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PROJECT FARE TASK V

INDUSTRY CONTROL BOARD MEETING

"ICB-1"

Washington, D.C.

DECEMBER 16, 1975

ARTHUR ANDERSEN & Co.

FARE TASK V

ICB-1

DECEMBER 16, 1975

AGENDA

| | | |
|-------|---|---|
| 9:00 | INTRODUCTION AND OVERVIEW | B. R. Stokes, APTA Hon. R. E. Patricelli, UMTA R. W. Nelson, MARTA |
| 9:30 | SECTION 15 IMPLICATIONS | B. T. Barkley, UMTA A. B. Hallman, UMTA |
| 10:15 | BREAK | |
| 10:30 | FARE BACKGROUND - TASK I-IV OTHER DATA BASE PROGRAMS | M. E. Simon, AA&Co. J. W. Nagel, AA&Co. J. D. Wells, Wells Research |
| 11:00 | FARE TASK V OVERVIEW SCOPE, OBJECTIVES & SCHEDULE | M. E. Simon, AA&Co. J. E. Kasperek, AA&Co. D. Malachuk, AA&Co. A. B. Hallman, UMTA |
| 12:00 | LUNCHEON - WINDJAMMER ROOM | |
| 2:00 | FARE TASK V - ORGANIZATION AND SUBCOMMITTEE ROLES | A. B. Hallman, UMTA M. E. Simon, AA&Co. B. R. Stokes, APTA R. W. Nelson, MARTA |
| 2:30 | KEY ISSUES | R. W. Nelson, MARTA |
| | SECTION 15 LEVEL OF DETAIL "SYSTEM OF ACCOUNTS" WHO? FREQUENCY? LOCAL ECONOMIC IMPACT PROCESSOR SELECTION CRITERIA | |
| 3:30 | BREAK | |
| 3:45 | SUMMARY | R. W. Nelson, MARTA |
| 4:00 | ADJOURN | |

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Reporting Matrix - Level B

FARE TASK V

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Preliminary Project Schedule
Preliminary Project Organization

PROJECT PARTICIPANTS

ICB
Arthur Andersen & Co. and Subcontractors
UMTA

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Operating Data
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ICB EXPENSE REIMBURSEMENT FORM AND INSTRUCTIONS

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SECTION 15

DATA AND FINANCIAL REPORTING SYSTEMS

SEC. 111. Section 15 of the Urban Mass Transportation Act of 1964 is amended by striking out the entire section and inserting in lieu thereof the following:

"REPORTING SYSTEM

"Sec. 15. (a) The Secretary shall by January 10, 1977, develop, test, and prescribe a reporting system to accumulate public mass transportation financial and operating information by uniform categories and a uniform system of accounts and records. Such systems shall be designed to assist in meeting the needs of individual public mass transportation systems, Federal, State, and local governments, and the public for information on which to base planning for public transportation services, and shall contain information appropriate to assist in the making of public sector investment decisions at all levels of government. The Secretary is authorized to develop and test these systems in consultation with interested persons and organizations. The Secretary is authorized to carry out this subsection independently, or by grant or contract (including working arrangements with other Federal, State, or local government agencies). The Secretary is authorized to request and receive such information or data as he deems appropriate from public or private sources.

"(b) After July 1, 1978, the Secretary shall not make any grant under section 5 unless the applicant for such grant and any person or organization to receive benefits directly from that grant are each subject to both the reporting system and the uniform system of accounts and records prescribed under subsection (a) of this section."

FARE BACKGROUND

THE FARE CHRONOLOGY

| | |
|-------------------|---|
| Before 1971 | ATA Accounting Division Expresses a More Widely Felt Need for the Comparative Data Many Industries Have |
| Spring 1971 | ATA & IRT Made a Grant Request to UMTA |
| March 1, 1972 | AA&Co. and ICB Begin Contract |
| 3/72-7/72 | TASK 1 - Information Requirements |
| 8/72-11/72 | TASK 2 - Industry Capability |
| 12/72-6/73 | TASK 3 - Candidate System |
| 7/73-11/73 | TASK 4 - Test & Revise |
| November 1973 | TASK IV REPORT Recommends Task V to Install System <u>but also</u> a Plan to Focus on Internal Information Needs |
| November 18, 1974 | Proposals Submitted for Task V |
| November 26, 1974 | National Mass Transportation Assistance Act of 1974, Including Sections 5 and 15 |
| December 2, 1975 | FARE Task V Contract Awarded to AA&Co. |

