



Foothill Transit

GOVERNING BOARD MEETING

West Covina, CA
Friday, January 29, 2021



Foothill Transit

Foothill Transit MISSION

To be the premier public transit provider committed to:

SAFETY
COURTESY
QUALITY
RESPONSIVENESS
EFFICIENCY
INNOVATION



Foothill Transit VALUES

SAFETY

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

RESULTS

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

INTEGRITY

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

GRATITUDE

We are a team united in thankfulness for each other; we express gratitude for our many opportunities by investing our time and energy in our community and industry, and through the open expression of appreciation.

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 respectful discussion which is responsive, informative, and constructive.

SUSTAINABILITY

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



Foothill Transit

Governing Board Meeting AGENDA

GOVERNING BOARD MEETING - TELECONFERENCE

7:45 AM, JANUARY 29, 2021

Foothill Transit Administrative Office

2nd Floor Board Room

100 South Vincent Avenue

West Covina, CA 91790

FOOTHILL TRANSIT IS TAKING ALL PRECAUTIONS POSSIBLE TO PREVENT THE SPREAD OF COVID-19. FOR THE HEALTH AND SAFETY OF ALL GOVERNING BOARD MEMBERS, FOOTHILL TRANSIT STAFF, AND THE PUBLIC, PARTICIPATION IN THE MEETING WILL BE DONE REMOTELY VIA TELECONFERENCE USING THE FOLLOWING ZOOM MEETING LINK: <https://foothilltransit.zoom.us/j/86752061792>. ALTERNATIVELY, TO PARTICIPATE VIA PHONE, DIAL (669) 900-6833 AND ENTER MEETING ID: 867-5206-1792.

1. CALL TO ORDER
2. PLEDGE OF ALLEGIANCE
3. ROLL CALL
4. APPROVAL OF AGENDA
5. REMARKS BY METRO BOARD MEMBER NOMINEE TIM SANDOVAL
6. INTRODUCTION OF NEW CHIEF OF SAFETY AND SECURITY
7. APPROVAL OF MINUTES FOR THE GOVERNING BOARD MEETING OF DECEMBER 18, 2020
8. INTRODUCTION OF FOOTHILL TRANSIT BUSINESS PARTNERS

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 two 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) 967-3147 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.



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9. PUBLIC COMMENT

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. Presentations shall not exceed two minutes in length. The Board will take public comment under this agenda item for a maximum of 30 minutes. Public Comment will resume later in the meeting if there are members of the public who did not get an opportunity to speak because of the 30-minute limit.

Action may be taken on any item identified on the agenda.

IF PARTICIPATING VIA ZOOM, CLICK ON “RAISE HAND” TO INDICATE YOU WOULD LIKE TO SPEAK. IF PARTICIPATING VIA PHONE CALL, SUBMIT A REQUEST TO BOARD.SECRETARY@FOOTHILLTRANSIT.ORG BY CLOSE OF BUSINESS ON JANUARY 28, 2021.

9.1. Chief Executive Officer Response to Public Comment

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 Chief Executive Officer’s office at (626) 931-7300 extension 7204, at least 48 hours prior to the meeting.

If you require translation services, please contact the Chief Executive Officer’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 pagsasalin, pakisuyong makipag-ugnayan sa opisina ng Chief Executive Officer 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 թարգմանչական ծառայությունների են հարկավոր, հանդիպումից առնվազն 48 ժամ առաջ խնդրում ենք զանգահարել Գործադիր տնօրենի գրասենյակ՝ (626) 931-7300 լրացուցիչ՝ 7204 հեռախոսահամարով:

ប្រសិនបើលោកអ្នកស្នើសុំសេវាកម្មបកប្រែភាសា សូមទាក់ទងមកកាវិយាល័យនាយកប្រតិបត្តិ 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.

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



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10. DOUBLE DECK ELECTRIC BUS UPDATE

Recommended Action: Receive and file the update on the double deck electric bus project.

11. DRIVER BARRIER UPDATE

Recommended Action: Receive and file the Driver Barrier Update.

12. COVID-19 TRANSIT OPERATIONS UPDATE

Recommended Action: Receive and file an update on Foothill Transit operations during the COVID-19 pandemic and Los Angeles County Safer-At-Home order.

13. FISCAL YEAR 2021 BUSINESS PLAN INITIATIVES UPDATE

Recommended Action: Receive and file an update on Foothill Transit's FY2021 Business Plan Initiatives.

14. Foothill Transit's MEMBERSHIP IN THE AMERICAN BUS BENCHMARKING GROUP (ABBG)

Recommended Action: Receive and file a report on Foothill Transit's membership in the American Bus Benchmarking Group (ABBG).

15. CONTINUED PUBLIC COMMENT

This time is reserved for those members of the public who were unable to speak earlier in the agenda because of the 30-minute time restriction.

16. CHIEF EXECUTIVE OFFICER COMMENT

17. GOVERNING BOARD MEMBER COMMENT

18. ADJOURNMENT

**The next meeting of the Governing Board
is scheduled for
Friday, March 26, 2021 at 7:45 a.m.**



Foothill Transit

**STATEMENT OF PROCEEDINGS FOR THE
REGULAR MEETING OF THE
FOOTHILL TRANSIT GOVERNING BOARD
TELECONFERENCE VIA ZOOM**

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

**Friday, December 18, 2020
7:45 a.m.**

1. CALL TO ORDER

The meeting was called to order by Chair Sternquist at 7:50 a.m.

2. PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was led by Governing Board Member Barakat.

3. ROLL CALL

Roll call was taken by Christina Lopez, Board Secretary.

