 actual boardings. This is primarily a result of declining ridership as well as an increase in service hours.

## Average Weekday Boardings

In FY2016-2017, Foothill Transit carried an estimated average of 45,695 boardings each weekday. This is a one percent increase from FY2015-2016 attributed to the assumption of Lines 190, 194, and 270.

## Farebox Recovery Ratio

Farebox recovery ratio is one of the two indicators used to measure efficiency by evaluating total fare revenue as a percentage of total operating expenses. Due to a rise in operating costs and lower ridership, it is estimated that 18.1 percent of operating costs will be paid for directly by fare revenue in FY2016-2017. This doesn't meet the target of 21 percent.

## Average Cost per Vehicle Service Hour

The current fiscal year projected average cost per vehicle service hour of \$102.26 is a three percent improvement from the targeted cost of \$105.17.

# Progress in Advancing FY2016-2017 Initiatives

## **Pomona Operations Contract Procurement**

The current agreement for operation of transit services at Foothill Transit's Pomona facility expires on June 30, 2017. A request for proposals was released on July 29, 2016, followed by a well-attended site visit and pre-proposal conference on August 8, 2016, where prospective proposers were given an overview of the project. Proposals were received on October 15, 2016, and a contract award was made on March 24, 2017, to Keolis Transit Services, LLC.

## **Arcadia Operations Contract Start-up**

The Arcadia Operations Contract start-up with Transdev is complete. All coach operators and service technicians were hired. The Foothill Transit and Transdev maintenance teams finalized the fleet inspection documentation and all facility inspections and turnover repairs were completed on schedule. A new phone system and supporting architecture is currently being installed to support the new contract.

## **Fleet Electrification**

The in-depot fast charging station was completed at the Pomona Operations and Maintenance facility in October 2016. This will allow the 17 Proterra electric buses to charge at the Pomona facility before being deployed into service on Lines 291 and 285. Foothill Transit's order of thirteen 40-foot Catalyst E2 extended-range buses will be built at Proterra's City of Industry plant. These buses will have a nominal range of 251 miles per charge and will be delivered from June 2016 through October 2017. The new 40-foot Catalyst E2 buses will be deployed on Line 280, serving the Azusa Intermodal Transit Center where two charging stations will be built to provide opportunity charging. A working group has been created between Foothill Transit and Proterra to identify and complete action items and ensure the capability of electrifying the entire fleet by 2030.

## **CAD/AVL System Replacement**

Foothill Transit's Computer Aided Dispatch and Automated Vehicle Location (CAD/AVL) system replacement continues to progress. Foothill Transit teams and technical consultants from IBI Group have been working with Avail Technologies, the system provider, to complete the Final System Design Acceptance, Factory Acceptance Testing, additional equipment procurement, site testing, vehicle pilot fleet testing, training, and system adoption. The project timeline anticipates completion by April 2018.



# Progress in Advancing FY2016-2017 Initiatives (continued)

## Covina Transit Center and Park & Ride

In January 2016, the City of Covina, Foothill Transit and private developer MLC Holdings, entered into a Non-Binding Memorandum of Understanding to collaborate on the development of a mixed use project in the City of Covina called *Covina Forward* project. Since then, Foothill Transit's design team has developed a preliminary architectural and engineering design for the transit component which consists of a parking structure, bus bays, retail space, and provisions for an electric bus charging station.

The project team has participated in three study sessions: two with the Covina City Council, and one with the Covina Planning Commission and residents of Covina. On December 6, 2016, the second reading of the Zone Change ordinance related to the *Covina Forward* project was also approved by City Council.

In collaboration with the City's environmental consultants, Foothill Transit finalized environmental documents to meet the federal National Environmental Policy Act (NEPA) under a Categorical Exclusion. In addition, after issuing a Request for Qualifications (RFQ) and a Request for Proposals (RFP) for Design-Build services early this year, design of the transit center and park & ride is anticipated to begin in the second quarter of 2017 and construction is scheduled to commence in September 2017.

## Fare Restructuring

In December 2015, the Executive Board authorized award of a contract to Four Nines Technologies to evaluate Foothill Transit's current fare structure, provide recommendations to restructure, and perform predictive modeling for potential fare changes.

The consultants have completed nearly all of the milestones for the project; Governing Board approval of the fare restructuring is anticipated in May 2017.

## Mt. SAC Transit Center Development

The Memorandum of Understanding between Foothill Transit and Mt. SAC was presented as an informational item at Mt. SAC's December Board of Trustees Meeting. Foothill Transit will be issuing a Request for Qualifications for architectural and engineering services to begin preliminary design of the Transit Center. In addition, further discussions are required with Mt. SAC staff and their environmental consultants to possibly incorporate the transit center component into the college's existing Environmental Impact Report.

### **Innovative Service Delivery**

Foothill Transit has been included in the FTA Mobility on Demand (MOD) Sandbox Grant application submitted by Los Angeles Metro. Foothill Transit will partner with Metro in the creation of their MOD project. Additionally, our team is reviewing our system as a whole to identify areas and lines that may have the potential for implementation of an alternative service delivery mode.

### **Class Pass Program Expansion**

The Class Pass pilot program at Citrus College launched during the Fall 2016 semester. Participation in the program has been higher than originally projected. The implementation of a TAP sticker is an exciting addition to this program. The TAP sticker will ensure that the Class Pass stays with the student because it will be affixed to the student ID card. The Class Pass programs at University of La Verne and Mt. SAC continue to be successful programs with strong campus favorability and ridership. Foothill Transit staff has participated in events and met with key administrative officials at Cal Poly. The Class Pass discussion is progressing towards Foothill Transit bus access in their future campus general plan.

**This page is intentionally left blank.**



Foothill Transit



**FY2017-2018 INITIATIVES**





# Overall System Statistics

During FY2017-2018, Foothill Transit will continue to focus on the delivery of high quality transit service. The following table shows Foothill Transit’s anticipated service delivery during the upcoming year. Performance targets for FY2017-2018 have been adjusted to take into account any operational changes and performance trends during the prior year.

Overall System Performance	FY2016-2017 Target	FY2016-2017 Estimate	FY2017-2018 Target
Passenger Boardings	14,849,171	13,585,262	13,510,238
Vehicle Service Hours	881,868	873,598	872,171
Fare Revenue	\$ 19,500,000	\$ 16,151,831	\$ 17,421,825
Operating Expense	\$ 92,748,920	\$ 89,331,220	\$ 98,235,452

## Analysis

### Passenger Boardings and Fare Revenue

Passenger boardings and fare revenue are projected to remain flat during FY2017-2018 when compared to the estimated results for FY2016-2017. The FY2016-2017 target was set prior to Foothill Transit being made aware of the fare agreement for Lines 190, 194 and 270. In addition, public transit ridership experienced declines both regionally and nationally. Foothill Transit will work to improve ridership during the next fiscal year.

### Vehicle Service Hours and Operating Expenses

Service hours are projected to remain constant in FY2017-2018. Operating expenses are proposed to increase six percent to accommodate the award of a new contract at the Pomona Operations and Maintenance Facility.

# FY2017-2018 Goals and Targets

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

Goal	Indicator	FY2016-2017 Target	FY2016-2017 Estimate	FY2017-2018 Target
<b>Operate a Safe Transit System</b>	Preventable Accidents per 100,000 miles	.70	.78	.70
	Schedule Adherence	83.0%	82.9%	83.0%
<b>Provide Outstanding Customer Service</b>	Miles Between Service Interruptions	20,000	30,683	20,000
	Complaints per 100,000 Boardings	16.0	21.0	20.0
<b>Operate an Effective Transit System</b>	Boardings per Vehicle Service Hour	16.8	15.6	15.5
	Average Weekday Boardings	49,638	45,695	45,034
<b>Operate an Efficient Transit System</b>	Farebox Recovery Ratio	21.0%	18.1%	17.7%
	Average Cost per Vehicle Service Hour	\$ 105.17	\$ 102.26	\$ 112.63

## Analysis

### Preventable Accidents per 100,000 Miles

Foothill Transit's first priority is safety. The target for preventable accidents per 100,000 miles for FY2017-2018 has been set at 0.70. This rigorous target is set to ensure continued heightened focus on safety while acknowledging the increased traffic in the Los Angeles basin. It is important to note that preventable accidents include collisions with vehicles and fixed objects, as well as other types of preventable incidents, such as a customer falling onboard a bus or a side mirror hitting an overhanging tree.

### Schedule Adherence

The target for schedule adherence is proposed to remain at 83 percent for FY2017-2018. Schedule adjustments for the commuter express routes, running time adjustments to local lines, and analysis of the agency's CAD/AVL data have been implemented to improve the accuracy of on-time performance reporting and improve schedule adherence. Continued major construction along a number of travel corridors in the service area has made it extremely challenging to keep pace with the frequent schedule adjustments needed to match these areas impacted by construction.



# FY2017-2018 Goals and Targets

## Average Miles between Service Interruptions

The target for average miles between mechanical service interruptions is proposed to remain at 20,000 miles for FY2017-2018. Foothill Transit continues to receive new coaches that reduce the overall age of the fleet. This is expected to reduce the number of mechanical service interruptions.

## Complaints per 100,000 Boardings

The target for FY2017-2018 is proposed to increase to 20 complaints per 100,000 boardings. The customer comment intake and handling process continues to improve which has increased the number of channels through which customers may provide feedback to Foothill Transit. The agency will continue to face challenges with continued construction that is planned throughout the service area, as well as the proposed service changes and fare restructuring that may affect this metric.

## Boardings per Service Hour

The FY2017-2018 boardings per service hour target will decrease slightly to 15.5. This target anticipates that ridership will remain constant. Service adjustments proposed for next year are targeted at improving ridership by addressing increased traffic, customer wait times between trips, and connections to the Metro Gold Line.

## Average Weekday Boardings

Weekday boardings are projected to decrease in the upcoming year, with a new proposed target of 45,034 average weekday boardings.

## Farebox Recovery Ratio

The FY2017-2018 farebox recovery ratio of 17.7 percent is a direct ratio between budgeted fare revenues and operating expenses projected for the year. The target takes into account recent ridership loss and the projected increase in operating expenses for the new contract at Pomona, as well as agreed upon contractual increases with contractors.

## Average Cost per Vehicle Service Hour

The FY2017-2018 average cost per vehicle service hour target of \$112.63 is a direct ratio between overall operating expenses and planned service hours during the year. This figure is a seven percent increase compared to the FY2016-2017 target.

# Major Initiatives FY2017-2018

## Pomona Operations Contract Start-up

Procurement activities for a new operations and maintenance contract at the Foothill Transit operations and maintenance facility in Pomona recently concluded. Following the proposal evaluation process, a recommendation to award the contract to Keolis Transit Services, LLC, was presented to the Executive Board on March 24, 2017. The new contract goes into effect on July 1, 2017, and will incorporate a number of changes to the management of that operating agreement. Among these changes is a modification to the invoicing methodology that takes into account fixed costs as well as hours-based and miles-based costs incurred by the contractor. Contract start-up activities will include a thorough inspection and any needed contract turnover repairs of the fleet and facility in the months leading up to and following the contract start-up. Numerous contract close out activities for the current transit operations and maintenance contract will be completed in the months following the contract transition.

