

RESPONSES TO REQUEST FROM OFFICE OF UTILITIES REGULATION

Item 1. Copy of the application sent to the Ministry of Transport and Works

PROPOSAL FOR A FARE INCREASE FOR THE JAMAICA URBAN TRANSIT COMPANY LIMITED

1.0 INTRODUCTION

- 1.1 Cabinet is being asked to consider granting a proposed increase in fares to the Jamaica Urban Transit Company Limited (JUTC) during the 2009/2010 financial year.

2.0 BACKGROUND

- 2.1 Cabinet will recall that the last bus fare increase for the JUTC was granted on August 14, 2005 as per its Decision No. 23/05 dated July 18, 2005. It was also recommended that with effect from April 1, 2006 a Price Adjustment Mechanism (PAM) be implemented to deal with fluctuations in the price of fuel and other foreign inputs. This would allow the fares to be adjusted periodically under the scrutiny of the Office of Utilities Regulation (OUR). However, the Price Adjustment Mechanism was not applied and fluctuations in fuel prices and foreign inputs have negatively affected the JUTC's financial performance.

3.0 ISSUES

- 3.1 The JUTC's performance results since the last fare increase was granted are shown below:

Table 1: Performance Results

	Audited 2005/2006	Audited 2006/2007	Audited 2007/2008	Estimate 2008/2009
	\$'000M	\$'000M	\$'000M	\$'000M
Revenue	2,646	2,579	2,127	2,113
Expenses	3,831	3,807	4,793	4,510
Govt. Grant	2,515	263	776	1,146
Net (Loss)/Profit (\$M)	1,330	(965)	(1,890)	(1,251)

3.2 The main reasons for the JUTC's under performance for 2008/2009 were as follows:

- 1) Intense competition from illegal and legal operators operating contrary to their licences. The most recent survey commissioned by the Transport Authority revealed that 3,158 vehicles were recorded in the KMTR; of this amount, 2,488 were categorized as illegal operators or legal operators operating contrary to their licences. Due to these actions the JUTC is estimating passenger loss of 149,280 per day or 39.4 million passengers annually. The approximate revenue loss is \$1.57 Billion annually
- 2) Adverse weather conditions relating to hurricanes Gustav. Some routes were negatively affected due to blocked and damaged roads.
- 3) The impact of rising fuel prices since the last fare increase. Fuel prices have moved from \$62.09 per litre to an average cost of \$67.45 per litre since this financial year.
- 4) The devaluation of the Jamaican dollar affected the JUTC's US\$ liability as well as the cost paid for fuel
- 5) The high cost to maintain an aging bus fleet.
- 6) Increased salary cost under the new MOU.
- 7) Increased toll charges of 75%
- 8) Increased utility costs.
- 9) Increased inflation rate above budgeted.
- 10) A pending \$425M loan from BNS will be used to replace the JUTC's debt liabilities to RBTT and NCB. However loan obligation to Finsac of J\$14M and US\$9.7M to Petrocaribe (plus interest) remain outstanding.

3.3 It is against this background that the Jamaica Urban Transit Company is requesting a fare adjustment for 2009/2010. It is of interest to note that the company from its inception in 1998 to the present has accumulated losses projected to be **\$1.25B** by the end of the current financial year (2008/2009).

3.4 Cabinet will recall that when the fare increase was granted in August 2005, there was a projected shortfall of **\$287M** for 2005/2006. However, the audited financial statement for that year showed a profit of **\$1,330M**. This was because grant income from government of \$2,515M was included thus showing an improvement in the Company's performance.