Present: Member Corey Calaycay, Member Rick Crosby, Member Emmett Badar, Member Nancy Tragarz, Member Edward Alvarez, Member Jorge Marquez, Member Gary Boyer, Member Albert Ambriz, Member Dario Castellanos, Member Roger Chandler, Member Richard Barakat, Member Tzeitel Paras-Caracci, Member Becky Shevlin, Member Fernando Vizcarra, Member Steve Tye, Member Jessica Ancona, Member Cory Moss, Member Hector Delgado, Member Sam Pedroza, Member Jimmy Lin, Member Cynthia Sternquist

Absent: Member Robert Torres, Member Valerie Munoz

4. APPROVAL OF AGENDA

Motion by Member Badar, second by Member Shevlin, the agenda was unanimously approved as presented.

5. REVIEW & APPROVAL OF THE MINUTES

Approval of the minutes for the Governing Board Meeting of October 30, 2020.

Motion by Vice Chair Calaycay, second by Member Vizcarra, the minutes for the Regular Meeting of October 30, 2020 were approved. Motion 21-0.

6. **PUBLIC COMMENT**

Laura Hendricks, Transdev Chief Executive Officer, addressed the Governing Board. She thanked the Governing Board for their support and for collaborating with Transdev during a challenging year, and for being one of Transdev's first clients to commit to maintaining the workforce at full pay during the pandemic.

Aline Frantzen, Keolis President and CEO US Bus Operations, addressed the the Governing Board. She thanked the Governing Board for their partnership and support to protect employees and public.

Erika Mazza, Keolis Vice President of Operations - West, announced that Andres De Los Rios has accepted the permanent General Manager position at the Pomona Operations and Maintenance Facility. She highlighted some of Mr. De Los Rios accomplishments while serving as the Interim General Manager.

Lupe Carranza, ATU Representative, expressed concerns on how COVID-19 is being managed at both facilities, and he thanked Foothill Transit for the temperature checkers. In addition, he reported that new contract negotiations continue with Transdev.

6.1. Chief Executive Officer Response to Public Comment

Mr. Barnes stated that Foothill Transit appreciates the partnership with Keolis and Transdev, and congratulated Andres De Los Rios on permanently becoming the General Manager at the Pomona Operations and Maintenance Facility. He also reported that contract negotiations continue between Transdev and the ATU and he anticipates that they'll work towards a workable solution soon.

7. **FISCAL YEAR 2019-2020 COMPREHENSIVE ANNUAL FINANCIAL AUDIT REPORT RESULTS**

Recommendation: Receive and file the Fiscal Year 2019-2020 financial and compliance audit results. The Comprehensive Annual Financial Report (CAFR) including the auditor's opinions, has been provided for you as a separate attachment.

Michelle Lopes Caldwell, Director of Finance and Treasurer, made an introduction.

Ms. Caldwell reported that the audit results are presented annually to the Governing Board. She introduced Brad Schelle, Managing Director, Crowe LLP who presented the audit results.

Mr. Schelle reported that Crowe LLP found no deficiencies for any of the audits. This includes no recommendations or adjustments to Foothill Transit's financial statements for Fiscal Year 2020. This is the 17th consecutive year that Foothill Transit has received a "clean" audit for its financial statements.

Received and filed.

8. ELECTION RESULTS SUMMARY

Recommendation: Receive and file the Election Results Summary for the November 3, 2020 General Election.

David Reyno, Director of Government Relation, introduced Jan Powell, Foothill Transit Advocate in Washington, D.C. Ms. Powell provided an overview of federal election results and on efforts to provide additional funding for transit. Mr. Reyno presented an overview on State election results. Yoko Igawa, Public Affairs Manager, presented results for local contests and focused on the 12 of Foothill Transit's 22 member cities that held contests.

Received and filed.

9. EXECUTIVE AND GOVERNING BOARD MEETING SCHEDULE FOR 2021

Recommendation: Receive and file an update on the Executive and Governing Board Meeting Schedule for 2021.

Christina Lopez, Board Secretary, presented this item.

Ms. Lopez presented results of a survey conducted of the Governing Board regarding meetings timing and structure. The results of the survey assisted in drafting the 2021 schedule. She reported that a total nine Governing Board Meetings are scheduled in 2021. The Governing Board is not scheduled to meet in the months of February, July, and November. If the schedule needs to be modified, she indicated that proper notification will be provided and

posted.

Received and filed.

10. PUBLIC TRANSPORTATION AGENCY SAFETY PLAN (PTASP)

Recommendation: Receive and file an update on Foothill Transit's Public Transportation Agency Safety Plan (PTASP).

Kevin Parks McDonald, Deputy Chief Executive Officer, presented this item.

Mr. McDonald provided an update on Foothill Transit's Public Transportation Agency Safety Plan (PTASP). Mr. McDonald reported on the Safety Management System, Safety Management Policy, Safety Risk Management, Safety Assurance FY2021 Safety Performance Targets, Safety Promotion Employee Reporting Program, and the Safety Promotion Comprehensive Training Program.

Lorence Bradford, ATU Local 1756, stated that he applauds the installation of the driver barriers, but people can still reach around and assault drivers. In addition, he expressed his concerns in regards to Foothill Transit's contract with the LA County Sherriff's Department, he feels there needs to be more of a law enforcement presence on the buses. He also encouraged Foothill Transit return to rear door boarding.

Lupe Carranza, ATU Local 1756, stated that there is a lack of presence on the buses by the sheriffs. He also reported that there was a recent assault of a driver on a bus that had a driver barrier.

Santiago, Transdev Employee, asked that name plates be removed from buses. He stated that people can easily be looked up on the internet.

Charlette Streater, Transdev Employee, shared an experience she had when her feet were ran over by a wheelchair, and also shared experiences she had with people that looked her up online because her name plate was displayed.

Received and filed.

11. INCIDENT COMMUNICATIONS POLICY

Recommendation: Receive and file an update on Foothill Transit's Incident Communications Policy.

Felicia Friesema, Director of the Marketing and Communications, presented this item.