## Fleet Electrification

In 2010, Foothill Transit became the first transit agency in the nation to implement fast-charge, electric buses into normal transit operations. Our electric bus program has continued to develop as we gained insight from our experience operating our 17-bus electric fleet. With advancements in battery technology and the growing number of electric bus manufacturers, it is now feasible to pursue full electrification of the Foothill Transit fleet. As older CNG buses are retired and the necessary electric charging infrastructure is put in place at both operations and maintenance facilities, retired CNG coaches will be replaced by battery-electric buses. Based on current fleet retirement schedules, Foothill Transit will pursue operation of a fully electric fleet by 2030.

## Legislative Advocacy

This year will bring new challenges and opportunities at the federal and state government levels. Foothill Transit will focus on building relationships with the new Administration including key staff for the Department of Transportation and Federal Transit Administration, newly elected U.S. Senator Kamala Harris and her staff, and new staff for key House and Senate committees. We will also strengthen relationships we have built with members of our House Delegation, U.S. Senator Dianne Feinstein and staff, and returning staff for key House and Senate Committees. This relationship building and maintenance strategy will also continue to be the focus of our efforts with our state delegation in Sacramento.

## CAD/AVL System Replacement

System design is currently underway for a new state-of-the-art system to replace Foothill Transit's aging Computer Aided Dispatch and Automated Vehicle Location (CAD/AVL) system. The new system will include enhancements to better monitor on-street service in real time, while providing more accurate data for use by our customers for their daily travel and by agency staff for system planning and reporting purposes. Pilot fleet deployment of the new CAD/AVL system, final system design, and complete fleet system deployment will be completed in the upcoming fiscal year.



# Major Initiatives FY2017-2018

## Covina Transit Center and Park & Ride Development

Development of the Covina Park & Ride continues to be a priority this year. The project is a partnership between the City of Covina, a private developer and Foothill Transit. The City of Covina is the lead for the three-party Agreement. The project involves the redevelopment of the project site with a City component to include an event center and professional office space, residential, and transit component. The park & ride will consist of a three-level parking structure containing approximately 380 parking spaces, bus berths, and electric bus charging stations to accommodate Foothill Transit buses. A transit oriented retail component will also be included within the transit center element.

## Fare Restructuring Implementation

Implementation of the fare restructuring includes extensive marketing and communications to advise the public of fare changes, training coach operators, and technical software changes to the farebox system. Implementation of the fare restructuring will occur concurrently with the Fall 2017 service changes.

## Service Enhancements

The success of the Gold Line Foothill Extension presents opportunities to restructure a number of Foothill Transit lines to provide a more seamless integration with the rail line by connecting bus service to the eastern terminus of the rail line and north-south bus service that provides enhanced customer access to and from the Gold Line. A number of service enhancements will be implemented during the coming fiscal year to continue advancing this effort. Enhancements that ensure system productivity and efficiency will also be implemented.

## Mt. SAC Transit Center Development

With the success of the Class Pass program at Mt. SAC, the development of a transit center on campus continues to move forward. Mt. SAC is one of the largest trip generators in the Foothill Transit system and has a limited number of bus stops. Foothill Transit was awarded a federal grant for the construction of this transit center. The development of this facility is under way and includes ten transit bays with covered bus shelters for customers.

## **Innovative Service Delivery**

Transportation Network Companies (TNCs) such as Uber, Lyft, and others have become more prevalent within the Foothill Transit service area and throughout the nation. As such, it is prudent for Foothill Transit to investigate and pursue strategies to integrate seamless connections of the mass transit service we provide with the services provided by TNCs. In the coming year, staff will work within the framework of the Federal Transit Administration's (FTA) guidelines to implement innovative approaches to partnering with TNCs. The goal of this project is to deliver service not only to our current customers, but also to those customers who could use the services of a TNC to provide critical first-mile and last-mile trip connections.

Staff will also explore a pilot opportunity this year to assume operation of the transit service provided in one of our member cities while expanding the implementation of our electric bus fleet in that transit operation.

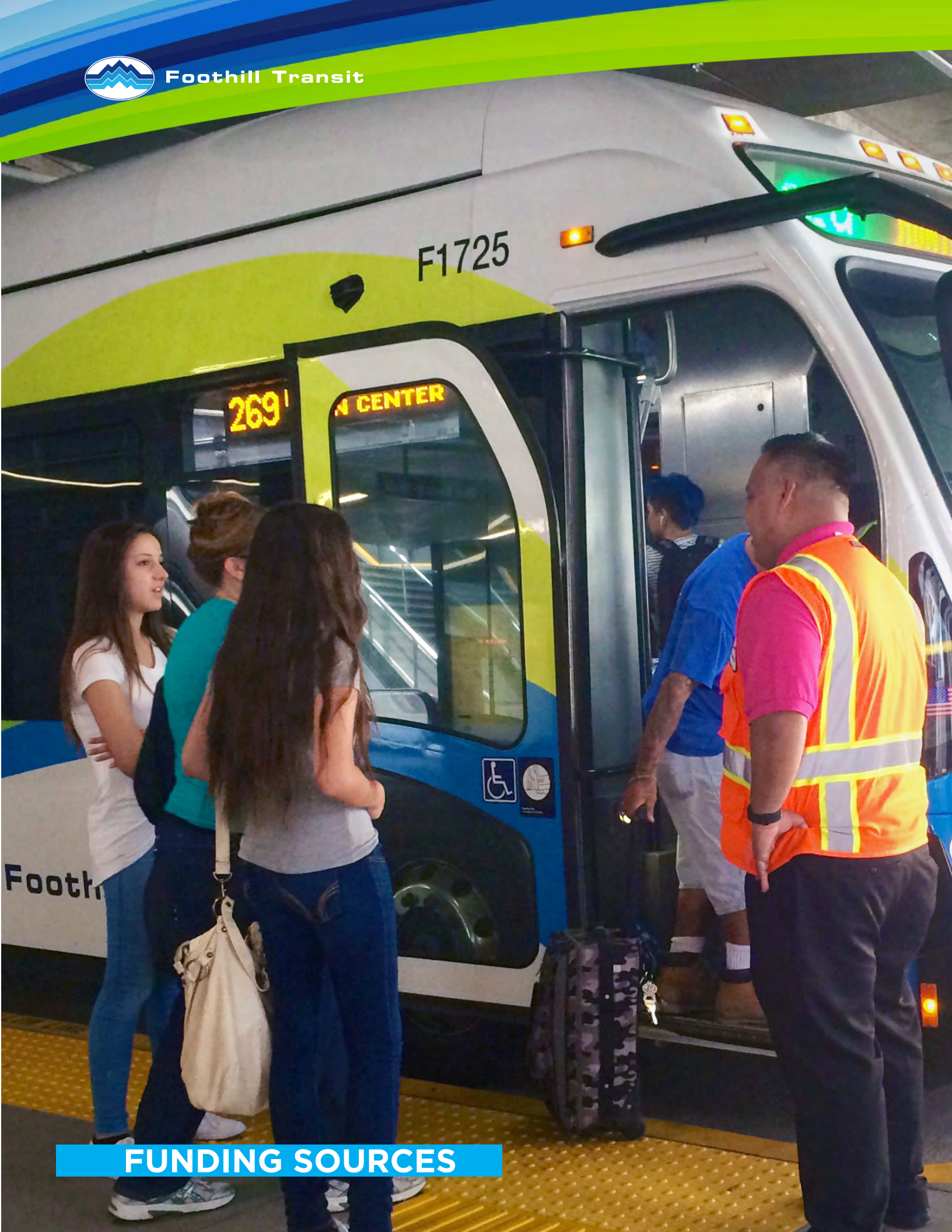
## **Class Pass Program Expansion**

Based on the successful launch and adoption of the Class Pass programs at Mt. SAC and University of La Verne, and the successful launch of a pilot program on the campus of Citrus College, Foothill Transit will continue to pursue Class Pass programs with other major colleges and universities throughout the San Gabriel and Pomona Valleys.

**This page is intentionally left blank.**



Foothill Transit



**FUNDING SOURCES**





# Funding Sources

Foothill Transit is funded with state and local sales tax funds, federal transportation funds, and farebox revenues.

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

## State Resources

### Transportation Development Act (TDA) Article 4

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

### State Transit Assistance Funds (STA)

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

### Low Carbon Transit Operations Program (LCTOP)

LCTOP is funded by auction proceeds from the California Air Resource Board's (ARB) Cap-and-Trade Program and deposited into the Greenhouse Gas Reduction Fund (GGRF). This program is a component of the State of California budget (by Senate Bill 852 and Senate Bill 862) with a goal of reducing greenhouse gas emissions. These funds are eligible for capital projects which reduce greenhouse emissions.

### Transit and Intercity Rail Capital Program (TIRCP)

TIRCP was created by Senate Bill 862 (Chapter 36, Statutes of 2014) and modified by Senate Bill 9 (Chapter 710, Statutes of 2015) to provide grants from the Greenhouse Gas Reduction Fund to fund transformative capital improvements that will modernize California's intercity, commuter and urban rail systems, and bus and ferry transit systems to reduce emissions of greenhouse gases by reducing congestion and vehicle miles travelled throughout California.

### Public Transportation Modernization Improvement and Service Enhancement Account (PTMISEA)

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

## **State Resources (continued)**

### **Carl Moyer Memorial Air Quality Standards Attainment Program (Carl Moyer Program)**

The Carl Moyer Program is funded through tire fees and smog impact vehicle registration fees. It reduces air pollution from vehicles and equipment by providing incentive funds to purchase cleaner than legally required engines, equipment, and emission reduction technologies. It also achieves reductions in emissions of key pollutants which are necessary for California to meet its clean air commitments under regulatory requirements.

## **Los Angeles County Resources**

### **Proposition A 40% Sales Tax Funds**

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

### **Proposition C 40% Discretionary Sales Tax Funds**

Proposition C is a 1990 voter approved one-half cent Los Angeles County sales tax ordinance. The funds are allocated to the regional transit operators through the following LA Metro Board adopted programs: 1) Municipal Operator Service Improvement Program (MOSIP); 2) Bus System Improvement Plan Overcrowding Relief on Lines 480/481 and 707; 3) Transit Service Expansion on Line 690; 4) Base Restructuring on Lines 497/498 and local Saturday service on various lines; and, 5) Prop 1B Bridge funding eligible for public transportation modernization improvements, service enhancements, and security expenditures. The Prop C 40% funds are eligible for operations and transit capital.

### **Proposition C 5% Transit Security**

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

### **Measure R 20% Bus Operations**

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

### **Measure M 20% Bus Operations**

Measure M is a 2016 voter approved Los Angeles County sales tax ordinance. These funds are eligible for bus operating and capital expenses.

### **Metro ExpressLanes Net Toll Revenue Reinvestment Grant Program**

Metro ExpressLanes Net Toll Revenue Reinvestment Grant Program is funded by toll revenues collected from the use of the ExpressLanes on the I-10 and I-110 corridors. Grant funds are invested in projects/programs that provide direct mobility benefits to the I-10 and I-110 ExpressLanes within a three-mile radius. The primary objective of the Net Toll Revenue Program is to increase mobility and person throughput via implementation of integrated strategies that enhance transit operations, transportation demand management, transportation systems management, active transportation, and capital investments in the I-10 and I-110 corridors.



# Funding Sources (continued)

## Federal Resources

### Federal Urban Area Formula Program (Section 5307)

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

### Federal Buses and Bus Facilities and Low-or No-Emission Program (Section 5339)

The Grants for Buses and Bus Facilities program (49 U.S.C. 5339) makes federal resources available to States and direct recipients to replace, rehabilitate and purchase buses and related equipment and to construct bus-related facilities including technological changes or innovations to modify low or no emission vehicles or facilities. Funding is provided through formula allocations and competitive grants. A sub-program, the Low- or No-Emission Vehicle Program, provides competitive grants for bus and bus facility projects that support low and zero-emission vehicles.