INDUSTRY REACTIONS TO FARE

General Acceptance, But Some Criticisms:

1. Too much detail.
2. Too much emphasis on functions.
3. Not enough emphasis on government grant accounting.
 - Identifying Program Costs
 - Segregating Direct from Indirect Costs
4. Does not focus on key factors for
 - Planning
 - Investment Decisions
 - Measuring Performance

FARE REPORTING SYSTEM
WORKSHEET FOR FUNCTIONAL DISTRIBUTION OF EXPENSE OBJECT CLASSES - LEVEL B, AGGREGATED

| EXPENSE OBJECT CLASSES | FUNCTIONS FOR DISTRIBUTING EXPENSE OBJECT CLASSES | | | | | | | | | | | | | | | | |
|---|---|---------------------------------------|---------------------------------|----------------------------------|----------------------------------|--|--|---|--|---|--|-------------------------------|------------------------------------|--|-----------------------------------|------------------------------|------------------------|
| | 010 - ADMIN. OF TRANSPORTATION OPERATIONS | 020 - SCHEDULING OF TRANS. OPERATIONS | 030 - REVENUE VEHICLE OPERATION | 040 - MAINTENANCE ADMINISTRATION | 050 - SERVICING REVENUE VEHICLES | 060 - INSPECTION & MAINT. - REVENUE VEHICLES | 070 - VANDALISM REPAIRS - REVENUE VEHICLES | 080 - SERVICING & FUEL FOR SERVICE VEHICLES | 090 - INSPECTION & MAINT. - SERVICE VEHICLES | 100 - MAINT. - VEH. MOVEMENT CONTROL SYSTEM | 110 - MAINT. - FARE COLLECTION & CNTNG. EQUIP. | 120 - MAINT. - OTHER B. G & F | 130 - VANDALISM REPAIRS - B. G & F | 140 - OPER. & MAINT. OF ELEC. POWER FACILITIES | 150 - TICKETING & FARE COLLECTION | 160 - GENERAL ADMINISTRATION | 180 - GENERAL FUNCTION |
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| 02. Other Salaries & Wages..... | | | X | | | | | | | | | | | | | | |
| 502. FRINGE BENEFITS: | | | | | | | | | | | | | | | | | |
| 15. Fringe Benefits Distribution..... | | | X | | | | | | | | | | | | | | |
| 503. SERVICES: | | | | | | | | | | | | | | | | | |
| 01. Management Service Fees..... | | | X | | | | | | | | | | | | | | |
| 02. Advertising Fees..... | | | | | | | | | | | | | | | | | |
| 03. Professional and Technical Services..... | | | X | | | | | | | | | | | | | | |
| 04. Temporary Help..... | | | X | | | | | | | | | | | | | | |
| 05. Contract Maintenance Services..... | | | | | | | | | | | | | | | | | |
| 06. Custodial Services..... | | | | | | | | | | | | | | | | | |
| 07. Security Services..... | | | | | | | | | | | | | | | | | |
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FARE TASK V

CONTRACT SCHEDULE

ARTICLE I - STATEMENT OF WORK

A. Background

Under Project FARE (Financial Accounting and Reporting Elements, (IT-06-0034), uniform standards, definitions, and procedures for reporting, financial and operating data by the urban transit industry were developed. The objective of this project was to provide a standard system of accounting and reporting information in selected statistical categories in order to facilitate analyses of the transit industry by Federal, state, local, and other agencies. The FARE system will permit a higher degree of comparability between the transit operations of individual properties than has been possible in the past.

Project FARE was completed through Task IV in November, 1973, with the publication of the Task IV reports (see Appendix 1.) These documents describe the final FARE accounting and reporting system, including general system instructions; prescribed accounting standards; detailed definitions of all reporting categories; and forms used for reporting the assets, liabilities, capital, revenue, expenses, and nonfinancial operating data for both transit and commuter rail systems. The FARE system has been approved by UMTA and concurred in by the Industry Control Board which advised the FARE Project and whose members represent the financial management officials of transit operating properties. In addition, the ICC, several State DOTs, the American-Transit Association, the National Governors' Conference, and the League of Cities/Conference of Mayors have endorsed the proposal.

