TO: ALL EMPLOYEES  
FROM: General Manager  

A vital new activity, the Bus Audit Task Force, gets underway in August under the daily direction of Operations Center Manager B. F. "Biff" Williams and Training and Education Manager Dorothy Parrish.  

In this exciting new program, Training Instructors and Road Supervisors are joining their respective talents and skills in on-street task teams. They're being deployed to assist in system analysis and evaluation, and to support Bus Operators and all others directly involved in providing service to the public.  

The Bus Audit Teams are being marshaled to interview operators, communicate with riders, identify schedule adherence problems, evaluate mechanical reliability and appearance of coaches — to serve generally as a sounding board and communication link.  

Working on all shifts, seven days a week, Bus Audit Teams will cover routes and schedules operating from all Divisions. They will be striving to achieve positive results in various problem areas which directly affect the delivery of service to the public, including: employee absenteeism, on-time schedule performance, cleanliness of coaches, and roadblocks.  

The teams have been instructed to assist Operators in every way possible to make the job of driving easier and more productive. And they have full authority and responsibility for making thorough assessments of all aspects of the District's on-street operations, and for generating constructive recommendations for improvements, wherever needed.  

This program represents an excellent opportunity for all of us to help one another — and, most importantly, our current and future patrons — as we strive to improve service. For this reason, I was pleased to announce initiation of the Bus Audit Task Teams on Aug. 19th — the very day that teams went into action providing on-the-spot assistance and support for Bus Drivers and riders.

ALL STAR PLANNING — Working together to provide public transit services for the thousands of visitors who were in Oakland for the 1987 All Star Baseball Game were, from left, AC Transit's Transportation Supervisor Sylvester L. Mosley, BART Manager of Public Affairs Mike Healy, and Oakland Police Capt. Jim Cooper. Preparation paid off as the three days of events went off without a hitch.

Board adopts zero-deficit budget plan  

A zero-deficit $117 million operating budget approved by Directors in July to fund bus service this fiscal year requires that the District achieve the budget-balancing actions contained in the "Deficit Reduction Plan" — that blueprint adopted early this year to offset a shortfall which otherwise could have amounted to more than $11 million. The sweeping plan calls for:  

• Saving $3 million or more through cuts in non-operating expenses, achievement of internal productivity improvements, and workforce reduction in all areas, including management.  

• Garnering an additional $2 million or more in new regional revenues.  

• Utilizing limited amounts of Measure B monies (the half-cent transportation tax approved by Alameda County voters last November) to improve on-time delivery of bus service and to improve reliability of wheelchair-accessible service.  

• Paring 40 to 50 buses from the commute-hour fleet — an action which is being tailored to keep impact on current riders to a minimum.  

The FY 1988 budget projects that buses will operate a total of nearly 30 million miles in revenue service — down slightly from the 31 million miles registered in FY 1987 (in which operating expenses also tallied $117 million). The system serves nearly 240,000 weekday riders in 38 cities and unincorporated communities of the East Bay. Forecasts are that the system will garner farebox and other operating revenues totalling $46 million in FY 1988. Another $51 million in federal, state and regional operating assistance is expected, with about $19 million in property taxes being generated to support bus service.  

Cost-cutting bus service reductions are being achieved by trimming weekday transbay and local route commute-hour capacity to more closely match current demand. For example, considerable unused commuter capacity is being trimmed from weekday A.M. transbay schedules which have been impacted by casual carpooling.  

Additionally, other local and express routes and/or schedules will be adjusted in September. These adjustments, all of which still provide bus service alternatives, include:  

1) Downtown Oakland Shuttle — to be streamlined to operate between Jack London Square and Kaiser Center only on Broadway. On Oak and Madison streets, the Shuttle will be replaced by Line 59/76.  

2) Line E Local (40th St.) — to be supplemented by alternate Line C and F transbay, and local Line 65 service.  

3) Line N — to operate midday (9 a.m. to 3 p.m. only between San Francisco and Eastmont Mall, instead of San Leandro).  

4) Line 33 — to operate commute hour only.  

5) Line 46 — to be operated only via the current Line 46A (Skyline to Foothill) route.
Comprehensive Service Plan under discussion

A sweeping "Comprehensive Service Plan" (CSP) that will streamline and modernize East Bay bus service to better meet projected needs was unveiled by the Board of Directors in July.

This ambitious plan, tantamount to a total overhaul of the system's routes and schedules, will produce service networks tailored to meet projected transportation needs of current riders and to attract numbers of new patrons to bus service.

"For the first time, we're looking at the entire service structure as a single, integrated unit," according to General Manager Gene P. Gardiner. "We're going to modernize the bus service network to better meet tomorrow's needs."