Ms. Friesema provided an overview of Foothill Transit's Incident Communications Policy. The policy was approved by the Executive Board at their October 2020 meeting. She reviewed the Stage 1 Notification criteria and the Stage 2 Notification criteria.

Received and filed.

12. CONTINUED PUBLIC COMMENT

Public comment was not reopened as the Public Comment period was concluded earlier in the agenda (Item 6).

13. CHIEF EXECUTIVE OFFICER COMMENT

Comments by Mr. Doran J. Barnes, Chief Executive Officer, Foothill Transit.

Mr. Barnes reported the following:

- Work continues on Metro's efforts to implement a fareless system for Los Angeles County. Michelle Lopes Caldwell and Mr. Barnes serve on a working group that is studying the effort. The main issue is how lost revenues would be made up.
- SCAG has asked Foothill Transit to participate in a series of webinars in February 2021 on zero emissions vehicle technology. A 90-minute session will be dedicated to Foothill Transit's journey.
- Foothill Transit's double deck buses will be arriving in early January 2021.

14. GOVERNING BOARD MEMBER COMMENT

Comments by Members of the Foothill Transit Governing Board.

- Member Barakat stated that Proterra is now manufacturing batteries at their City of Industry plant. Proterra is working in conjunction with LG. The batteries should be able to increase distance. This could possibly address some of the issues Foothill Transit's had with Proterra buses.
- Member Ancona thanked staff for addressing a bus stop issue in the City of El Monte.
- Member Lin requested photos of the double deck bus and also inquired what route the buses would be assigned to. Mr. Barnes



indicated that the buses would be applied on different lines to see how best to use the technology.

- Chair Sternquist wished everyone Happy Holidays and asked everyone to stay safe.

15. **ADJOURNMENT**

Adjournment for the December 18, 2020 Foothill Transit Governing Board Meeting.

There being no further business, the Foothill Transit Governing Board meeting adjourned at 9:20 a.m.



January 29, 2021

To: Governing Board

Subject: **Double Deck Electric Bus Update**

Recommendation

Receive and file the update on the double deck electric bus project.

Analysis

After four years in the making, Foothill Transit's two double deck electric buses are here. The effort began in October 2016, when we demonstrated a diesel-powered Alexander Dennis double deck bus to assess its performance in actual service and gather feedback from customers regarding bus comfort and accessibility. The customer response was overwhelmingly positive.

This project represents another first for Foothill Transit. No other public transit agency in the country utilizes this technology in fixed-route revenue service. The utilization of electric, high-capacity buses will allow Foothill Transit to increase ridership capacity while reducing greenhouse gas (GHG) emissions.

The buses were shipped from Scotland on December 15, 2020 and arrived at Port Hueneme in Ventura on January 16, 2021. Customs cleared the buses on January 18 and Alexander Dennis (ADI) collected the buses on the 19th. The ADI team then drove the buses to LA Metro Division 8 in Chatsworth on January 20 where they remained overnight for charging. The following morning, Director of Maintenance and Vehicle Technology Roland Cordero and Fleet Maintenance Manager Oscar Benavente met the buses and the ADI team. The buses were then driven to LA Metro Division 13 for a preview by LA Metro management and a short test ride. Afterward, the buses proceeded to New Flyer's facility in Ontario for inspection. New Flyer is the parent company of ADI.

Foothill Transit's Maintenance and Vehicle Technology team will perform road testing and acceptance testing of the two buses prior to them being painted with Foothill Transit's livery in Fontana. Maintenance technician and coach operator training will be provided prior to deploying the buses into service. Full service deployment is expected in mid-February.

Sincerely,

Roland M. Cordero
Director of Maintenance & Vehicle Technology

Doran J. Barnes
Chief Executive Officer



January 29, 2021

To: Governing Board

Subject: **Driver Barrier Update**

Recommendation

Receive and file the Driver Barrier Update.

Analysis

Foothill Transit’s CNG bus procurements since 2016 have included the ArowGuard Slide driver protection system (drive barrier) in the bus specification, and older buses without driver barriers that have been retired have been replaced with new buses with barriers.

The ArowGuard Slide system is a fixed door that incorporates a sliding two-piece glass system. This design allows the driver to adjust the glass to multiple positions, enhancing physical safety for the operator.



The current COVID-19 pandemic has magnified the urgency of outfitting the entire fleet with driver barriers to further protect the contractors’ bus operators from possible infection while operating the buses.



As of October 18, 2020, 180 CNG coaches have been retrofitted with the Vapor VShield brand of driver barrier. The only remaining coaches in the fleet not outfitted with a barrier are the 32 Proterra battery-electric buses. Installing either of the two systems on the Proterra buses has proven to be infeasible due to an inability to properly secure the heavy barriers. We continue to seek a viable barrier solution for this sub-fleet.

The electric Vapor VShield barrier provides a defensive barrier with large safety glass and heavy-duty lower door to help protect against physical assaults and unwanted passenger interactions.



Our data from 2016 to current shows 20 driver assaults (see attachment). Sixteen assaults occurred on a bus not equipped with a barrier. Four assaults that involved a bus with a barrier actually took place outside of the buses. Since October 18, 2020 when we completed the retrofit of all of our CNG buses with barriers, we have seen a marked decrease in the number of operator assaults.

Sincerely,

Roland M. Cordero
Director of Maintenance
and Vehicle Technology

Doran J. Barnes
Chief Executive Officer



January 29, 2021

To: Governing Board

Subject: **COVID-19 Transit Operations Update**

Recommendation

Receive and file an update on Foothill Transit operations during the COVID-19 pandemic and Los Angeles County Safer-At-Home order.

Analysis

The Governing Board has been provided with updates on Foothill Transit Operations in response to the COVID-19 pandemic at several meetings beginning when Governor Gavin Newsom proclaimed a State of Emergency in March 2020. Each update provided an overview of the actions taken at Foothill Transit in response to the pandemic and the state and local orders to control the spread. This report will provide the most recent actions that have been taken.