B. Introduction

It is anticipated that the FARE System will be employed as a vehicle for fulfilling in part the reporting requirement of Section 15(a) of the UMT Act of 1964 as amended. This section reads as follows:

"Section 15. (a) The Secretary shall by January 10, 1977, develop, test, and prescribe a reporting system to accumulate public mass transportation financial and operating information by uniform categories and a uniform system of accounts and records. Such systems shall be designed to assist in meeting the need of individual public mass transportation systems Federal, State, and local governments, and the public for information on which to base planning for public transportation services and shall contain information appropriate to assist in the making of public sector investment decisions at all levels of government. The Secretary is authorized to carry out this subsection independently, or by grant

or contract (including arrangements with other Federal, State, or local government agencies). The Secretary is authorized to request and receive such information or data as he deems appropriate from public or private sources."

Implementation of the FARE system by transit operating properties will provide a substantial body of previously unavailable information on the operating statistics of transit properties. Moreover, it will provide these data uniform accounting and reporting categories that can permit the development of information-handling tools and facilitate the development of internal performance measures that are transferable throughout the transit industry.

Therefore, this procurement will have two main focuses: (1) to identify the need for and develop the capacity to utilize general operating and financial data identified in project FARE to assist transit managers monitor, control, and evaluate their system operations; and (2) To develop a processing plan for implementing the FARE external reporting system.

In particular, this project will support the orderly development of internal management information system, and external reporting systems which are required to satisfy: (1) internal management information and control requirements within the individual transit entities; (2) intermediate reporting requirements at the local, regional, and state levels; and (3) information input for the uniform transit industry reporting system defined and validated in the FARE project reports.

C. Work to be Performed

Task 1: Define a Program for Improving Transit Industry Internal Management Information System.

Subtask 1.1: The contractor shall determine the extent of existing and planned management information system development projects among representative transit operating properties and among public agencies responsible for urban mass transportation operation and assess the degree to which present designs are meeting the needs of transit managers. To complete this determination, the contractor shall review the FARE Project Task II questionnaire responses, and the ATA data processing survey responses which shall be made available to the contractor by UMTA. In addition, the contractor

shall conduct on-site reviews of existing and planned management information system development projects at ten representative transit operating properties to be selected by the contractor and approved by UMTA. These reviews and supporting analyses of the transit industry operations should identify essential information for effective management control and evaluation of operations and performance in each of the major functional responsibilities of a transit property.

Subtask 1.2: Based upon the reviews of representative transit properties under Subtask 1.1 and the analyses of operating characteristics in the transit industry, the contractor shall identify the general types of information packages that are required to reflect major variations in operational characteristics, and the contractor shall recommend a classification of prototype systems to be developed. The contractor shall also define the detailed requirements for management information systems in the urban transit industry in terms of the type of information needed to monitor and control each major function within the organization and the data input requirements to furnish this type of information. Major component subsystems for a complete, integrated, external Management Information System for each sample transit operation shall also be identified and defined. The results of this subtask shall be presented in a report and submitted to UMTA for approval.

Subtask 1.3: The contractor shall develop and describe the design for an integrated Management Information System (or Systems) for the major prototypes identified in Subtask 1.2. These designs shall include further description of the data input requirements and information output aimed at providing management with essential information for the monitoring, control, and evaluation of system performance. Special attention shall be given to identifying essential management information. The contractor shall clearly identify the cost and resource requirements for including and maintaining various quantities and types of data. The contractor shall, based upon his assessment of the industry and reporting requirements, offer recommendations on adjusting the level of detail data proposed in Task IV of project FARE in order to assure that the system will produce essential, timely,

and reliable information. The resulting candidate system or systems design concept shall be reviewed with the transit managements of the representative transit properties in order to identify and make appropriate modifications of the candidate systems design that reflect the various size and modal characteristics of these operations. The final proposed design concept for a prototype integrated transit industry management information system in each sample transit property shall be presented in a report and submitted to UMTA for approval.