4.0 PROPOSED FARE INCREASE

4.1 The present fare structure is well below the economic cost per passenger of \$73.

4.2 The 2009/2010 Budget under the existing fare shows a net loss of \$1,698M as indicated below:

Table 2: 2009-2010 Budget under Existing Fare

	\$'000M
Revenue	3,091
Expenses	<u>4,789</u>
Net Loss/Profit (\$M)	(1,698)

4.3 If the proposed fare structure is approved, the anticipated results with the new fare for 2009/2010 will show a net loss of \$806M as follows:

Table 2A: 2009-2010 Budget under Fare Increase

	\$'000M
Revenue	3,757
Expenses	<u>4,561</u>
Net Loss/Profit (\$M)	(806)

4.4 The proposed fare would be as follows:

Table 3: Existing Fare and Proposed Fare

Stage	Existing Fare \$	Proposed Fare \$	Percentage Change
Concessionary	15	20	33.3%
Adult	50	70	40%

Table 3.1 Existing and Proposed Fare increase for Express and Premium

Current \$	Budgeted \$	Change %
60	80	33
80	100	25
100	120	20
120	150	25
130	160	23
140	170	21
170	250	47

The proposed increase in fares for Express and Premium is expected to generate approximately \$113M in revenue.

4.5 Children, student passengers, handicapped persons and pensioners pay the concessionary fare.

4.6 It is evident that the company will **not** be in a breakeven position with the fare increase, even assuming it would have a ridership of 80M. It was assumed that with sensitivity analysis, the ridership would decline but with continued support from the relevant authorities, the ridership would increase beyond 80M. The Company would be able to operate at breakeven with an adult regular fare of \$85 instead of the \$70 that is proposed.

4.7 The MOU will expire in 2010 and it is quite likely that there will be movement to the present salary scales. In addition wages have been frozen for 2009/10 and this change is reflected in the report

4.8 The proposed fare increases would be expected to come on stream on July 1, 2009.

4.9 It continues to be critical for the Transport Authority to increase its efforts to comprehensively and effectively regulate the transport service in the KMTR.

5.0 OPERATING EFFICIENCIES

5.1 Despite the challenges being experienced, the JUTC has been able to implement the following efficiency measures:

- 1) Reduction of employee to bus ratio from 6.6 to 5.18.
- 2) Reduction of accidents from 1:21, 569km to 1:22,715km.
- 3) Smart Card usage has increased from 5% to 20% thus reducing the effect of pilferage.
- 4) On Time performance has improved from 65% to 71%.
- 5) Reduction in average daily defect returns from 86 to 66.
- 6) Overtime has been reduced by 43%.
- 7) Conductors have been significantly reduced.
- 8) Actual Dead kilometers reduced by 25%

Item 2 - Copy of management report attached.

Item 3 - JUTC's Compliance with the Recommendations of the Management Report

Recommendation	Status
1. Total cost shall be reduced by \$230 Million, based on operational fleet and fare structure.	With devaluation of the dollar, fuel cost movements, staff costs and cost of goods and service, the total operational cost remains marginally above operational cost of 2003 – totaling \$3.343 billion.
2. To provide more than 90 million passenger trips per year.	The influx of illegal operators (2,488 illegal operators from 2006 survey), aging fleet and spiraling costs negated the Company's ability to achieve target.
3. To present a contract proposal to the ministry of Transport & Works.	Contract proposal was for an increase in concessionary fares (\$15 to \$20)
4. To reduce Accidents by 25%	Achieved 43% reduction.
5. To reduce breakdowns by 25%.	Achieved 33% over the previous year.
6. To have more than 40% of the passengers satisfied with JUTC's operational quality.	A new survey is to be commissioned to determine current views of passengers.
7. To introduce a cashless prepaid ticketing system where more than 10% of the total number of trips are done through the cashless system at the end of the year.	Proceeds from cashless system is now 22% of revenue.