On March 23, 2020, Express Services, and service on Line 690 (linking the Azusa Gold Line station to cities to the east during peak hours only), and Lines 851, 853, and 854 that primarily serve middle and high schools was suspended in light of the health emergency and the “Safer-At-Home” Executive Order, which resulted in school and non-essential workplace closures. This reduced service levels by approximately 20 percent. We continued to operate other Local and Silver Streak service in an effort to provide critical lifeline transit services while encouraging social distancing onboard the transit coaches.

On June 8, 2020, Express Service was restored following the phased reopening guidelines provided by LA County, bringing on-street service to 99 percent of pre-COVID-19 pandemic levels. Service on Lines 851, 853, and 854 remained suspended. Additionally, the El Monte and Puente Hills Mall Transit Stores reopened to walk-in traffic.

Governor Newsom, Los Angeles Mayor Eric Garcetti, and L.A. County Supervisor Kathryn Barger all issued revised Health Orders on Monday, July 13 that require the closure of offices in non-critical sectors, as well as closure of places of worship, personal care services, and indoor malls in an effort to slow the increased spread of the virus since Phase 3 reopening. This order also resulted in the closure of the Foothill Transit Stores to walk-in traffic.



Recent Service Suspensions

In late November and early December, both operations and maintenance contractors began experiencing higher numbers of call-offs by employees. Many of these call-offs were related to COVID-19 and resulted in not having adequate staffing to provide the levels of scheduled service. To provide a more reliable level of service to Foothill Transit customers, service on Line 690 was suspended on January 4, 2021. This route, which provided service between Montclair Transit Center and Glendora, had extremely limited ridership and riders who used this route have other transit options available to them on Foothill Transit and on Metro's Gold Line.

Beginning on January 11, all Commuter Express Lines (490, 493, 495, 498, 499, and 699) began running at reduced service levels. These new schedules resulted in approximately 20-minute trip frequencies on each route during the morning and evening commutes. Working with both operations and maintenance contractors, these modified schedules resulted in a 35% reduction in Express service. The service level adjustments, however, allowed for significant improvement in service reliability as it allowed for more standby operators to be available to provide coverage for trips that would otherwise have been missed due to operator call-offs that occurred that particular day. Ridership trends are monitored regularly to confirm appropriate amounts of service to allow for mobility and onboard physical distancing are available to customers.

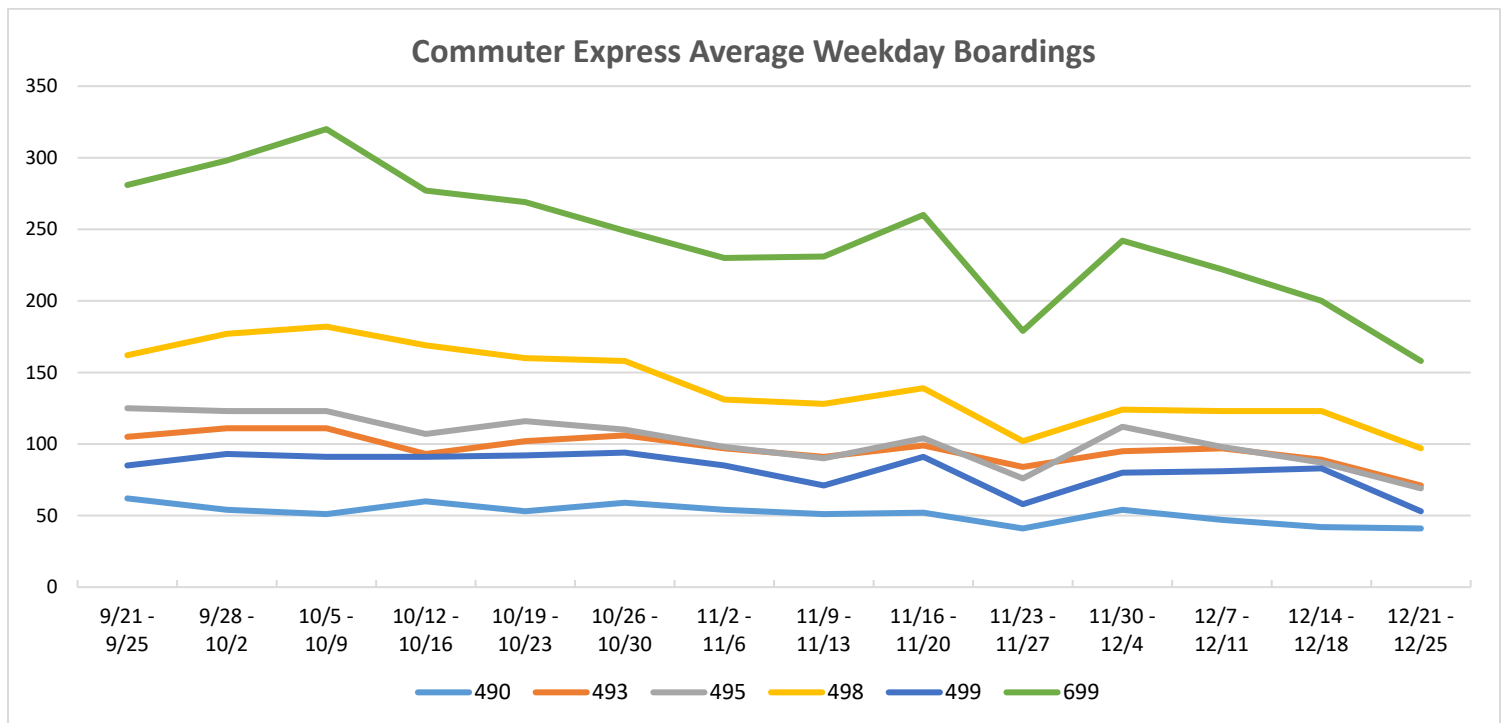
Ridership and Service Levels:

Average weekday ridership for the months of September through November was 20,866 which is approximately 54 percent of the ridership levels in the months prior to the Safer-At-Home Executive Order. During these months, weekday ridership on Local Service was approximately 57 percent of pre-COVID-19 levels. The month of December is when we typically experience a decline in ridership. In December, average weekday ridership was 16,219 which is approximately 42 percent of the ridership levels in the months prior to the Safer-At-Home Executive Order. During December, weekday ridership on Local Service was approximately 44 percent of pre-COVID-19 levels. The decline in ridership in December can be attributed to various variables such as the increase in COVID-19 cases and the holidays which causes ridership declines annually.