### Federal State of Good Repair Program (Section 5337)

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

### Federal Congestion Mitigation and Air Quality (CMAQ)

These funds are programmed for cost-effective emission reduction activities and congestion mitigation projects that provide air quality benefits. They require 20 percent local match.

## Non-Subsidy Resources

### Auxiliary Revenue

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



190

EL MONTE  
STATION

62 TRANSIT

Foothill

F180

CA EXPT  
1348364

**BUDGET SUMMARY**

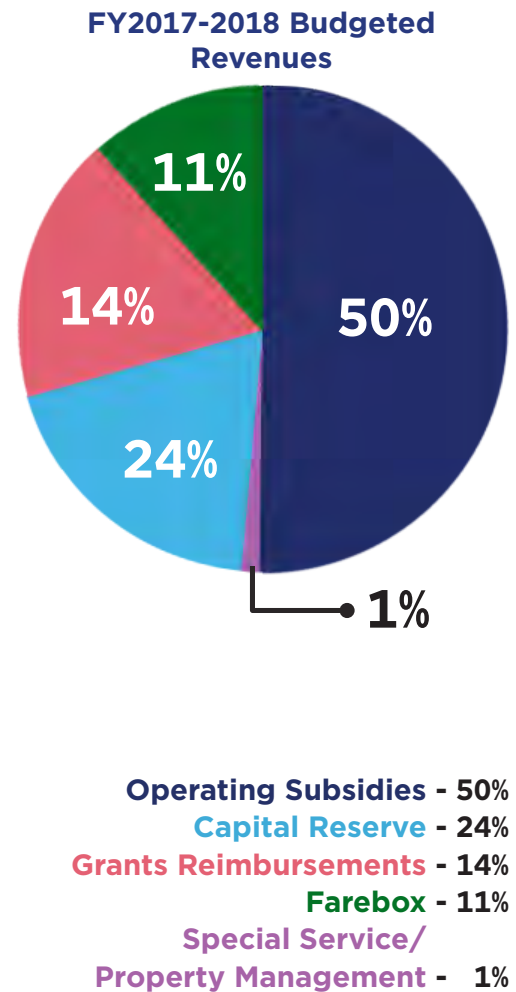


# Funding Assumptions

- Operating subsidies and revenues increase to match operating expenses
- Farebox revenues reflect ridership trends and complete transition of Lines 190, 194, and 270
- Continue to seek federal, state and local funding to help finance operations and capital projects
- Proposed operating subsidies consist of local sales tax funds (Prop A and C, Measures R and M), and state and federal resources, such as TDA4

# Budgeted Revenues

FY2017-2018 Budgeted Revenues	FY2016-2017 Budget	FY2017-2018 Budget
<b>Operating &amp; Other Revenues</b>		
Farebox	\$ 19,500,000	\$ 17,421,825
Operating Subsidies	73,248,920	80,813,627
Property Management	400,000	445,000
Special Service Income	1,075,000	1,175,000
<b>Total Operating and Other Revenues</b>	<b>\$ 94,223,920</b>	<b>\$ 99,855,452</b>
<b>Capital Revenues</b>		
Grants Reimbursements	\$27,775,991	\$ 22,348,309
Capital Reserve	28,351,120	38,723,401
<b>Total Capital Revenues</b>	<b>\$ 56,127,111</b>	<b>\$ 61,071,710</b>
<b>Total Budgeted Revenues</b>	<b>\$ 150,351,031</b>	<b>\$ 160,927,162</b>

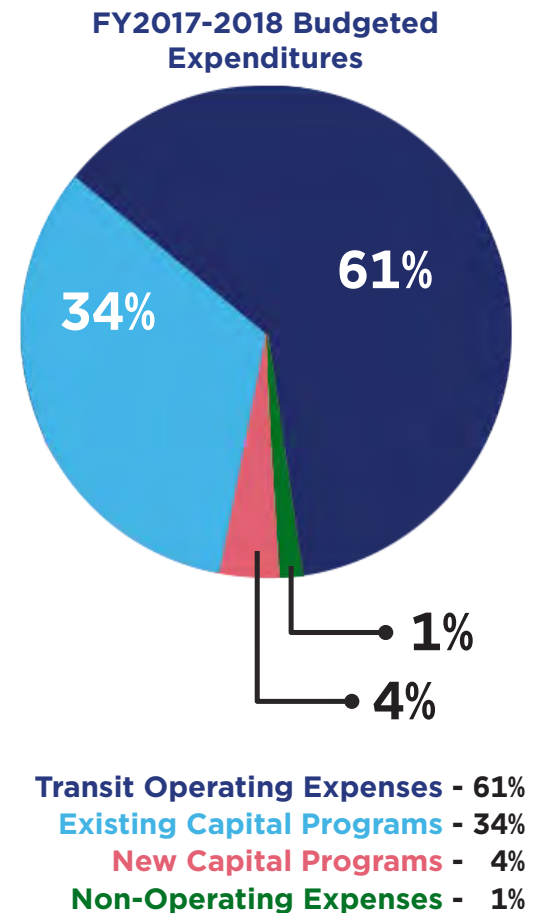


# Expenditure Assumptions

- Increase operating expenditures by six percent over prior year budget
- Vehicle service hours and vehicle service miles remain constant
- Initiate fleet replacements for 20 CNG buses
- Complete heavy maintenance on 30 CNG buses
- Continue work on Covina Transit Center and Park & Ride
- Complete installation of new CAD/AVL System

# Budgeted Expenditures

FY2017-2018 Budgeted Expenditures	FY2016-2017 Budget	FY2017-2018 Budget
<b>Operating</b>		
Transit Operating Expenses	\$92,748,920	\$98,235,452
Non-Operating Expenses	1,475,000	1,620,000
<b>Total Operations</b>	<b>\$ 94,223,920</b>	<b>\$ 99,855,452</b>
<b>Capital</b>		
New Capital Programs	\$27,775,991	\$5,785,000
Existing Capital Programs	28,351,120	55,286,710
<b>Total Capital</b>	<b>\$56,127,111</b>	<b>\$61,071,710</b>
<b>Total Budgeted Expenditures</b>	<b>\$150,351,031</b>	<b>\$160,927,162</b>

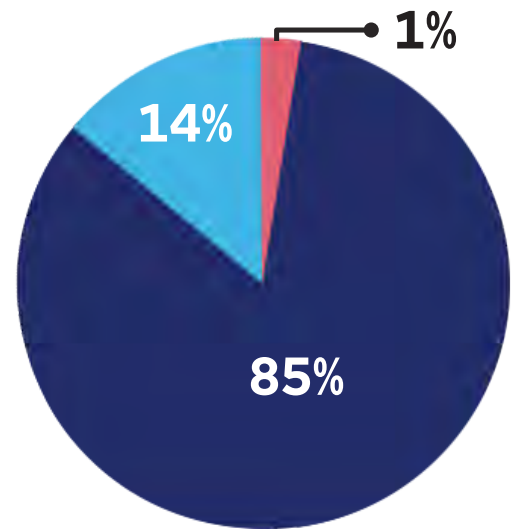




# Operating Expenses

Summary By Department	FY2016-2017 Budget	FY2017-2018 Budget
<b>Operating Expenses</b>		
Customer Service & Ops.	\$ 79,968,120	\$ 84,568,242
Maintenance & Veh. Tech.	878,940	898,870
Marketing & Communication	2,139,890	2,257,050
Information Technology	2,263,240	2,395,030
Administration	3,264,090	2,891,150
Policy and Strategic Sourcing	848,300	931,800
Finance	1,236,250	1,779,240
Planning	975,450	1,297,750
Facilities	1,174,640	1,216,320
<b>Total Operating Expenses</b>	<b>\$ 92,748,920</b>	<b>\$ 98,235,452</b>
<b>Non-Operating Expenses</b>		
Property Management	\$ 400,000	\$ 445,000
Special Services	325,000	375,000
Dial-A-Ride	750,000	800,000
<b>Total Non-Operating Expenses</b>	<b>\$ 1,475,000</b>	<b>\$ 1,620,000</b>
<b>Total Operations</b>	<b>\$ 94,223,920</b>	<b>\$ 99,855,452</b>

FY2017-2018 Operating Expenses

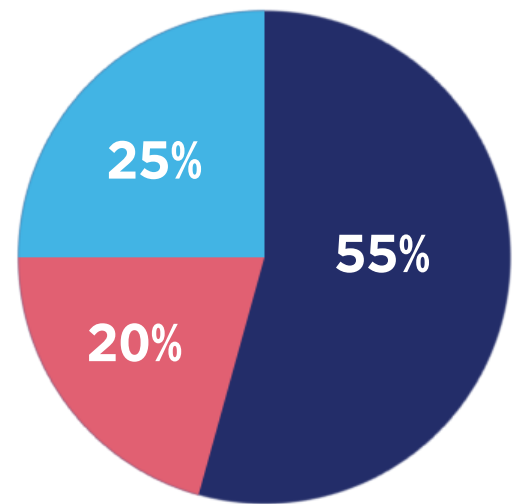


Customer Service & Ops. - 85%  
 Other Departments - 14%  
 Non-Operating Expenses - 1%

# Capital Expenditures

Summary By Category	FY2016-2017 Budget	FY2017-2018 Budget
<b>New Capital Programs</b>		
Bus/Fleet Management	\$ 23,134,560	\$ 4,000,000
Facilities Construction/Maintenance	3,188,000	865,000
Information Technology	1,453,431	920,000
<b>Total New Capital Programs</b>	<b>\$ 27,775,991</b>	<b>\$ 5,785,000</b>
<b>Existing Capital Programs</b>		
Bus/Fleet Management	\$ 2,930,778	\$ 29,774,508
Facilities Construction/Maintenance	14,415,062	14,545,759
Information Technology	11,005,280	10,966,443
<b>Total Existing Capital Programs</b>	<b>\$ 28,351,120</b>	<b>\$ 55,286,710</b>
<b>Total Capital</b>	<b>\$ 56,127,111</b>	<b>\$ 61,071,710</b>

FY2017-2018 New/Existing Capital Expenditures



**Bus/Fleet Mgmt.** - 55%  
**Facilities Const./Maint.** - 25%  
**Information Technology** - 20%



**This page is intentionally left blank.**



Foothill Transit



**CAPITAL BUDGET**



# Capital Programs

The currently proposed capital projects, with total life of project budgets of \$286 million, includes \$65.3M of newly proposed projects. Each project includes the life-of-project budget, current year forecasted expenditure, and the balance of expenditures for future years.