Subtask 1.4: The contractor shall develop project definitions, tentative work programs, and priorities for a coordinated program to improve management information systems in accordance with the design concepts defined in Subtask 1.3. Statement of each project's end products and their integration with other projects within the overall program to develop an integrated management information system shall be developed. The contractor shall also prepare a general work plan for the performance of each project defined above, including the chronological sequencing for the performance of the projects. These plans (including the general system design criteria, the project definitions, the work plans, and the project priorities as well as proposed UMTA and transit industry action) shall be reviewed with the Project FARE Industry Control Board and the results of this subtask shall be presented in a report and submitted to UMTA for approval.

Task 2: Design a Computer-Oriented Processing Plan for the FARE (External Reporting) System

The contractor shall conduct the following subtasks to design a computer-oriented processing plan for the FARE External Reporting System as defined in the Project FARE Task IV final report. The primary purpose of this external reporting system shall be to offer transit industry financial and operating information and facilitate analyses by the transit community and governmental agencies at the Federal, state, regional and local levels:

The transit related items of financial and operating information required for the reporting system under Section 15 are listed in Exhibit A. The contractor shall, as part of Task 2, design test and develop an implementation plan for a system for the

generation, collection and reporting of this subset of data items. The final report on this activity shall be submitted to UMTA not later than September 1, 1976 in order to enable UMTA to meet the statutory deadline of January 10, 1977 for prescription of the reporting system.

- Subtask 2.1: The contractor shall develop and submit to UMTA for approval a list of candidate agencies and organizations to assume responsibility for collecting data base and issuing appropriate reports to the transit industry and agencies of the government. The capability of each such agency of organization shall be analyzed by the contractor, and a recommendation of the selected agency shall be made to UMTA for approval by the end of the second month of the contract.
- Subtask 2.2: The contractor shall define and document a candidate data processing plan (i.e., preliminary systems design) for input to the FARE external reporting system which includes; (1) a detailed description of the agency selected in Subtask 1; (2) techniques for data collection; (3) an outline of software requirements; and (4) a definition of hardware capability and requirements. The contractor shall identify all possible approaches and show the rationale for the selected approach. The contractor shall prepare a report which summarizes the candidate processing plan and which includes a detailed rationale for the proposed approach. The contractor shall review this candidate proposal with the Industry Control Board with a tentative presentation for the meetings which shall be conducted under Subtask 2.4. A detailed plan for the contractor's presentation at the meetings which shall be conducted under Subtask 2.4 shall also be prepared and submitted UMTA for approval. The final approach for the plan shall be a joint decision by UMTA and the host agency. Final approval will be given by UMTA.
- Subtask 2.3: The contractor shall define a candidate standard output reporting requirement for the FARE external reporting system. Design of the processing system for this requirement shall include the flow chart, file descriptions, a description of each computer run, and the data entry media. The results of this subtask shall be presented in a report and submitted to UMTA for approval.

Subtask 2.4: The contractor, using the plans developed under Subtask 2.2, shall conduct a series of working meetings to obtain government and industry comments on the proposed processing plan, general design of the uniform reporting system, and the Management Information Improvement program developed under Task 1. The contractor shall prepare meeting materials for presentation, including: (1) a general description of the FARE Project, (2) a general description of data processing methodology, (3) a description of the proposed management information system improvement projects developed under Task 1, and (4) other appropriate meeting materials. The contractor shall review these materials with the Industry Control Board. The contractor shall also plan and conduct the meetings with representatives of state, regional, and local government agencies, transit officials, and other interested groups. In planning the meetings, the contractor shall prepare the schedules, identify and invite participants, make other appropriate arrangements, and conduct the meetings.

Subtask 2.5: The contractor shall complete the detailed design, programming, and testing of the system software to implement the FARE external reporting system. Components of the detail system design shall include: (1) report descriptions (i.e., FARE Task IV formats modified to conform to critiques obtained at the meetings); (2) monitoring control procedures for reviewing data utilization and updating of the data base; (3) Input forms (as modified to conform to critiques obtained at the meetings); (4) Processing flow charts; (5) File design and record format; and (6) Computer run descriptions. The contractor shall document the computer programs using ANSI COBOL computer language with detail flow charts.