During September through November, the Commuter Express Service ridership averaged approximately 766 passengers per day, which is 78 percent below the ridership levels on these lines prior to the pandemic. In



December, the Commuter Express Service ridership decreased with an average of approximately 595 passengers per day. These lines were evaluated weekly to monitor for appropriate service levels and opportunities for physical distancing. Ridership trends by week from September through December on each of Foothill Transit's six Commuter Express Lines can be seen on the chart below.



Facility Cleaning, Personal Protective Equipment, and Safety Protocols:

At the operations and maintenance facilities, Keolis and Transdev continue with procedures to allow physical distancing for the members of their staff. Signage is placed throughout the buildings to remind members of the team to adhere to proper procedures regarding physical distancing, frequent handwashing, not touching one's face, staying home when sick, etc. They have continued to issue face coverings, hand sanitizer, disinfectant wipes, gloves, and other personal protective equipment (PPE). In addition, hand sanitizer units are placed throughout the buildings.

Each operating facility is cleaned and disinfected throughout each day using disinfecting products from the EPA's list of registered antimicrobial products for use against Novel Coronavirus SARS-CoV-2, the Cause of COVID-19. The janitorial crew contracted to clean the administrative offices also disinfect high-touch surfaces throughout the offices each day. The Transdev Facility



team have reviewed and updated their cleaning protocols at the Foothill Transit owned Park & Rides and facilities to align with recommended guidelines for cleaning and safety.

Employers within LA County are required to report when there are more than three COVID-19 Positive test results within a 14-day period to the county health department. Due to the number of positive results in the Arcadia Irwindale Operations and Maintenance Facility within a week's time period, the health department conducted an inspection to confirm that the workplace had taken appropriate measures to support the health of the employees at that site. Based on the inspection, there were some required and recommended actions provided, which the Transdev team implemented prior to the follow-up inspection of the facility. As the county-wide positive test result numbers continued to increase as well as those among the staff at each of the operating and maintenance facilities, these recommendations were shared with the Pomona Keolis team and the management of each facility worked together to establish additional best practices for providing a safe environment for the employees at the two locations.

Fleet Cleaning Protocols:

Both operations and maintenance contractors continue to perform enhanced daily cleaning protocols for the bus fleet. Prior to any bus being placed into service each day, it is first thoroughly cleaned and disinfected using disinfecting products from the EPA's list. The service attendants responsible for daily cleaning of the buses have all been issued and are directed to consistently use appropriate PPE to ensure their health and safety.

Operator Barriers:

The installation of permanent operator safety and security barriers on the Foothill Transit buses that did not have them installed was substantially complete by October 18 prior to the agency's schedule of resuming front door boarding and fare collection. All buses other than the Proterra electric buses and buses that are currently being replaced with new buses coming into the fleet are installed with Operator Barriers. Work continues to determine how to appropriately install the barriers on the Proterra buses which require additional considerations because of the composite material used to manufacture these buses.



Resumption of Fare Collection:

The resumption of fare collection began on Sunday, October 18. Customers who board buses that have barriers installed, will board at the front doors, allowing for them to interact with the farebox while maintaining a safer environment for the operators. Customer comments continue to be monitored to gather feedback as well as information received from the operators and operations teams.

Customer Communication Activities:

With the onset of the second COVID-19 surge in December 2020 and the subsequent decline in available operational workforce due to exposure or positive tests and the necessary temporary suspension of some service, customers needed to be informed of the changes being made to service while also being reassured that Foothill Transit was a safe way to commute amidst rising COVID-19 cases in the county.

In addition to continuing to amplify messaging from the Los Angeles County Department of Public Health, the communications team deployed rider alerts via email, website, and social media platforms. Detailed talking points were crafted for front line customer service representatives and new schedule signage was installed at the bus stops of all affected lines.

Transparency and accountability were the core goals of all new messaging and the reasons for the service suspensions were made clear with each post and sign. In addition to providing transparent communication, the communications team paired service alerts with details about safety protocols, partnering with LACDPH to improve safety at Foothill Transit operations facilities, and strengthened language about mask wearing and cleanliness.

Transit Store Operations:

Customer service has been provided through our contracted Customer Service Representatives who have continued to provide Foothill Transit customers with information through a decentralized call center since the Transit Stores closed to walk-in traffic on March 23, 2020. In light of the



resumption of fare enforcement on October 18, the El Monte Station and West Covina Transit Stores were reopened on October 5. The stores were opened following the guidelines developed by Los Angeles County Department of Public Health. These guidelines are also displayed for the public at all stores and are evaluated regularly.

Sincerely,

LaShawn King Gillespie
Director of Customer Service and Operations

Felicia Friesema
Director of Marketing and Communications

Doran J. Barnes
Chief Executive Officer



January 29, 2021

To: Governing Board

Subject: **Fiscal Year 2021 Business Plan Initiatives Update**

Recommendation

Receive and file an update on Foothill Transit's FY2021 Business Plan Initiatives.