CP#	Capital Program	Life of Project Budget	FY2016-2017 Estimate	FY2017-2018 Budget	FY2018-2019+
<b>Bus/Fleet Management:</b>		\$	\$	\$	\$
NEW	Electric Buses - 54 Buses - FY17-18	45,400,000	-	-	45,400,000
NEW	Electric Double Decker Buses - 2 Buses	3,000,000	-	-	3,000,000
NEW	Arcadia In-Depot Chargers	12,000,000	-	4,000,000	8,000,000
0123	Bus Replacement - 59 Buses - FY16-17	49,242,912	-	16,800,000	32,442,912
0124	Fare Collection System	8,200,000	-	-	8,200,000
0125	Surveillance Equipment Update	740,000	740,000	-	-
0126	Non-Revenue Fleet Replacement - FY16-17	230,000	-	-	230,000
0127	Azusa ITC Bus Charging Station - Phase II	1,200,000	1,000,000	200,000	-
0113	Farebox Equipment	460,000	100,000	100,000	260,000
0112	Azusa ITC Bus Charging Station - Phase I	800,000	700,000	-	-
0111	Non-Revenue Fleet Replacement	832,000	-	80,000	609,000
0110	Electric Buses - FY15-16	13,000,000	2,000,000	11,000,000	-
0109	Fleet Heavy Maintenance - FY15-16	14,385,000	1,260,000	1,470,000	8,505,000
0107	40 42' CNG Buses	27,643,700	21,643,700	-	-
0100	Fare System Equipment - Phase II	200,000	104,323	50,000	45,677
0099	Pomona O&M Electric Bus Charger	500,000	500,000	-	-
0094	Replacement Facility Trucks	250,000	100,000	74,508	-
0079	Fleet Heavy Maintenance - FY13-14	1,795,300	520,778	-	-
<b>Bus/Fleet Mgmt. Subtotal:</b>		<b>\$179,878,912</b>	<b>\$28,668,801</b>	<b>\$33,774,508</b>	<b>\$106,692,589</b>
<b>Facilities Construction/Maintenance:</b>					
NEW	Administrative Building Solar Canopy	4,000,000	-	-	4,000,000
NEW	Facility Repairs & Improvements - FY17-18	375,000	-	375,000	-
NEW	Arcadia/Pomona Facility Interior Resurface and Paint	210,000	-	190,000	20,000

# Capital Programs (continued)

CP#	Capital Program	Life of Project Budget	FY2016-2017 Estimate	FY2017-2018 Budget	FY2018-2019+
<b>Facilities Construction/Maintenance:</b>		\$	\$	\$	\$
NEW	Arcadia Overflow Parking	250,000	-	250,000	-
NEW	Admin Bldg. Landscaping	50,000	-	50,000	-
0128	Arcadia CNG Compressor Replacement	1,800,000	1,800,000	-	-
0129	Pomona Transit Store Renovation	800,000	400,000	200,000	200,000
0130	Arcadia HVAC Replacement	370,000	100,000	270,000	-
0131	BSEP - West Covina Bus Shelters	260,000	260,000	-	-
0132	Admin EV Chargers	103,000	103,000	-	-
0133	ESMS Operations Facilities Improvements	90,000	-	90,000	-
0134	Admin Building Stairwell Paint	60,000	40,000	20,000	-
0135	Facility Repairs & Improvements - FY16-17	60,000	60,000	-	-
0136	Arcadia Forklift Replacement	30,000	30,000	-	-
0137	Admin Building Electrical Panel	15,000	15,000	-	-
0138	Covina Park & Ride and Transit Center	28,495,511	7,256,620	10,869,875	10,369,016
0139	West Covina Transit Store, Plaza and Transitway	15,079,000	-	250,000	14,829,000
0119	Office Furniture & Equipment - FY15-16	60,000	30,000	30,000	-
0118	Arcadia Roof Replacement	68,300	38,300	30,000	-
0117	Ops. Facilities Floor Coating and Equipment	333,500	100,000	143,500	90,000
0116	Admin Building 2nd Floor Remodel	796,000	-	-	796,000
0115	Mt. SAC Transit Store & Center	9,750,000	325,000	1,300,000	8,125,000
0098	Hydraulic Lift Replacement	2,600,000	50,000	600,000	1,937,472
0095	Office Furniture/Equipment - FY14-15	60,000	-	22,384	-
0093	Facility Repairs & Improvements - FY14-15	400,000	295,975	50,000	-
0091	Facility Maintenance & Upgrades	250,000	100,000	150,000	-
0083	Transit Store Security System	663,460	363,460	300,000	-



# Capital Programs (continued)

CP#	Capital Program	Life of Project Budget	FY2016-2017 Estimate	FY2017-2018 Budget	FY2018-2019+
<b>Facilities Construction/Maintenance:</b>		\$	\$	\$	\$
0080	Facility Rehab/Repair/ Maintenance	1,000,000	280,616	-	-
0052	Azusa Park & Ride	9,490,400	300,000	200,000	-
0022	Office Equipment/Furniture - FY13-14	155,355	32,704	20,000	-
<b>Facilities Const./Maint. Subtotal:</b>		<b>\$77,674,526</b>	<b>\$11,980,675</b>	<b>\$15,410,759</b>	<b>\$40,366,488</b>
<b>Information Technology:</b>					
NEW	Board and Conference Room Equip. Upgrade	100,000	-	100,000	-
NEW	Backup System Replacement	100,000	-	100,000	-
NEW	Building Network Infrastructure	100,000	-	100,000	-
NEW	FTP Server Replacement	20,000	-	20,000	-
NEW	IT Infrastructure - FY17-18	250,000	-	250,000	-
NEW	Traffic Signal Priority Continuation	250,000	-	250,000	-
NEW	Alternative Modes of Transportation	250,000	-	100,000	150,000
0140	Giro Hastus Upgrade	400,000	350,000	50,000	-
0141	IT Infrastructure - FY16-17	250,000	250,000	-	-
0142	Long Term Retention Project	200,000	-	100,000	100,000
0143	VDI Graphics Acceleration	150,000	-	75,000	75,000
0144	Virtual Disaster Recovery	150,000	-	75,000	75,000
0145	Security Server	150,000	150,000	-	-
0146	POS Replacement	100,000	-	50,000	50,000
0147	TAP ID Cards	68,250	-	-	68,250
0148	Safety and Security Mobile Application	42,485	42,485	-	-
0149	Thin Client Upgrade	40,000	20,000	20,000	-
0150	E-Procurement System	27,696	27,696	-	-
0151	Contract Management System	15,000	15,000	-	-
0120	Arcadia & Pomona Phone Replacement	200,000	100,000	100,000	-
0122	Employee TAP ID Cards	24,500	-	12,250	-
0106	Building Wi-Fi Replacement	150,000	-	25,605	-
0105	Project Management Software	200,000	200,000	-	-
0103	Printer/Copier Replacement	75,000	-	33,588	-
0097	CAD/AVL Replacement	20,300,000	9,745,475	10,000,000	-

# Capital Programs (continued)

CP#	Capital Program	Life of Project Budget	FY2016-2017 Estimate	FY2017-2018 Budget	FY2018-2019+
<b>Information Technology:</b>		\$	\$	\$	\$
0096	Board Room Video System Upgrade	150,000	150,000	-	-
0058	Bus Stop Enhancement Program (BSEP) - FY11-12	1,000,000	200,000	200,000	277,946
0044	Document Imaging Equipment/Software	300,000	10,000	25,000	40,000
0042	Bus Stop Customer Information	600,000	100,000	100,000	100,000
0017	Traffic Signal Priority	1,500,000	504,796	-	-
0014	Financial Software	300,000	51,419	-	-
0007	Executive Information System	600,000	40,000	100,000	152,714
<b>Information Technology Subtotal:</b>		<b>\$ 28,062,931</b>	<b>\$ 11,956,871</b>	<b>\$ 11,886,443</b>	<b>\$ 1,088,910</b>
<b>Capital Projects Total:</b>		<b>\$ 285,616,369</b>	<b>\$ 52,606,347</b>	<b>\$ 61,071,710</b>	<b>\$ 148,147,987</b>

**This page is intentionally left blank.**



Foothill Transit

Foothill Transit

LA County  
Fair  
Weekend Only  
PRESENTS  
**FAIR**

**196**

foothilltransit.org  
1-800-RIDE-INFO (800-743-3463)

Foothill Transit

LA County  
Fair  
Weekend Only  
PRESENTS  
**FAIR**

**496**

foothilltransit.org  
1-800-RIDE-INFO (800-743-3463)

**OPERATING BUDGET**





# Department Budgets and Summaries

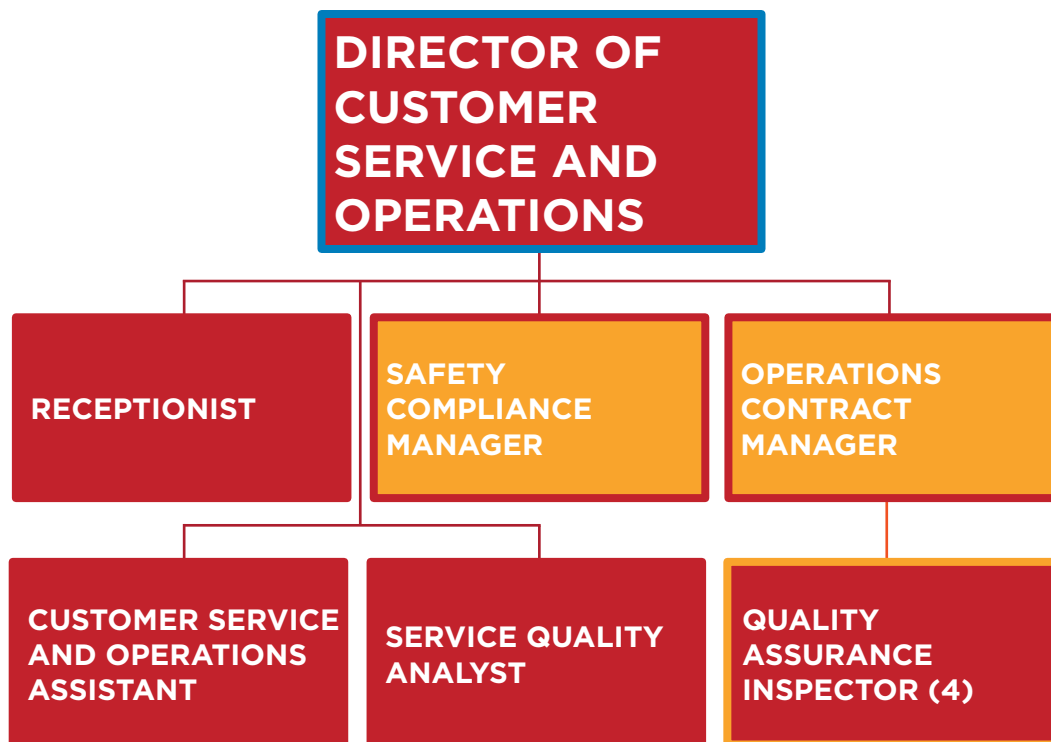
Foothill Transit’s operating budget and departmental initiatives for FY2017-2018 are presented in this section. A brief description of each department has been provided. A summary of all departments is shown below:

	FY2016-2017 Budget	Actual Through Dec. 2016	FY2016-2017 Estimate	FY2017-2018 Budget
<b>Transit Operating Expenses:</b>				
Customer Service and Operations	\$ 79,968,120	\$ 38,058,467	\$ 76,616,120	\$ 84,568,242
Maintenance and Vehicle Technology	878,940	368,945	878,940	898,870
Marketing and Communications	2,139,890	728,937	2,092,876	2,257,050
Information Technology	2,263,240	919,822	2,367,740	2,395,030
Administration	3,264,090	1,233,237	2,794,090	2,891,150
Policy and Strategic Sourcing	848,300	251,047	848,300	931,800
Finance	1,236,250	559,432	1,235,850	1,779,240
Planning	975,450	354,595	875,450	1,297,750
Facilities	1,174,640	485,531	1,174,640	1,216,320
<b>Total Transit Operating Expenses</b>	<b>92,748,920</b>	<b>42,960,013</b>	<b>88,884,006</b>	<b>98,235,452</b>
<b>Non-Operating Expenses:</b>				
Property Management	\$ 400,000	\$ 206,227	\$ 400,000	\$ 445,000
Special Service	325,000	180,502	325,000	\$ 375,000
Dial-A-Ride	750,000	342,456	750,000	\$ 800,000
<b>Total Non-Operating Expenses</b>	<b>1,475,000</b>	<b>729,185</b>	<b>1,475,000</b>	<b>1,620,000</b>
<b>Total Expenses:</b>	<b>\$ 94,223,920</b>	<b>\$ 43,689,198</b>	<b>\$ 90,359,006</b>	<b>\$ 99,855,452</b>

# Customer Service and Operations

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

The department also works closely with the four Foothill Transit stores to maintain and enhance the customer service experience; including providing itineraries for customers, answering questions about service, and collecting customer feedback. The safety of our customers, contractors, and staff is a primary focus of the Customer Service and Operations department and the team works directly with local, state, and national safety organizations in this effort.