For example, the traditional focus on "downtown" — in Oakland, Richmond, and Hayward — will give way, to some extent, to a new orientation recognizing recent, current and projected shifts in employment, residential, recreational, educational and medical centers. Today, only about 10% of AC Transit's riders are going "downtown."

Another key proposal: adoption in high-density metropolitan areas of a "grid network," the planners' term to describe evenly-spaced, crisscrossing north-south and east-west bus routes efficiently covering dense population centers. While it costs more to operate such relatively high-service levels, there is considerable potential for generating significant increases in ridership and, therefore, farebox revenues. The grid system requires one transfer, at most, to get from almost any point to any other.

"In suburbs where population density simply won't support the grid concept, we envision routes radiating from transfer centers," Gardiner says. "There, routes would be scheduled to converge in timed transfer connections — linking neighborhoods together, and to regional bus and rail trunkline service."

AC Transit has developed a "model" network giving the public a tangible example of the types of service the CSP could generate. This model projects an 11 percent increase in service miles, at an additional operating cost of about $9 million yearly. It could be installed in about three years, and result in a projected 13% increase in ridership — or about $4 million more yearly in the farebox.

Planners state that the grid and timed transfer concepts provide an additional advantage: ready adaptability to future shifts in demand. The CSP, with assistance from UC Berkeley's Institute for Transportation Studies, will be disseminated for public scrutiny and discussion at a series of workshops at convenient East Bay locations later this year.

Formula sought for future Dumbarton Bridge service

The future of bus service across the Dumbarton Bridge, linking Southern Alameda County with the Stanford Industrial Park in Palo Alto and the Peninsula rail and bus systems, is currently under debate by AC Transit and other agencies.

Operated since 1984 by AC Transit, the Line DB-Dumbarton Bridge today carries more than 300 patrons per day, but the cost of running the service requires funding from the Metropolitan Transportation Commission (MTC) and contributions from other agencies in addition to AC Transit.

Currently, cost for the 1987-88 fiscal year is projected at $625,296, with $106,470 estimated from farebox revenues. This means that passengers (at $1.50 per adult ride) are contributing about 17 percent of the operational costs of the service.

In order to address the problem, the MTC has proposed a funding formula for operation: AC Transit, 19.5 percent; BART, 25.4 percent; Union City, 5 percent; Santa Clara, 44.4 percent and San Mateo, 5.7 percent.

As a possible means of saving the service, the District is exploring the concept of requesting private operators to submit proposals on costs and procedures of running the service.

Young workers gain summer job experience

Providing East Bay youth with an opportunity to learn through work experience is the heart of the City of Oakland Summer Youth Program in which AC Transit is cooperating this summer.

Young people are being given a chance to gain first-hand knowledge of various operations which go into making a major public transit agency like AC Transit function — and, at the same time, earn needed dollars, at no cost to the transit system.

Nine different departments are included in the jobs program: Personnel, Operations, Risk and Insurance, Operations Analysis, Administration, Accessible Services, Government Community Relations, and Administrative Projects and Marketing.

Young men and women may choose among positions offered by the various departments. Typical jobs available include clerical, general office, bookkeeping and data processing skills. The jobs are designed as stepping stones to possible future careers.

The summer jobs project is a joint effort among public and private organizations in the City of Oakland, and is spearheaded by Mayor Lionel Wilson. Under the program, AC Transit contracts with St. Elizabeth's Youth Employment Corporation.

Students involved in the program received orientation at AC Transit July 2, and will be on the job through August 31, according to Gail Higgins, assistant personnel manager, who is coordinating the project for the District.

Salaries for the youth are provided through a federal grant — part of the Job Training Partnership Act, and involve no District funds, according to Higgins.

A total of ten youth positions are involved.

Leadership class ends with members' evaluation

More than 40 AC Transit management people concluded a five-month program titled "Developing Frontline Leaders" with an evaluation session in which a panel of class members reviewed class content and concrete results.

The District's participants received two units of credit from the Oakland branch of National University, but the panel which assessed the program gave higher value to practical rather than academic benefits. Program segments included "Developing Job Skills", "Giving Constructive Feedback", "Taking Corrective Action", "Coaching for Optimal Performance" and "Establishing Performance Expectations".