Analysis

Each year a list of key agency-wide initiatives is approved by the Board with the adoption of the organization's annual Business Plan. Following is an update on the key projects included in Foothill Transit's current Business Plan:

- **Mt. SAC Transit Center**

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 with a limited number of high-quality bus stops. Foothill Transit was awarded a federal grant for the construction of this transit center. The development of this facility is underway and the plans include ten transit bays with covered bus shelters for customers. Mt. SAC plans to build a pedestrian bridge over the Transit Center, connecting their new parking that is under construction with the Miracle Mile walkway to the campus, and with an elevator and stairway to the transit center. Hence, additional coordination is required with the College to incorporate the pedestrian bridge foundation design inside the transit center footprint. Concept design and environmental studies were completed in December 2018, and Plan Check is anticipated for approval by the Division of State Architects by March 2021. The construction of the overhead pedestrian bridge (to be built by the College) will commence first followed by construction of the transit center to begin in May 2021. The two projects will be built simultaneously with the anticipated completion slated for Fall 2022.

- **Comprehensive Operational Analysis (COA)**

A comprehensive operational analysis (COA) is designed to examine and evaluate a transit system to determine where improvements can be implemented to make transit operations more effective and efficient across the network. There may be numerous factors that contribute to the



effectiveness or ineffectiveness of a route, just as there can be many possible solutions to the issues that need to be addressed.

The primary goal of a COA is to focus on where improvements in productivity and efficiency of transit operations are most reasonable, based on a thorough analysis of the existing system's characteristics and the land use context that may have changed over time. These factors inform the decisions on where resources should be intensified, reallocated, or discontinued. A COA assists transit agencies in evaluating the changing environments in which they operate and is generally recommended to be completed every three to five years. Foothill Transit's last COA was completed in March 2016. The current COVID-19 pandemic has caused many customers to alter their work schedules and travel patterns. These changes, along with reduced maximum capacities onboard the vehicles will need to be studied to determine how best to meet the changing needs of the communities we serve.

At the August 28, 2020 Executive Board Meeting, staff was authorized to issue Request for Proposals (RFP) No. 21-004 for a Comprehensive Operational Analysis (COA). Four submittals were received on December 2, 2020, and virtual interviews were held on January 5, 2021. A recommendation for contract award will be considered by the Executive Board at their January 29, 2021 meeting.

- **ExpressLanes Operations**

Construction of the I-10 HOV lanes between I-605 and SR-57 have been underway, with completion scheduled later this year. To ensure effective traffic flow and transit service operation when the lanes open, we have been working with Metro, Caltrans and our state delegation to implement the three person peak occupancy requirement for this remaining segment. A meeting with the Caltrans District 7 Director was held in early 2020 to request his approval of the plan, at which he indicated that his agency's coordination with the Federal Highway Administration would be needed. Unfortunately, the COVID-19 pandemic struck soon thereafter and little progress ensued. We will continue to pursue three-person HOV occupancy on this segment as we look ahead to the potential return of increased traffic congestion on the Interstate 10 Freeway, and in particular in the HOV lanes.



- **Zero-Emissions Fleet (formerly Fleet Electrification)**

In 2010, Foothill Transit deployed three Proterra battery electric buses into revenue service and became the first transit agency in the nation to deploy fast-charge, all-electric buses into regular service. Over the past ten years, we have gained valuable experience and knowledge operating the electric fleet, which has now grown to 32 coaches. The necessary electric charging infrastructure for Foothill Transit's first 14 extended-range electric coaches was completed in the winter of 2019 allowing the charging of extended-range buses at the Arcadia Irwindale operations and maintenance facility. The Burns and McDonnell Report commissioned by Foothill Transit and issued in September 2019 highlighted the high cost of infrastructure needed to electrify our entire fleet, impacts on operations, and the complex charging protocols needed for this effort. These necessitated an investigation of other zero-emissions technologies, and led to the procurement in October 2020 of a consultant to guide our development of a hydrogen fuel cell strategy as we look to advance a 20-bus hydrogen fuel cell vehicle procurement and construction of hydrogen fueling infrastructure.

- **Fuel Cell Bus Procurement**

Foothill Transit has been the leader in the deployment of zero-emission bus technology around the United States. In conjunction with Foothill Transit's plan for fleet electrification, Foothill Transit plans to further its deployment of zero-emission technology. We have engaged the services of a technical consultant to assist us in the procurement of 20 zero-emission hydrogen fuel cell buses and hydrogen fueling infrastructure. Pending approval of a contract award by the Board, the buses will be delivered in FY2022 and deployed onto Foothill Transit Line 486 service between Pomona and El Monte.

- **Fare Technology**

The completion of the farebox upgrade project has modernized Foothill Transit's fare collection technology and helped to improve the overall customer experience. One of the many technological improvements of the upgraded fare collection equipment is the ability to accept mobile payments at the farebox. In partnership with the countywide TAP program, Foothill Transit enabled mobile payment for Apple iPhone customers in the Fall of 2020, and we are in the final test phases for the Android version of the app. With the technological advancement of the fareboxes and TAP



backend systems, we have the opportunity to explore creative fare policies to better serve our customers as we work through the most recent changes to our customers' travel habits and look ahead to further changes as we manage through the COVID-19 pandemic and beyond.

- **Mobility as a Service (MaaS)**

The first/last mile of a customer's trip is one of the biggest challenges facing transit agencies today. The challenge is identifying how best to get customers from home or work to bus stops or Transit Centers. These trips may not be productive enough to warrant a dedicated bus route or the area may not be suited for a 40-foot bus. Many agencies have partnered with various transportation network companies (TNCs), such as Uber and Lyft, which provide shared rides or with an active transportation company like Bird or Lime to provide bikes and scooters to help customers get to and from bus stops.