# Customer Service and Operations

## **FY2016-2017 ACCOMPLISHMENTS:**

- Completed procurement of Pomona Operations & Maintenance Contract
- Incorporated Lines 190, 194, 270 into Foothill Transit service
- Completed system design, installation, and initial testing on new CAD/AVL System
- Hosted Local and Regional Bus Roadeo
- Supported radio replacement project
- Continued coach operator audits
- Implemented customer service audits
- Obtained notice of compliance from FTA Drug and Alcohol Audit
- Achieved safety and security presence with LA County Sheriff Department contract execution
- Provided premium Rose Bowl Special Service to more than 117,000 customers
- Provided LA Marathon special shuttle service to approximately 2,000 runners
- Continued participation in Transit Paratransit Certification Course
- Continued participation in APTA Early Career Program Mentor Group
- Coordinated CPR and Evacuation Chair training for Administrative Staff
- Participated in various APTA committees
- Elected to Southern California COMTO Board of Directors
- Participated in various safety trainings

## **FY2017-2018 INITIATIVES:**

- Complete contract transition of Pomona Operations & Maintenance
- Complete line transition between Pomona and Arcadia Operations and Maintenance Facilities
- Modify procedures as needed to respond to FTA's new Safety Management System requirements
- Complete Quality Assurance Dispatch Education training
- Host Transit Security table top exercise with TSA
- Continue Front Line Customer Service Recognition program
- Complete installation, testing, and implementation of CAD/AVL system replacement

Acct. Number	Account Name	FY2015-2016 Actual	FY2016-2017 Budget	FY2016-2017 Estimate	FY2017-2018 Budget
5001	Purchased Transportation	\$ 56,166,308	\$ 69,916,790	\$ 66,216,790	\$ 74,061,030
5020	Fuel	5,255,771	6,300,000	6,605,000	6,341,376
5035	Electricity - Fuel	129,656	260,000	260,000	469,196
5100	Salary, Wages & Benefits	768,936	741,300	741,300	726,900
5110	Fringe Benefits	-	306,700	306,700	286,900
5150	Contracted Services	1,516,068	1,571,550	1,609,550	1,752,760
5260	Professional/Technical	100,333	48,900	48,900	49,000
5411	Bus Roadeo	47,920	75,000	75,000	71,250
5430	Dues and Subscriptions	2,129	2,250	2,250	2,230
5550	Travel and Meeting	21,935	30,430	35,430	29,750
5560	Uniform/Clothing Supplies	33,577	301,200	301,200	304,900
5710	Transit Store Lease	98,749	153,600	153,600	101,530
5720	Other Contracted Services	122,704	188,400	188,400	189,820
5850	Office/General Supplies	187	3,000	3,000	1,000
5991	Safety & Security	47,698	57,000	57,000	168,600
6100	Utilities	1,545	12,000	12,000	12,000
		<b>\$ 64,313,516</b>	<b>\$ 79,968,120</b>	<b>\$ 76,616,120</b>	<b>\$ 84,568,242</b>

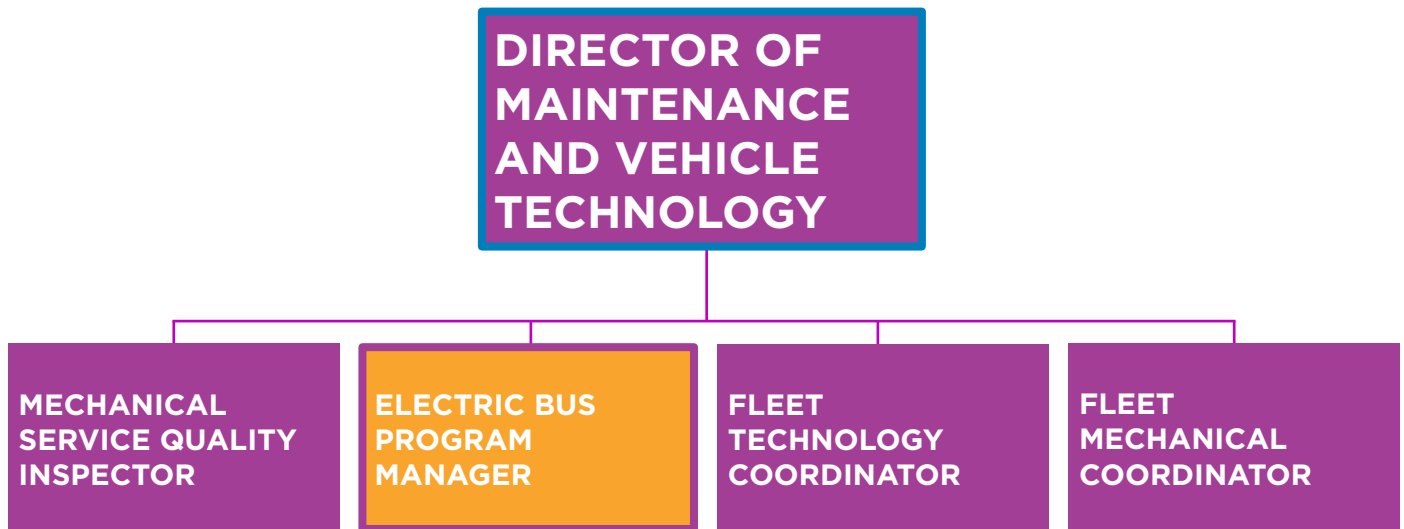
### Budget Notes:

- Account 5035 Electricity - Fuel increased due to the addition of 13 new electric buses operating out of the Acadia Facility
- Account 5150 Contracted Services increased due to inclusion of contractual requirements
- Account 5710 Transit Store Lease reduced because plans to move West Covina Transit Store are delayed
- Account 5991 Safety & Security increased because of a new contract with the Los Angeles County Sheriff's Department and includes APTA Safety Award Fees



# Maintenance and Vehicle Technology

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



## **FY2016-2017 ACCOMPLISHMENTS:**

- Procured 30 new 40 ft. CNG New Flyer Excelsior buses
- Initiated procurement of thirteen 40 ft. Proterra Catalyst extended range buses
- Constructed one electric bus fast-charging station at the Pomona facility
- Constructed two electric bus fast-charging stations at the Azusa Intermodal Transit Center
- Completed bus heavy maintenance on nine 60-foot articulated buses
- Completed bus heavy maintenance on 16 Series 1700 buses
- Completed bus heavy maintenance on five Series 1800 buses
- ISO 14001 Certification of Arcadia and Pomona ESMS programs
- Performed and completed Arcadia Fleet Turnover Audit

## **FY2017-2018 INITIATIVES:**

- Inspect and accept 13 new 40 ft. Proterra Catalyst extended-range buses
- Construct an in-depot charging station at the Arcadia facility
- Implement Electric Bus Health monitoring system on electric fleet
- Complete bus heavy maintenance on 60-foot articulated buses
- Implement bus heavy maintenance on Series 1700 and 1800 buses
- Continue ISO 14001 Certification of Arcadia and Pomona ESMS programs
- Perform and complete Fleet Turnover Audit at Pomona
- Perform Monrovia Dial-A-Ride fleet inspections
- Continue random fleet audits at both Pomona and Arcadia facilities



# Maintenance and Vehicle Technology

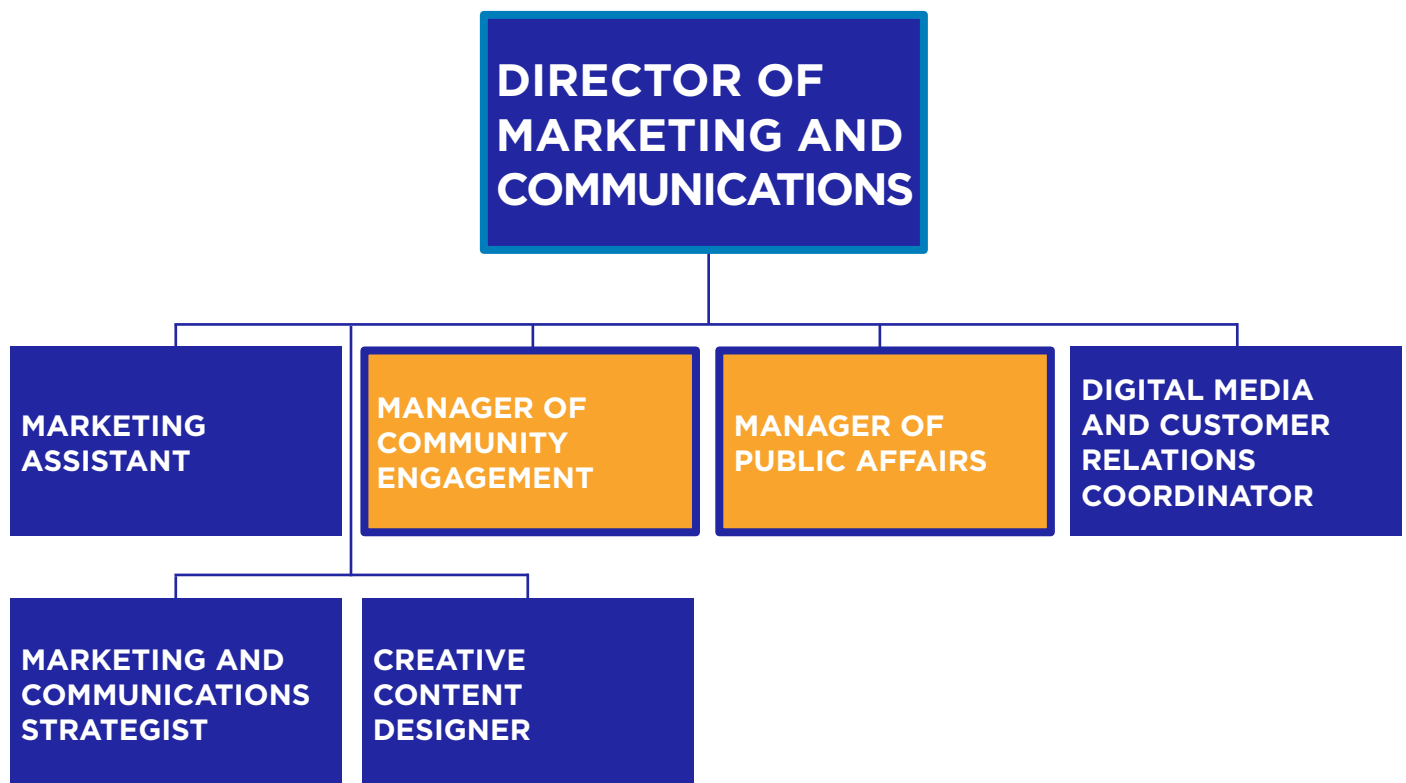
Acct. Number	Account Name	FY2015-2016 Actual	FY2016-2017 Budget	FY2016-2017 Estimate	FY2017-2018 Budget
5040	Gas and Lubricants	\$ 7,533	\$ 8,400	\$ 8,400	\$ 8,400
5100	Salaries, Wages and Benefits	586,433	455,400	455,400	456,400
5110	Fringe Benefits	-	219,100	219,100	215,000
5230	Consulting	5,766	24,000	24,000	33,000
5260	Professional/Technical	154,392	106,540	91,622	123,250
5430	Dues and Subscriptions	100	7,700	8,362	7,500
5550	Travel and Meeting	37,733	32,800	32,800	25,500
5720	Other Contracted Services	-	1,800	4,539	10,220
5850	Office/General Supplies	216	4,800	5,697	2,400
5970	Repair and Maint. Vehicles	22,482	18,400	29,020	17,200
		<b>\$ 814,655</b>	<b>\$ 878,940</b>	<b>\$ 878,940</b>	<b>\$ 898,870</b>