The contractor shall supply fully commented source code as a part of the documentation. The contractor shall use the Draft Federal Information Processing Standards Publication, "Documentation of Computer Programs and Automated Systems," as a guide in preparing the following system documents: (1) System/Subsystem Specification; (2) Program Specification; (3) Data Base Specification; 4) Users Manual; (5) Operations Manual; (6) Program Maintenance Manual; and (7) Test Plan. (See Exhibit C)

The contractor shall satisfy the requirements of the agency selected in Subtask 2.1 regarding documentation requirements

The contractor shall review the final design with the ICB, UMTA and the host agency. The final system design documentation shall be submitted to UMTA and the host agency for approval by UMTA.

Subtask 2.6: The contractor shall develop an implementation plan for the uniform reporting system. To accomplish this task, the contractor shall review the adopted processing plan and system software. A detailed work plan for implementing the uniform reporting system with the responsible agency selected in Subtask 2.1 shall be developed. The latter work plan shall include an assessment of the feasibility of correlating transit system descriptions and census data tracts within the uniform reporting system. The final implementation plan shall be presented in a report which the contractor shall review with the Industry Control Board for concurrence and submit to UMTA for approval.

Subtask 2.7: The contractor shall prepare a final report which presents the detailed plans for the uniform reporting system processing and implementation based on a turnkey operation. This report shall be submitted to UMTA for approval.

Task 3: Participate in the Reorganization of the Industry Control Board.

Subtask 3.1: The contractor shall propose a recommended composition of the Industry Control Board which recognizes the need for, and extent of, commentary on the wants of six basic groups with interest in the FARE reporting system: (1) Federal government agencies; (2) state, regional, and local agencies; (3) transit systems management; (4) commuter rail management; (5) industry associations; and (6) State Departments of Transportation. Results of this activity shall be presented in a report and submitted to UMTA for approval.

Subtask 3.2: The contractor shall solicit appointees from appropriate organizations to the reorganized Industry Control Board.

Subtask 3.3: The contractor shall provide funding support for the administration of the Industry Control Board. This

funding support shall include the cost of travel and per diem expenses of the members of the board and expenses incident to the conduct of the meetings of the board. See Exhibit D.

ARTICLE II - DELIVERABLE ITEMS AND DELIVERY SCHEDULE

Item 1. Monthly Progress Reports

The contractor shall deliver an original and ten (10) copies of Monthly Progress Reports which shall highlight the work completed in the previous month and to-date, the problem areas encountered, work planned for the next month and a listing of expenditures for the past month and planned expenditures for the next month and other appropriate progress information. These Reports shall be delivered not later than the tenth (10th) day of every month for the work performed during the immediately preceding calendar month, after the effective date of the contract. In addition, progress meetings will be held with UMTA to provide for approval of planned work and to identify anticipated problems. These meetings will be scheduled by UMTA as necessary.

Item 2. Other data and Subtask Reports

The contractor shall deliver an original and ten (10) copies of all Data and Subtask Reports specified under Article I. hereinabove.

The schedule for delivery of reports required in Subtasks is as follows:

| <u>Subtask</u> | <u>Delivery After Effective Date of the Contract</u> |
|----------------|--|
| 1.2 | Four and one-half months |
| 1.3 | Five months |
| 1.4 | Six months |
| 2.1 | Two months |
| 2.2 | Nine months |
| 2.3 | Twelve months |
| 2.5 | Twenty months |
| 2.6 | Thirteen months |
| 2.7 | Twenty months |

UMTA will approve or disapprove of reports within the two weeks after receipt. In the event that a report is disapproved, the contractor will be required to submit a revised report within two weeks after notification of disapproval. UMTA will approve or disapprove any such revision within two weeks after its receipt.