The Mobility on Demand project LA Metro is piloting in partnership with Foothill Transit will be ending on January 24th and transitioning to LA Metro's microtransit offering Metro Micro on January 25, 2021. The difference between the two services are (1) Metro Micro trips no longer require El Monte Station or Baldwin Park Metrolink to be pick up or drop off points and (2) trips on Metro Micro will cost \$1. Like the Mobility on Demand service, all trips must occur within the designated zone. Metro Micro trips must be booked either through the Metro Micro smartphone app, via phone, or website.

As Foothill Transit looks to develop more high quality transit corridors, it will likely be most beneficial to rely more heavily on member cities to provide the first/last mile service for its residents. Foothill Transit will work with its member cities and neighboring agencies such as Pomona Valley Transportation Authority (PVTA) who wish to develop partnerships with transportation companies.

- **Website Redesign**

The redesign of foothilltransit.org is nearly complete, with a planned launch in early spring 2021, and will include dynamic, real time information from our new computer-aided dispatch and automatic vehicle locations (CAD/AVL) system from Avail. Launch of the new website has been significantly delayed due to the pandemic and the need to maintain a consistent and familiar primary communications tool with the public at this



crucial time. The evolution of the agency's core digital communications tool will improve and redefine the customer experience, while enhancing security, consistency, and brand perception.

In addition to the agency-wide initiatives listed above, work also continues to advance the individual department goals that are detailed in the respective department sections within the FY2021 Business Plan.

Sincerely,

Kevin Parks McDonald
Deputy Chief Executive Officer

Doran J. Barnes
Chief Executive Officer



January 29, 2021

To: Governing Board

Subject: **Foothill Transit's Membership in the American Bus Benchmarking Group (ABBG)**

Recommendation

Receive and file a report on Foothill Transit's membership in the American Bus Benchmarking Group (ABBG).

Analysis

Foothill Transit was created in response to a desire by community leaders to provide superior public transportation, while reducing costs and improving local control. Since its inception in 1988, our organization has focused on meeting four primary goals: operating a safe transit system; providing outstanding customer service; operating an effective transit system; and operating an efficient transit system. Over the years, several Key Performance Indicators (KPIs) have been established to measure attainment of these four main goals. These Key Performance Indicators include:

- Preventable Collisions per 100,000 Miles
- Schedule Adherence
- Miles between Technical Roadcalls
- Complaints per 100,000 Boardings
- Boardings per Vehicle Service Hour
- Average Weekday Boardings
- Farebox Recovery Ratio
- Average Cost per Vehicle Service Hour

Foothill Transit staff works in close coordination with the contracted staff at both operations and maintenance facilities to collect and analyze operational data each month. These data are used to identify trends and anomalies and to develop strategies to move the indicators in a positive direction. Staff also works to gather information on performance at other transit agencies to measure Foothill Transit's performance as it relates to local and national trends. One of the challenges throughout the industry, however, has been that there are few consistent definitions, measurement tools, or ways of collecting data to provide a true comparison across transit agencies.

In early 2018, Foothill Transit joined the American Bus Benchmarking Group (ABBG). The ABBG was established in 2011 with a membership of four public transit agencies, to provide a confidential forum for mid-sized bus organizations in America to learn from each other by comparing performance, sharing



experiences, and identifying best practices. Group membership now stands at 20 agencies across the country:

- Capital Metropolitan Transportation Authority (Austin, TX)
- Niagara Frontier Transportation Authority (Buffalo, NY)
- Charlotte Area Transit System (Charlotte, NC)
- Greater Dayton Regional Transit Authority (Dayton, OH)
- Des Moines Area Regional Transit Authority (Des Moines, IA)
- Lane Transit District (Eugene, OR)
- Flint Mass Transportation Authority (Flint, MI)
- Foothill Transit (LA County, CA)
- Hampton Roads Transit (Hampton Roads, VA)
- Jacksonville Transportation Authority (Jacksonville, FL)
- Milwaukee County Transit System (Milwaukee, WI)
- Orange County Transportation Authority (Orange County, CA)
- Rhode Island Public Transit Authority (Providence, RI)
- Regional Transit Service (Rochester, NY)
- Pinellas Suncoast Transit Authority (St. Petersburg, FL)
- Omnitrans (San Bernardino, CA)
- Spokane Transit Authority (Spokane, WA)
- San Joaquin Regional Transit District (Stockton, CA)
- Utah Transit Authority (Salt Lake City, UT)
- Clark County Public Transportation Benefit Area (Vancouver, WA)

Each of these agencies has met the criteria established by ABBG based on creating a diverse group, “but with a similarity of challenges faced”. The diversity considerations of the agency membership include number of annual boardings, fleet size, operating characteristics, and geographic diversity.

The objectives of the American Bus Benchmarking Group are:

- To develop a concise, well-balanced comparable Key Performance Indicator system for performance measurement for use by American bus agencies that will: determine strengths and weaknesses, prioritize areas for improvement, and support dialogue with stakeholders
- To provide benefits to all members by understanding the reasons for performance levels and trends and by identifying best practices
- To facilitate the sharing of knowledge and best or otherwise interesting practices in a confidential environment
- To establish an ongoing benchmarking process that considers the financial and labor resources available to participating mid-sized agencies