## Budget Notes:

- Account 5230 Consulting increased because the ESMS Audit will be in July 2017 instead of May 2017 as well as additional training on new ISO standard
- Account 5260 Professional/Technical has increased because of ViriCiti license fee for 14 Electric Buses

# Marketing and Communications

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







# Marketing and Communications

## **FY2016-2017 ACCOMPLISHMENTS:**

- Continued ridership initiative campaigns for Silver2Silver, Class Pass, and Commuter Express
- Re-launched Mt. SAC and University of La Verne Class Pass campaigns, launched Citrus College Class Pass pilot campaign, and expanded advertising and marketing for future partnerships
- Coordinated customer communication and marketing for the transition of former Metro Lines 190, 194, and 270
- Coordinated customer communication and marketing for the launch of the new Line 196 to the LA County Fair
- Coordinated public outreach for new service programs and fare restructuring
- Developed destination-type marketing initiatives highlighting community connections and events
- Leveraged unique opportunities to increase stakeholder and community support
- Launched New Resident campaign for the San Gabriel and Pomona Valleys
- Improved customer communication of detour and road closure information

## **FY2017-2018 INITIATIVES:**

- Conduct research for customer satisfaction, awareness, information preferences, and service quality
- Incorporate additional capabilities of new CAD/AVL into customer communication and rider tools
- Create groundwork for new website that can incorporate data from CAD/AVL
- Increase community engagement with focus on seniors, mobility, LGBT, and social services
- Develop marketing collateral to leverage ridership on special services
- Re-launch Commuter Express campaign
- Launch customer education campaign regarding results of fare restructuring and service changes
- Update Foothill Transit facility artwork and initiate new student/local artist program
- Organize grand opening event for Covina Transit Center and Park & Ride
- Launch TAP vendor campaign

Acct. Number	Account Name	FY2015-2016 Actual	FY2016-2017 Budget	FY2016-2017 Estimate	FY2017-2018 Budget
5100	Salaries, Wages and Benefits	\$ 559,638	\$ 563,834	\$ 563,834	\$ 588,000
5110	Fringe Benefits	-	225,306	225,306	240,600
5230	Consulting	329,184	470,000	470,000	480,000
5260	Professional/Technical	49,209	116,700	69,686	126,000
5300	Advertising and Promotion	496,284	529,450	529,450	544,450
5330	Community Sponsorship	72,281	70,000	70,000	85,000
5380	Special Events	24,645	26,000	26,000	36,000
5411	Team Member Appreciation	7,062	5,000	5,000	5,000
5430	Dues and Subscriptions	12,431	14,000	14,000	14,000
5550	Travel and Meeting	14,070	23,500	23,500	26,000
5850	Office/General Supplies	1,661	7,600	7,600	7,000
6280	Printing	15,988	80,000	80,000	95,000
6290	Reprints of Brochures	8,541	8,500	8,500	10,000
		<b>\$ 1,590,994</b>	<b>\$ 2,139,890</b>	<b>\$ 2,092,876</b>	<b>\$ 2,257,050</b>

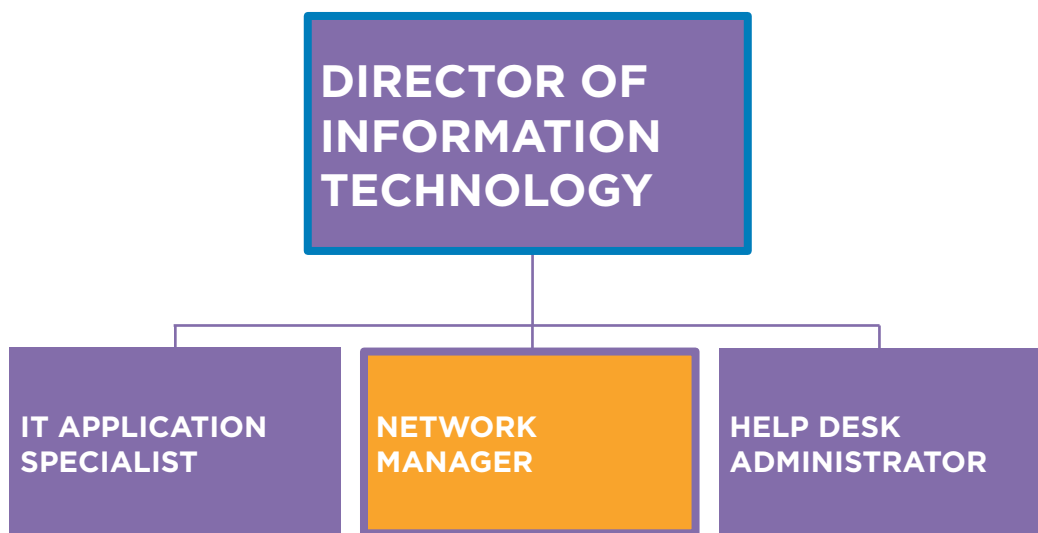
## Budget Notes:

- Account 5330 Community Sponsorship increased to include new, local non-profits focused on seniors, mobility, the LGBT community, and social services
- Account 5380 Special Events increased with the addition of electric bus and a transit center grand opening events
- Account 5550 Travel and Meeting increased due to added Public Affairs Manager responsibilities
- Account 6280 Printing increased to accommodate upcoming fare and service change info, more on-site campus campaigns and new preliminary 30th anniversary campaign
- Account 6290 Reprints of Brochures increased to include new TAP card campaign



# Information Technology

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



## FY2016-2017 ACCOMPLISHMENTS:

- Completed design and functions of the Computer Aided Dispatch and Automated Vehicle Location (CAD/AVL)
- Implemented RSA technologies for multi-factor authentication to better secure our CAD/AVL hardware and software system
- Replaced phone system for operating and maintenance facilities
- Replaced email server filter to improve security
- Implemented RSA technologies for multi-factor authentication to better secure our network infrastructure
- Installed an internal data monitoring appliance to protect against ransomware attacks

## FY2017-2018 INITIATIVES:

- Continue replacement of the CAD/AVL hardware and software system
- Replace the rear projector in the boardroom to a new display setup using micro tile display
- Accelerate VDI Graphics project to improve dispatchers and Transit Store displays for real
- Replace aging network infrastructure in main office building

Acct. Number	Account Name	FY2015-2016 Actual	FY2016-2017 Budget	FY2016-2017 Estimate	FY2017-2018 Budget
5100	Salaries, Wages and Benefits	\$ 525,136	\$ 403,700	\$ 403,700	\$ 392,400
5110	Fringe Benefits	-	153,900	153,900	153,900
5421	Copier	5,870	6,000	6,000	6,000
5430	Dues and Subscriptions	2,920	3,840	3,840	3,000
5550	Travel and Meeting	18,425	15,200	15,200	25,100
5720	Other Contracted Services	1,041,732	1,394,980	1,373,480	1,006,580
5850	Office/General Supplies	382	3,000	3,000	3,000
5950	Repair & Maint. Other Equip.	4,218	10,500	10,500	10,500
6130	Telephone/Data	549,070	272,120	398,120	794,550
		<b>\$ 2,147,753</b>	<b>\$ 2,263,240</b>	<b>\$ 2,367,740</b>	<b>\$ 2,395,030</b>

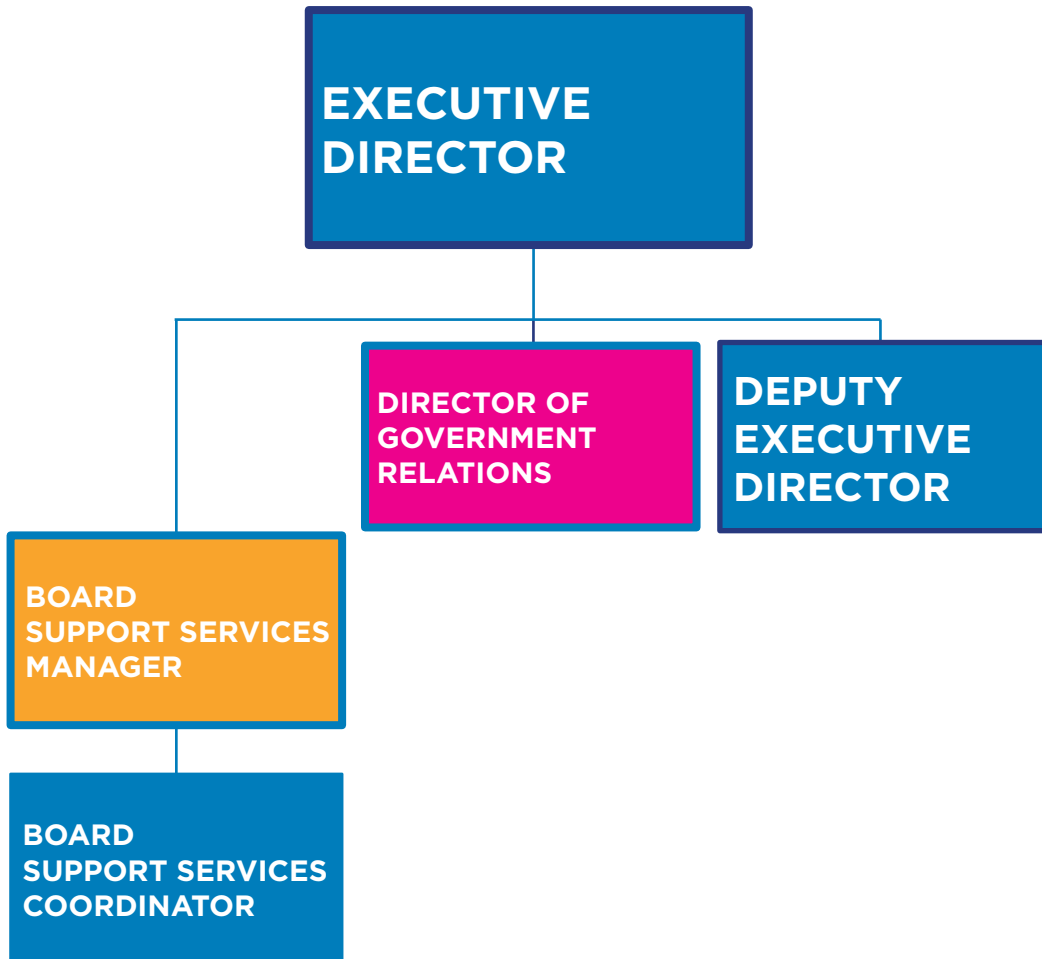
## Budget Notes:

- Account 5550 Travel and Meeting increased due to new VMware, RSA, and Laserfische conferences
- Account 5720 Other Contracted Services represents licenses and software contracts. The reduction represents transfers to other departments.
- Account 6130 Telephone/Data increased due to additional service cost for VOIP phone service for both contractors, and additional data needed for new CAD/AVL system



# Administration

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



## **FY2016-2017 ACCOMPLISHMENTS:**

- Supported the Executive and Governing Boards
- Ensured effective Executive and Governing Board communications
- Oversaw progress toward completion of San Gabriel Valley Park & Ride projects
- Advocated for federal funding for Foothill Transit capital projects
- Managed the West Coast Multi-Agency Exchange (MAX) leadership development program
- Strengthened industry involvement and enhanced Foothill Transit's visibility and influence with the American Public Transportation Association, California Transit Association, Southern California Regional Transit Training Consortium (SCRTTC), and Access Services
- Continued and strengthened industry involvement in Conference of Minority Transportation Officials (COMTO) and Women's Transportation Seminar (WTS)

## **FY2017-2018 INITIATIVES:**

- Support the Executive and Governing Boards
- Ensure progress toward completion of San Gabriel Valley Park & Ride projects
- Maintain effective Executive Board and Governing Board communications
- Maintain strong industry involvement with American Public Transportation Association, California Transit Association, and Access Services
- Maintain industry involvement in COMTO and WTS
- Ensure continued involvement in and pursue expansion of the West Coast Multi-Agency Exchange (MAX) leadership development program



# Administration

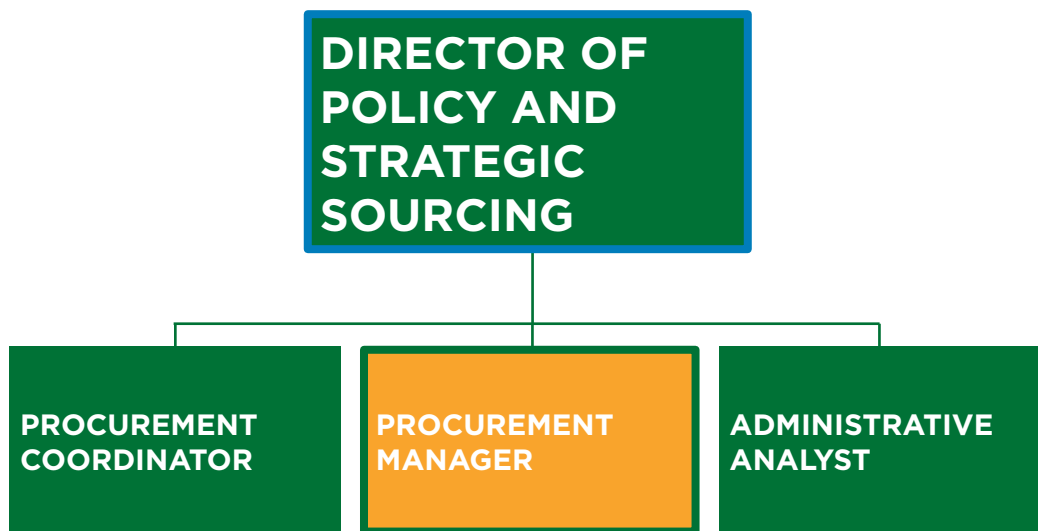
Acct. Number	Account Name	FY2015-2016 Actual	FY2016-2017 Budget	FY2016-2017 Estimate	FY2017-2018 Budget
5100	Salaries, Wages and Benefits	\$ 1,460,569	\$ 1,348,866	\$ 1,198,866	\$ 1,077,900
5110	Fringe Benefits	-	422,194	362,194	304,200
5230	Consulting	104,902	73,000	23,000	72,000
5250	Legal Fees	312,073	414,000	344,000	416,000
5265	Public Affairs	159,736	153,000	153,000	153,000
5412	Board Stipend	45,752	50,500	50,500	50,500
5430	Dues and Subscriptions	83,705	69,830	69,830	72,750
5441	Postage/Express Mail	11,776	14,000	14,000	14,800
5500	Mail Equipment Lease	3,571	3,600	3,600	4,000
5545	Training and Development	172,227	261,600	181,600	272,000
5550	Travel and Meeting	142,500	216,000	156,000	216,000
5600	Casualty & Liability Insurance	185,756	218,000	218,000	218,000
5720	Other Contracted Services	3,482	3,900	3,900	3,900
5850	Office/General Supplies	22,487	15,600	15,600	16,100
		<b>\$ 2,708,536</b>	<b>\$ 3,264,090</b>	<b>\$ 2,794,090</b>	<b>\$ 2,891,150</b>

## Budget Notes:

- Account 5100 Salaries, Wages and Benefits decreased due to two positions being transferred to Finance and one to Policy and Strategic Sourcing
- Account 5545 Training and Development includes tuition reimbursement

# Policy and Strategic Sourcing

The Department of Policy and Strategic Sourcing is responsible for supporting Foothill Transit policy, legislative, regulatory, procurement, and contract administration activities. It supports the increased visibility of Foothill Transit in the national arena and builds strategic partnerships with academic, nonprofit, and policy organizations. It is also responsible for ensuring timely acquisition of goods and services to support Foothill Transit mission and supports Foothill Transit Disadvantaged Business Enterprise program.



## FY2016-2017 ACCOMPLISHMENTS:

- Supported Foothill Transit visibility through partnerships with national policy organizations and other stakeholders
- Coordinated agency responses to federal rulemakings, comments, and other significant actions
- Procured services to support capital activities occurring at Foothill Transit maintenance and operations facilities
- Managed necessary procurements for the Covina and West Covina Transit Centers
- Managed procurement for new operations contractor at Pomona Operating Facility





# Policy and Strategic Sourcing

## FY2017-2018 INITIATIVES:

- Support Foothill Transit national policy efforts and visibility
- Support Foothill Transit in the promotion of innovative concepts, methodologies, such as shared use mobility and other emerging technologies, including Mobility on Demand project with LA Metro and other Innovative Service Delivery Concepts
- Coordinate internal administrative policies, procedures and systems to improve organizational efficiency, including implementation of Transit Asset Management responsibilities
- Ensure successful and timely procurement of goods and services to support Foothill Transit mission
- Ensure Foothill Transit Procurement Manual remains consistent with federal and state procurement guidelines
- Manage procurement process for new electric and CNG buses

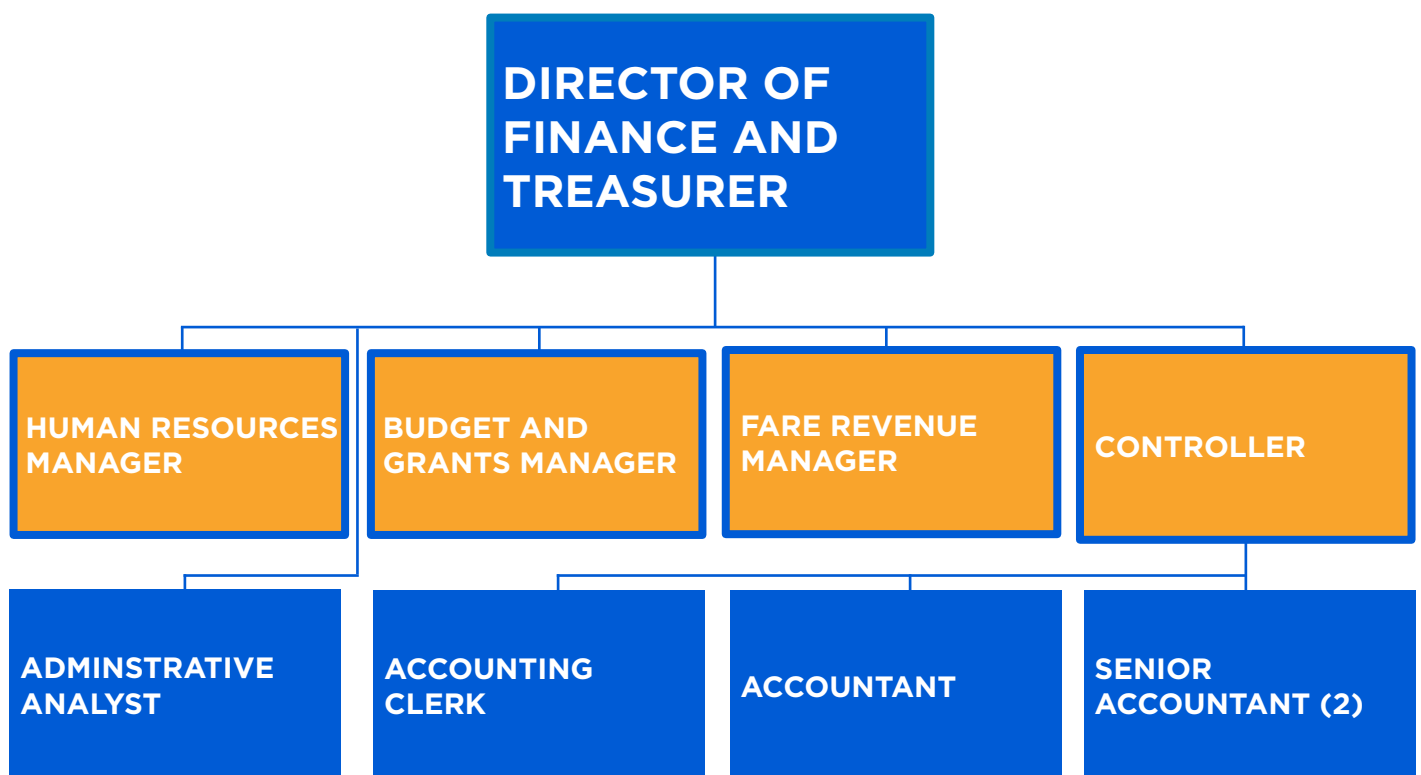
Acct. Number	Account Name	FY2015-2016 Actual	FY2016-2017 Budget	FY2016-2017 Estimate	FY2017-2018 Budget
5100	Salary, Wages & Benefits	\$ 353,994	\$ 287,700	\$ 287,700	\$ 358,500
5110	Fringe Benefits	-	83,000	83,000	131,800
5230	Consulting	26,375	110,000	110,000	100,000
5250	Legal Fees	370,022	290,000	290,000	270,000
5260	Professional/Technical	6,100	12,000	12,000	12,000
5300	Advertising and Promotion	8,528	30,000	30,000	25,000
5430	Dues and Subscriptions	2,167	2,500	2,500	2,500
5550	Travel and Meeting	36,329	33,100	33,100	32,000
		<b>\$ 803,515</b>	<b>\$ 848,300</b>	<b>\$ 848,300</b>	<b>\$ 931,800</b>

## Budget Notes:

- Account 5100 Salary, Wages & Benefits increased due to additional position transferred from Administration Department
- Account 5300 Advertising and Promotion decreased due to increased use of electronic procurement system

# Finance

The Finance Department provides timely, accurate, clear, and complete financial information to support the Foothill Transit mission. This includes a multitude of support services in the major functions of Accounting, Budget and Grants management, Human Resources, Fare Policy and Collection, Class Pass Programs, Benefits Administration, Retirement Program management, and Investment activities. The Finance Department provides support to all departments within the organization while adhering to Board policies and generally accepted accounting principles.