Recommendation	Status
<p>8. To increase operational efficiency by more than 10% per bus compared with 2001/2002</p>	<ul style="list-style-type: none"> • Freeze on employment in place • 2.3 crew ratio versus 2.5 has been achieved. • Driver & conductor numbers have reduced. • Indirect operational staff reduced. Originally the staff ratio was 7:1 it is now 4.5:1 versus international standard of 5:1. • Drivers are being assigned to routes for extended periods. • Reduction of Split shifts. This failed because turnover was high, salary low and damages increased. • Flexible duties were introduced. • MOU with the Union regarding payment was not achieved. • Implemented the review of route networks, introduced interlined routes and reduced idle time • Introduced strict follow up between payroll and completed trips. • Implemented a reduction in non-effective time between depot and terminals. • Introduced mechanism to increase and measure bus hours with salary hours.
<p>9. To introduce Single Operator buses.</p>	<p>Achieved, with the exception of 50 Articulated units. Percentage achievement is 80%.</p>
<p>10. Portmore depot workshops to be completed and in operation.</p>	<p>This has been completed.</p>
<p>11. To increase workshop efficiency by 10% compared with 2001/2002.</p>	<ul style="list-style-type: none"> • Service yardstick has been defined. • Service units introduced • Preventative maintenance is at 60%. It is severely hampered by lack of resources. • Job card system is fully implemented • Inventory system is fully implemented.

Recommendation	Status
12. To have a modern, efficient parts store system.	Work in progress
13. To implement a revised, de-centralized, business oriented organization at the Headquarters and the depots.	Work in progress
14. To have a marketing and information plan with required resources.	Work in progress
15. To develop a public transport infra- infrastructure master plan through resources made available in the new generation.	Work in progress

Item 4 - Planned Efficiency Measures For 2009/10

- **To Increase Passenger Trips**

The JUTC will carry 82.0M passenger trips by FY 2011/2012.

The JUTC seeks to reverse the decline in passenger trips over the last five years. In 2005/06, the JUTC carried approximately 75.7M passengers. Compared to 49M for 2008/2009 financial year.

The increased competition from illegal operators and the declining fleet availability continue to be significant challenges. Efforts by the Transport Authority to reduce the number of illegal operators have not had any material impact. The JUTC continues to anticipate very strong support from the Transport Authority in order to achieve the stated objective. A number of strategies outlined below will be used to facilitate passenger growth.

- **To Achieve Financial Sustainability**

The JUTC will achieve its farebox recovery targets between 2009 and 2012.

The JUTC has been unable to achieve financial sustainability since its inception in 1998 for various reasons, which include an uneconomic fare structure, high fuel prices and increasing competition from illegal operators. The Government has been supportive in improving this situation with fare increases, cash injection, and transfer of assets (i.e. buses and depots) to the JUTC and by forgiving debts incurred by the JUTC. However, the JUTC will require ongoing funding support, timely and adequate, from the GOJ to continue to provide quality public transportation services to its customers.

The JUTC recognizes the need to maintain tight control on expenditure to ensure cost-effective operation even with funding support from the GOJ. Significant focus must be placed on the management of overtime, the control of fuel and tyre usage, the reduction of accidents and proper management of the fleet to maximize revenue.

The Management of JUTC is committed to turn around the financial viability of the Company beginning with the fiscal period 2009/2010. The action plan recognizes that to increase the viability of the company, JUTC has to implement a number of efficiency and productivity measures throughout the year. This does not preclude going to the Ministry of Transport and Works (MTW) to request an increase to the economic fare. This will be done in consultation with the Office of Utilities Regulation (OUR).

The Company will also look at an annual injection from the Government to cover the subsidy on fares due to the non-implementation of the Price Adjustment Mechanism over the past two years. The cost to the company for the subsidy on the fare is expected to be \$1B for the fiscal year 2009/2010 based on ridership of 65M passengers.

Although the JUTC continues to be significantly challenged by illegal operators and increasing fuel prices, the company anticipates that with the assistance of the Transport

Authority within the KMTR there will be a material improvement in passengers carried for the year.