The program may be repeated next year.
In-house contests choose driving champs, leading up to regional, international Roadeos

THE BEST — 1987 Bus Roadeo winners shared smiles at the Training and Education Center. Above right, from left, Harold I. Kurz, East Oakland, third place; William G. Gamlen, Hayward, first place; and Jesse Cruz, Hayward, second place. Observing were Board Member J. G. “Jerry” Wiggins, behind Gamlen, and Instructor Don Morgan, right, announcer for the Roadeos. A week earlier, unofficial Roadeo awards were, from left, Mildred Wenzel, third; Mark Bean, second; and Louella Delaney, first place, all from Hayward Division. Assisting were Wiggins and Board President Roy Nakadegawa, right. Bottom, from left, “Vee” Adcock, Bruce Goddard and Michal Settles review competition, while above them, James Lee, in wheelchair, Billy Bishop and General Manager Gene Gardiner compare notes.

Trophy takers

Joint efforts — Golden Gate Transit sent a “little guy” to delight old and young, right. Further agency cooperation was evidenced, below left, when Golden Gate Transit’s Glen Wolf (left) took First Place in that system’s Roadeo, held concurrently at the Hayward site. Instructor Carl Kissinger was recognized by the Marin-based District for coordinating the two-agency event. Judges who scored competitors included CHP representatives, from left, Vince Chambers, Oakland, Tom Wieland, Contra Costa County and Al Cole, Hayward, joined by Glen Ratliff.

Roadeo rooters

Even top bus driving pros sometimes upset a few test-course barrels!

Feeding the troops — AC Transit Boosters Club members were on hand, above, to sell box lunches and lend support to drivers, judges and interested visitors. At left, AC Transit Board President Roy Nakadegawa picks up food, as does Richmond Division General Superintendent Lee Skilling, right. At far right is Lynelle Lewis, while serving behind the table are, from left, Booster Club members Evelyn Tinkham, Henrietta Hortman and Betty Burnett.
Young visitors

LEADER OF THE PACK — AC Transit Road Supervisor Ron Johnsen, who trades his District uniform for a Cubmaster neckerchief during off-hours, hosted Gomes School Cub Scout Pack #447, Den 6, of Fremont, as the young people became the first school kids to tour new operational facilities at Hayward Division. Nearly a dozen youngsters, along with some parents, got an inside look at how the bus system works.

Test ride

GETTING AROUND — Chaperoned by parents and teachers, plus AC Transit Supervisor Andrew Lemons (above right), two dozen pre-schoolers from the Pinole YMCA tried out District bus service. For more than half of these happy riders it was the first-ever bus ride.

PRESSING POINT — A new two-color, 29-inch Heidelberg press gets a test run from Lead Press Operator William "Bo" Aubrey as Printing Supervisor John Hoh, right, looks on. The new piece of equipment, which can turn out 10,000 sheets per hour, will assist the District in reducing outside printing costs such as timetables, district publications, car cards and other items which now will be handled “in-house.”

OPENING DAY — AC Transit representatives were among the many well-wishers who gathered June 8 at the new offices of Berkeley TRiP, the community transit advocates, as its move to new facilities was celebrated. Berkeley TRiP provides public transportation, ride-sharing, and general travel aid and liaison for residents and visitors to the Berkeley Area. In addition to AC Transit Board President Roy Nakadegawa and Directors Michael Fajans and Peter Smith, District attendees included Marketing Manager Mike Mills (right), whose department works closely with Berkeley TRiP in dispensing public information materials. Accepting the friendly support is Laurie Udell, Berkeley TRiP Marketing Director.
**Passes receive wide acceptance among the public**

*Is AC Transit's monthly pass positively received by riders? Has use of the pass been widespread?*

If numbers compiled while school was in session earlier this year are any indication, the answer is a resounding “Yes.”

Because many students use passes, review of overall use must include a time when school is open to have validity.

The study of May, 1987, shows how important the pass is to riders.

Figures for May show that 27,686 monthly passes were issued, with revenues amounting to more than half a million dollars.

During school months, more than one-third of all passes sold are to youth. Sales of over 10,000 youth passes per month during school drop in half in the summer. In July, 1986, 5,419 youth passes were sold, while ten months later the figure was 10,620.

The second largest group to purchase passes are adults who buy $30 unlimited ridership passes. A total of 6,414 were issued in May. Reduced $24 adult off-peak-only passes amounted to 282.

**Board Actions**

*(Continued from page 12)*

- Authorized General Manager to allocate funds, up to a specified limit, for bus shelter renovation in connection with Latham Square Renovation Project, on Motion of Director Wiggins.
- Authorized General Manager to enter into cooperative arrangement with City of Oakland businesses to improve Downtown Shuttle, on motion of Director Bettencourt.
- Adopted resolution authorizing General Manager to file claim with MTC for allocation of AB-107 funds for FY 1987-88; further authorized GM to submit relevant financial reporting forms to the MTC, on motion of Director Bettencourt.
- Proposed deficit-reduction measures, including service adjustments and internal cost control measures, to be presented for consideration at scheduled public hearing, on motion of Director Bettencourt.
- Approved stances of neutrality on California Assembly Bill 3 and of support for Assembly Bill 1134, on motion of Director Smith.
- Approved and adopted mass transportation services plan for the handicapped, on motion of Director Bettencourt.