# Finance

## **FY2016-2017 ACCOMPLISHMENTS:**

- Updated ten-year financial forecast
- Successfully completed the Federal Transit Administration Triennial Review
- Completed financial audits resulting in no material findings
- Conducted a five-year capital improvement program call-for-projects
- Prepared annual operating and capital budgets; included annual cash flow for capital projects
- Continued fare restructuring study to improve ridership and fare revenues
- Implemented the Class Pass “pilot program” with Citrus Community College
- Successfully won over \$21 million in competitive capital grants
- Received National Government Finance Officers Association award for excellence in financial reporting
- Implemented employee wellness program, including lunchtime Yoga for all employees

## **FY2017-2018 INITIATIVES:**

- Complete and implement the fare restructuring program
- Complete development and implementation of electronic timesheet program payroll enhancement
- Implement Class Pass program at Citrus Community College
- Implement upgrade to finance software
- Implement accounting process for Transit Asset Management Plan
- Investigate mobile ticketing applications for potential pilot program
- Update ten-year financial forecast

Acct. Number	Account Name	FY2015-2016 Actual	FY2016-2017 Budget	FY2016-2017 Estimate	FY2017-2018 Budget
5100	Salaries, Wages and Benefits	\$ 941,023	\$ 758,400	\$758,400	\$ 966,600
5110	Fringe Benefits	-	269,200	269,200	389,600
5210	Audit Fees	53,110	45,000	45,000	45,000
5230	Consulting	1,341	35,900	35,900	107,000
5430	Dues and Subscriptions	3,055	3,300	3,300	3,940
5550	Travel and Meeting	33,316	51,200	51,200	70,500
5720	Other Contracted Services	12,578	18,500	18,500	127,850
5741	Fare Collection Equip./Maint.	2,356	13,550	13,550	13,550
5850	Office/General Supplies	46	1,200	800	1,200
6210	Pass Sales Commission	20,933	20,000	20,000	30,000
6260	Fare Media	23,140	20,000	20,000	24,000
		<b>\$ 1,090,898</b>	<b>\$ 1,236,250</b>	<b>\$ 1,235,850</b>	<b>\$ 1,779,240</b>

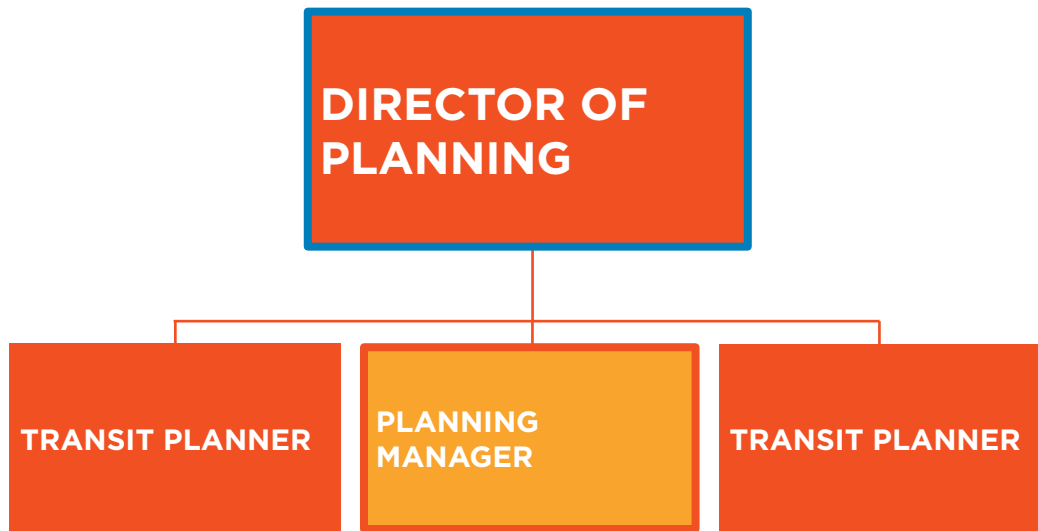
### Budget Notes:

- Account 5100 Salary and Wages increased due to the transfer of two positions from Administration Department
- Account 5230 Consulting increased due to professional assistance for development of mobile ticketing pilot project and human resource improvements
- Account 5720 Other Contracted Services increased due to retirement and payroll fees
- Account 5550 Travel and Meeting increased due to training for new positions
- Account 6210 Pass Sales Commission increased due to new vendors being added to encourage transition to TAP cards
- Account 6260 Fare Media Title VI analysis may require additional TAP cards to be distributed as mitigation for fare change



# Planning

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



## **FY2016-2017 ACCOMPLISHMENTS:**

- Completed the public outreach process of the Comprehensive Operational Analysis (COA) and made final recommendations of service enhancements to the Governing Board for approval
- Coordinated special LA County Fair service including a line from the Azusa Intermodal Transit Center to the Pomona Fairplex
- Improved schedule adherence by making necessary adjustments to route run times
- Integrated Lines 190, 194, and 270 into Foothill Transit's service profile

## FY2017-2018 INITIATIVES

- Analyze and adjust routes and schedules impacted by the Gold Line extension
- Upgrade the Giro Hastus scheduling system software
- Research innovative delivery of service such as the forming collaborative partnerships with transportation network companies (TNCs) such as Uber, Lyft, and taxis
- Research and implement a pilot express line from the newly constructed Covina Park & Ride
- Develop foundation for a frequent network of service by establishing select corridors throughout the service area
- Submit Foothill Transit's 2017 Title VI Program Update to the Federal Transit Administration
- Complete inventory of Foothill Transit's existing bus stops including the amenities provided at the location
- Complete installation of the bus signal priority equipment at designated intersections to help improve on time performance on Line 187

Acct. Number	Account Name	FY2015-2016 Actual	FY2016-2017 Budget	FY2016-2017 Estimate	FY2017-2018 Budget
5100	Salaries, Wages and Benefits	\$ 501,013	\$ 413,200	\$ 413,200	\$ 409,000
5110	Fringe Benefits	-	110,800	110,800	122,500
5230	Consulting	27,274	60,000	60,000	40,000
5260	Professional/Technical	127,676	130,000	130,000	110,000
5430	Dues and Subscriptions	1,230	3,450	3,450	5,250
5530	System Map	-	50,000	-	20,000
5550	Travel and Meeting	13,533	16,000	16,000	20,000
5720	Other Contracted Services	120,635	12,000	12,000	391,000
5850	Office/General Supplies	18,042	30,000	10,000	30,000
6200	Bus Book Printing	78,227	150,000	120,000	150,000
		<b>\$ 887,630</b>	<b>\$ 975,450</b>	<b>\$ 875,450</b>	<b>\$ 1,297,750</b>

### Budget Notes:

- Account 5230 Consulting decreased due to elimination of GIS Analysis
- Account 5260 Professional/Technical decreased due to elimination of T-Best Modeling
- Account 5430 Dues and Subscriptions increased for rotary dues and AICP
- Account 5530 System Map decreased due to the majority of the system map work being done in-house
- Account 5550 Travel and Meeting increased due to the APTA Planning Workshop, TRB, and APTA Annual
- Account 5720 Other Contracted Services increased due to planning specific software costs transferred from IT Department



# Facilities

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



## FY2016-2017 ACCOMPLISHMENTS:

- Completed the Arcadia Operations and Maintenance Facility interior and exterior improvements, including furniture replacement in various areas
- Completed the fare collection canopy at the Arcadia Operations and Maintenance Facility
- Completed Phase 1 environmental review and preliminary architectural and engineering design for the Covina Transit Center and Park & Ride
- Completed the Environmental and Sustainability Management System (ESMS) Program recertification at the Arcadia and Pomona Operations and Maintenance Facility
- Completed painting of stairwells at Administrative Building
- Completed fire alarm extension to fuel island at Pomona Operations and Maintenance Facility
- Resealed and restriped employee parking lot and completed ADA upgrades at Arcadia Operations and Maintenance facility
- Modified bus bay at Pomona Transit Center to accommodate new extended range electric buses

## FY2017-2018 INITIATIVES

- Begin detail design and construction for the Covina Park & Ride and Transit Center
- Begin Phase 1 environmental review and preliminary design for the Mt. SAC Transit Center
- Complete the West Covina Bus Shelter replacement project on Vincent Avenue
- Begin concept designs for the West Covina Transit Center
- Complete installation of nine electric vehicle charging stations at the Administrative Office Building
- Complete the Overflow Employee Parking Lot Project at the Arcadia Operations and Maintenance Facility
- Begin modifications for employee wellness outdoor park at the Administrative Office Building
- Complete the installation of two natural gas compressors at the Arcadia Operations and Maintenance Facility
- Complete exterior and interior painting at the Pomona Operations and Maintenance Facility
- Complete roof replacement and HVAC upgrade at Arcadia Operations and Maintenance Facility
- Complete the rehabilitation of the in-ground lifts at the Pomona and Arcadia Maintenance Facilities
- Begin concept design for remodel of the Pomona Transit Store
- Develop a Facilities Transit Asset Management Plan for Arcadia and Pomona Operations and Maintenance Facilities





# Facilities

Acct. Number	Account Name	FY2015-2016 Actual	FY2016-2017 Budget	FY2016-2017 Estimate	FY2017-2018 Budget
5100	Salary, Wages & Benefits	\$ 436,804	\$ 347,400	\$ 347,400	\$ 353,300
5110	Fringe Benefits	-	126,000	126,000	136,900
5151	Contracted Services-Facility	378,542	433,420	433,420	467,060
5260	Professional/Technical	-	2,000	2,000	2,000
5420	Contract Maintenance	50,591	68,640	68,640	71,480
5430	Dues & Subscriptions	8,827	15,960	15,960	16,000
5471	Janitorial	34,552	42,240	42,240	46,050
5550	Travel & Meeting	6,780	18,600	18,600	19,500
5720	Other Contracted Services	92,506	166,580	166,580	178,980
5850	Office/General Supplies	678	1,050	1,050	1,050
5910	Tools and Materials	19,000	20,000	20,000	24,000
5950	Repair & Maint. Other Equip.	20,037	33,600	33,600	38,600
5991	Safety & Security	8,823	24,690	24,690	24,690
6100	Utilities	214,320	274,460	274,460	281,710
		<b>\$ 1,271,460</b>	<b>\$ 1,574,640</b>	<b>\$ 1,574,640</b>	<b>\$ 1,661,320</b>

## Budget Notes:

- Account 5151 Contracted Service - Facility increased due to the contracted services with Transdev increasing approximately four percent
- Account 5471 Janitorial increased due to the contracted services increasing by nine percent

**This page is intentionally left blank.**



# Foothill Transit

100 S. Vincent Ave., Suite 200  
West Covina CA, 91790

**[foothilltransit.org](http://foothilltransit.org)**

**MEMBER CITIES** Arcadia, Azusa, Baldwin Park, Bradbury, Claremont, Covina, Diamond Bar, Duarte, El Monte, Glendora, Industry, Irwindale, La Puente, La Verne, Monrovia, Pasadena, Pomona, San Dimas, South El Monte, Temple City, Walnut, West Covina and Los Angeles County **A PUBLIC AGENCY**