EXHIBIT A

Proposed Types of Data to be Reported by Public Transportation System Operators

I. Financial Data

1. Value of assets
2. Annual capital investment
3. Total revenues
4. Farebox revenues
5. Total operating expenses
6. Total labor expense
7. Operator/crewmen expenses
8. Maintenance personnel costs
9. Fuel and lubricant costs
10. Material and supply costs

II. Non-financial Operating Data

1. Number of passenger trips
2. Average trip length
3. Average trip duration
4. Vehicle miles offered
5. Vehicle seat miles offered
6. Vehicle capacity miles offered
7. Number of revenue vehicles

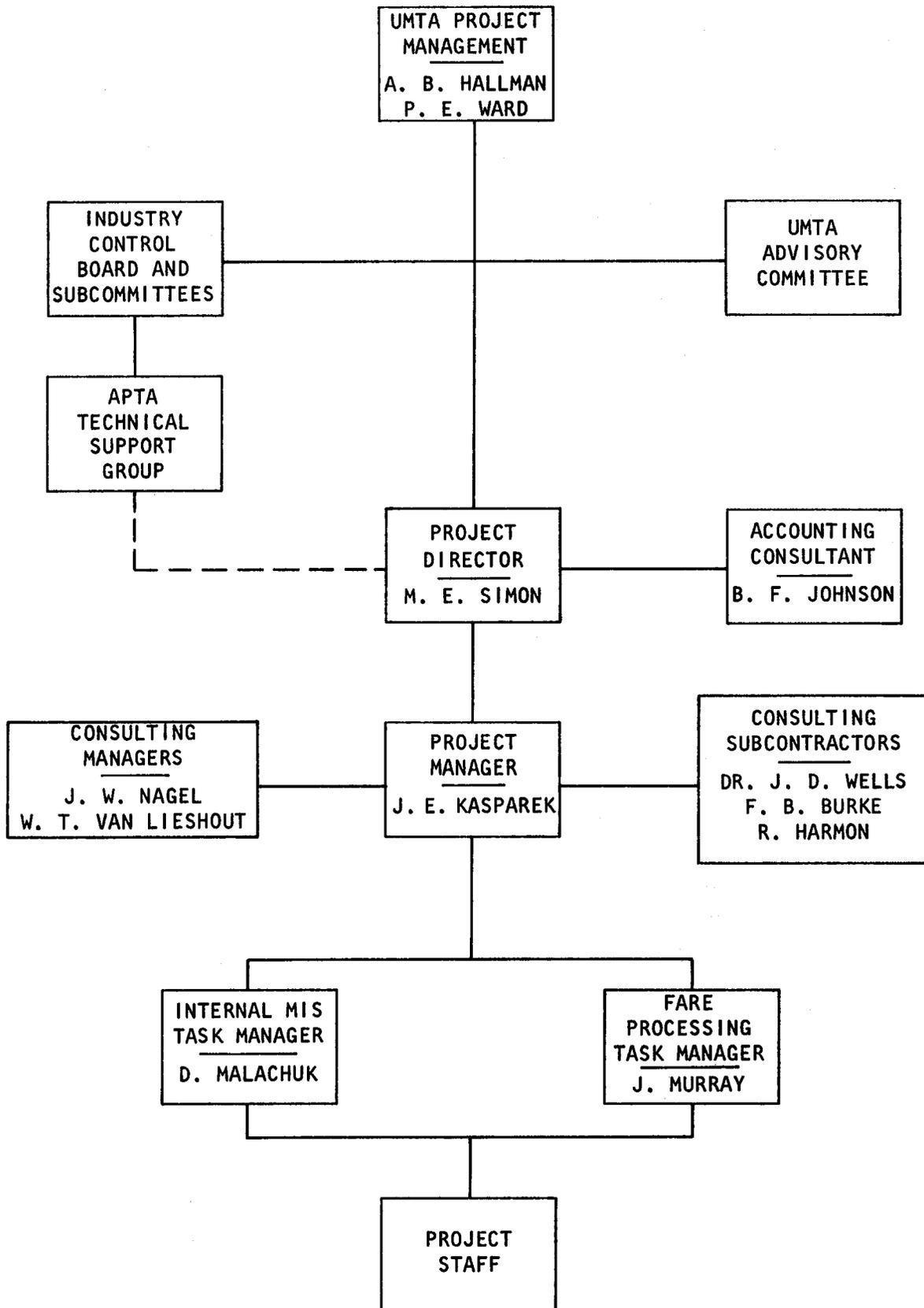
8. Miles of line
9. Number operators/crewman
10. Number total employees
11. Number maintenance personnel
12. Number executive/managerial personnel
13. Travel time contours
14. Area coverage
15. Operating speed
16. Average headway
17. Percent on-time arrival
18. Number of vehicle breakdowns
19. Accidents
20. Incidence of crime
21. Fuel consumption

FOOTNOTE:

All of these data elements except travel time contours, area coverage, headways, percent on-time arrival and incidence of crime were included in the FARE Study.