**Senior citizens**

Senior citizens bought 5,700 passes in May while disabled persons counted for another 2,630.

Transbay riders—whose cost per pass is $54 for Zone 1, $67 for Zone 2, and $81 for Zone 3—purchased 1,714 for Zone 1, 305 for Zone 2 and only 21 for Zone 3.

“All in all, I would say the public has been pleased with our offering passes,” says Treasury Supervisor James W. McCracken, who is directly responsible for the program. “We would, of course, like to encourage more riders to purchase and use passes.”

Besides the May AC Transit passes, the District sold another 2,000 passes for San Francisco Municipal Railway (MUNI) service. These included both decals added to AC Transit passes and Muni Fast Passes sold through the Transbay Transit Terminal offices in San Francisco. The District also sold AC/BART Plus tickets to more than 250 riders.

**Improvements noted**

Shonda Brown, above right, part of the Summer Youth Program in Oakland, joins AC Transit Coordinator for Accessible Services James W. Lee, center, at Oakland City Hall for ceremonies marking improvements in pedestrian walkways for the disabled. Joining them was Adele McHale, aide to State Senator Nicholas C. Petris (D-Oakland).

**Our ‘Stockholders’ Write**

I sold my car and, for two weeks, was a daily passenger on two different bus runs. To my surprise and thorough enjoyment, the experience was a most pleasant one. I must say I expected quite a bit less from public transportation!

I was so gratified that I felt compelled to write you to commend two outstanding drivers. Every morning Chuck Oden (Line 92) picked me up and delivered me safely to work, and every evening Joaquin Limtiaco (Line 22) picked me up and delivered me safely home. These gentlemen were pleasant, courteous and punctual for the entire two weeks.

I commend you on your fine service and courteous drivers! Tami Voss

* * *

Hayward

As an old-time AC bus rider (over 35 years), I must say you do, for the most part, have excellent, caring drivers. I have recently had the pleasure of re-making the acquaintance of W.H. Dawson. Not only is he a careful and skilled driver, but also a real gentleman.

We are all prone to quickly be critical, but seldom take time for praise. Please give my "pat on the back" to Mr. Dawson.

Donald DeCoss

Oakland

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I would like to commend one of your drivers on the 51 Alameda Line (Gene Thomas) for showing his integrity and moral standards by telling three con-artists to take their “scam” off his bus.

These con-artists set up the “Shell Game” in the back of the bus every military pay-day, usually boarding in Oakland and getting off in Alameda.

Driver Thomas should be commended. And all the other drivers should have the courage to do the same thing.

D. LeBlanc

Alameda

Thank you for your time with our Preschool. They loved the bus ride and your useful information.

Making time for programs such as this is useful in the long run for the whole community.

Montclair Community Play Center

Oakland

* * *

I am writing to commend one of your drivers (Rebecca Stinson).

I was on her bus when there was a handicapped person in a wheelchair aboard. When she would not allow him to take off his brakes or unbuckle until she had brought the bus to a complete stop, he verbally abused her, even calling her names. Still, she was courteous and kind to him.

I've been an AC Transit rider for the 20 years I've lived in California.

Bertha Garcia

El Cerrito

P. H. Raines

Berkeley
At an adjourned regular meeting May 19, the Board of Directors:

- Authorized General Manager to contract with Louise Rush Consultants for a child care needs assessment, with specified cost ceiling and subject to approval based on grant application relevancy, on motion of Director Shepard.

- Approved support of California Senate Bill 1028 and opposition to Assembly Bills 1543 and 2626, on motion of Director Smith.

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At an adjourned regular meeting May 27, the Board of Directors:

- Authorized travel of General Manager to attend annual APTA General Managers’ Conference July 12-15 in Boston, on motion of Director Bettencourt.

- Approved District participation in youth summer employment program, on motion of Director Bettencourt (see story, Pg. 5).

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At an adjourned regular meeting June 10, the Board of Directors:

- Authorized General Manager to enter agreement with Western Contra Costa Transit Authority in connection with Line 30Z service for the period July 1, 1987 to June 30, 1988, on motion of Director Bettencourt.

- Authorized General Manager to enter into cost-sharing arrangement in connection with continuance of Line DB service through December 31, 1987, and to explore private-sector provision of such service, on motion of Director Bettencourt (see story, Pg. 4).

(Continued on page 10)