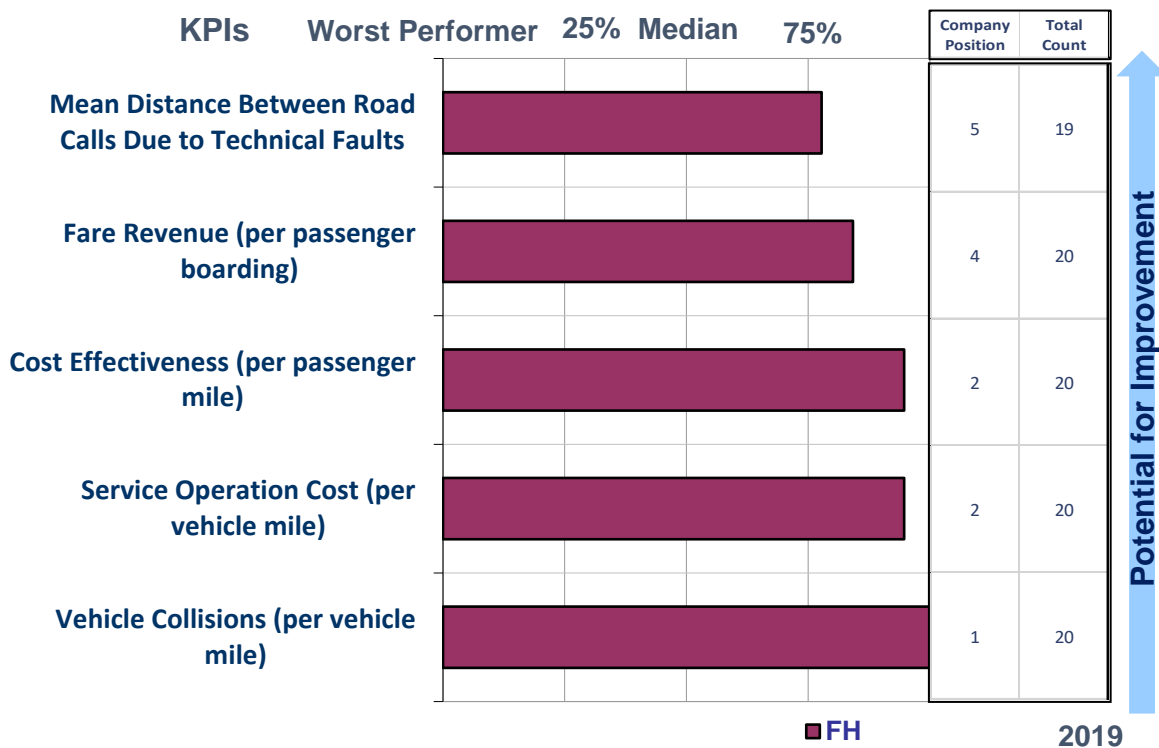
Benchmarking is defined as: *A systematic process of continuously measuring, comparing, and understanding organizations' performance and changes in performance of a diversity of key business processes against comparable peers to*



gain information which will help the participating organizations to improve their performance.

The group is administered and facilitated by the Railway and Transport Strategy Center (RTSC) at Imperial College London, a world leader in public transit benchmarking.

ABBG has worked with members of the group to collect thousands of pieces of data that are specifically defined to confirm the validity of any comparisons and tracking that may be conducted amongst the agencies. These data include the areas of safety, boardings, vehicle miles and hours, customer information provision, on-time performance, operating costs, fare revenue, and environmental impact. The data are then analyzed and normalized by ABBG who develops a “Fixed Route KPI System”. Each agency receives information specific to their performance and compared to that of the other agencies in the group. An example of the reporting available through the KPI Dashboard and Graphing tools are shown below:



Foothill Transit’s performance is shown as it relates to the other members of the group. Also, our rank relative to the other agencies with comparable data is shown on the far right. Data that includes our 2020 performance along with the 2020 performance of other members of the group is currently being collected for analysis by the Imperial College team.



As we move further into operating through the COVID-19 pandemic, and as we eventually move beyond it, transit agencies’ missions may need to be revisited to ensure the needs of stakeholders are being met. Our thoughtful participation in discussions with other transit agencies and through organizations such as the California Transit Association (CTA), the American Public Transportation Association (APTA), and the ABBG will help inform our decision-making.

In addition to the KPI report, members are provided opportunities and encouraged to gather and share information using an online forum as well as working directly with the other members of the group. Members of the Foothill Transit team recently participated in the 2020 Annual Meeting, which was hosted by Omnitrans and held virtually this year due to the COVID-19 pandemic. During the meeting, ABBG representatives presented the preliminary report of the group’s KPIs for 2019, which led to in-depth discussions. Breakout sessions were held on various topics including the impacts of COVID-19, safety, ridership, technology, and equipment. ABBG also coordinates annual work programs to address topics of interest that the group establishes. In November, ABBG members who contract with private entities for service provision met remotely to discuss contract compliance strategies, data collection, and agency-contractor relationships.

Utilizing data collected from our business intelligence systems as well as from operations and maintenance and customer service contractors, ABBG is finalizing the annual report of Foothill Transit’s KPI performance compared to that of the other member agencies. The report will detail our performance over the last five years using the ABBG definitions where that data is available. The report will provide insight into our systemwide performance and it will also provide information that will be useful to both operations and maintenance contractors as it relates to their staffing, maintenance, and safety performance.

Once the report is available, Foothill Transit’s multidisciplinary KPI teams will review the results and apply what is gleaned from that information to our day-to-day activities to improve the service.

Since 2019, we have taken part in the ABBG Customer Satisfaction Survey. The survey is an instrument available to all ABBG members that gathers responses to a common set of questions so that those responses can be benchmarked and tracked over time to inform how an agency can make improvements to service.

Members of the Foothill Transit team across a broad spectrum of functional areas have submitted questions to the ABBG online forum and gathered information on successes that other transit agencies have achieved in responding to operational issues.



Foothill Transit has already recognized a number of positive outcomes as a result of our membership in ABBG. Our established KPIs have been compared to those established by ABBG and analyzed to identify industry standards against which Foothill Transit can better measure performance. Over the past three years, we have contributed to other members’ successes by sharing our lessons learned, and we have made improvements in a number of areas, particularly in the areas of safety and customer service, based on lessons learned by other ABBG member agencies.

Sincerely,

Kevin Parks McDonald
Deputy Chief Executive Officer

Doran J. Barnes
Chief Executive Officer