PROJECT FARE TASK V

PRELIMINARY PROJECT ORGANIZATION



FARE PARTICIPANTS

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FARE TASK V

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202-426-4022

ICB SUBCOMMITTEES

FARE TASK V

INDUSTRY CONTROL BOARD SUBCOMMITTEES

(PARTICIPANTS TO BE DETERMINED)

I. INTERNAL MIS

1. , Chairman
- 2.
- 3.
- 4.
- 5.

II. PROCESSING PLAN

1. , Chairman
- 2.
- 3.
- 4.
- 5.

III. FINANCIAL DATA

1. , Chairman
- 2.
- 3.
- 4.
- 5.

IV. OPERATING DATA

1. , Chairman
- 2.
- 3.
- 4.
- 5.

EXPENSE REIMBURSEMENT

FARE TASK V

ICB EXPENSE REIMBURSEMENT

The FARE Task V contract with Arthur Andersen & Co. provides for reimbursement of transportation and subsistence expenses incurred by ICB members in conjunction with Control Board and subcommittee meetings.

Federal travel regulations appropriate to this contract prescribe reimbursement for air, rail or bus fare at coach rates, for actual terminal transportation costs, for automobile mileage at 15¢ per mile and for subsistence expenses at a calculated rate of \$33.00 per day except that in specified cities, subsistence is paid for actual expenses up to an amount specified for that city. For instance, subsistence reimbursement in Washington, D. C. is for actual expenses up to \$38.00. Accordingly, ICB members will be advised at each meeting as to the applicable subsistence ceiling.

Please note on the Expense Reimbursement Claim form below that copies of receipts have been requested. Upon receipt of your claim, Arthur Andersen & Co. will reimburse you or your organization.

For planning purposes, you should know that the FARE contract does provide funding for working luncheons on every meeting day and for one dinner meeting during each ICB and subcommittee session. The sessions have been estimated to last three days each.

SEND CLAIM TO:
 UMTA-FARE PROJECT SUPERVISOR
 ARTHUR ANDERSEN & CO.
 1666 K STREET, N.W.
 WASHINGTON, D.C. 20006

ARTHUR ANDERSEN & Co.
UMTA-FARE PROJECT

INDUSTRY CONTROL BOARD
 EXPENSE REIMBURSEMENT CLAIM

PLEASE ATTACH COPIES OF RECEIPTS FOR ALL EXPENSES CLAIMED

NAME OF INDUSTRY CONTROL BOARD MEMBER _____
 INCLUSIVE DATES OF ICB MEETING _____ THRU _____

REIMBURSEMENT PAYABLE TO:
 (PROPERTY OR ASSOCIATION) _____

(ADDRESS) _____
 Street _____

City _____ State _____ Zip _____

TRANSPORTATION EXPENSES

AIR, BUS, OR RAIL FARE FROM _____ TO _____ AND RETURN \$ _____

| TERMINAL TRANSPORTATION | Places | Dates | Amounts |
|-------------------------|--------|-------|---------|
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |

PRIVATE AUTOMOBILE _____ MILES _____

SUBSISTENCE EXPENSES (ARE REIMBURSABLE IN ACCORDANCE WITH FEDERAL TRAVEL REGULATION 101.7 AS AMENDED BY TEMPORARY REGULATION A-16)

| DATE | LODGING | MEALS | TOTAL |
|-------|----------|----------|----------|
| _____ | \$ _____ | \$ _____ | \$ _____ |
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |

I CERTIFY THAT THE ABOVE EXPENSES WERE INCURRED FOR THE PURPOSE OF ACCOMPLISHING WORK ON THE FARE PROJECT AUTHORIZED UNDER U.S. GOVERNMENT CONTRACT NUMBER DOT-UT-40025.

\$ _____ in REIMBURSABLE EXPENSES

 INDUSTRY CONTROL BOARD MEMBER DATE

MEETING NOTES