Without an economic fare, the JUTC operation will be unable to achieve 100% recovery of expenses through fare revenue from its operation. (The economic fare is the fare that the Company should charge that will cover the budget)

- **To Improve Customer Service**

Commuters will have a satisfaction rating of 80% for the JUTC service by 2010/11

The JUTC has suffered declining popularity among its commuting public due to inconsistent service and instances of poor driving. The JUTC must determine the present level of commuter support and pursue customer friendly strategies to regain commuter support.

The JUTC has at December 2006 determined its satisfaction rating to be 43% through an Omnibus Survey performed by The Leading Edge Market Research House.

To improve this poor rating the JUTC will implement its marketing program which will include enhancing the corporate image of JUTC, promoting the use of the smart card and tracking and rewarding employees who deliver good customer service.

- **To Rationalize the Route Network**

The JUTC will increase accessibility and frequency level of its service to adequately meet its demands by 2009/10

The JUTC currently operates approximately 68 routes across the KMTR. The operation generates a high number of dead kilometers and a number of inefficient routes. The JUTC must develop a number of strategies to increase its service offerings and reduce the cost of providing service on its various routes.

The establishment of modern transportation centres in Downtown and Half Way Tree will complement the JUTC efforts in improving management of its fleet while in operation.

Half Way Tree is the major transportation hub in the KMTR as more buses pass through that area than any other location.

However, prior to the construction of the Half Way Tree Transport Centre, there was significant traffic congestion with some 26 bus stops located within the area and an estimated 185,000 commuters passing through each day. This contributed to inefficient bus operations in the area, with a slow turnaround time for JUTC buses caught up in the chaos and confusion of competing for passengers with other modes of transportation.

The Half Way Tree Transport Centre was born out of the need for a modern, central facility providing one terminus for all JUTC buses terminating in Half Way Tree.

The Transport Centre, which was constructed with Belgian assistance, began operating in January 2008. Since that time there has been a noticeable reduction in traffic congestion in the area. The Centre has also facilitated the seamless movement of JUTC buses, thereby contributing to a better managed, better coordinated and more efficient transport system in the KMTR.

It should be noted that the GOJ has implemented dedicated bus lanes in order to increase the average speed at which buses travel on the roads. However, this system is currently not in operation as everyone use these lanes.

The JUTC is also presently re-organizing the existing route structure to ensure the most convenient service to commuters, in keeping with up-to-date and destination patterns. Benchmarks have been set and a number of uneconomic routes, where commuter usage is low, are being reconfigured. Great emphasis is being placed on the scheduling and dispatching of buses to make it easier for commuters to go about their business in a timelier manner. All these measures are expected to result in better customer service, the reduction of routes and increased frequency of buses leading to additional savings in operational costs.

- **To Increase Fleet Utilization**

The JUTC will increase its fleet utilization by 2010/11

Capital funding of the JUTC has not been commensurate with the size of its operations. The Company has therefore had to depend heavily on the fare box and on Government relief to sustain its operations.

The inadequate number of buses in operation poses another challenge. The JUTC has been experiencing continuous low bus run-outs due to buses being in various states of disrepair. This adversely affects the ability of the Company to adequately service its routes. The unreliability of the service has given rise to a significant decline in passenger ridership, and this has contributed to a reduction in revenue earnings.

The JUTC has since commenced a major programme of refurbishing its fleet, which is expected to increase the daily average bus run-out from the present 284 to 400 buses by Oct 2009. The GOJ secured financing for the purchase of spare parts for the buses through a loan from the Commerzbank of Belgium.

The poor maintenance of the buses has also impacted negatively on the service provided. Because of inadequate funding over the years maintenance was not carried out on a consistent basis. The JUTC has since taken steps to institute a regular maintenance programme, which should result in minimal downtime of the company's bus fleet.

The JUTC will implement a number of strategies to increase the number of buses available for service, which will directly impact the company's ability to grow its revenue.

The GOJ has procured 100 new buses on behalf of the JUTC and has injected \$150M into the JUTC for refurbishing and repairing of 50 buses. The JUTC also intends to refurbish 7 buses per month over 12 months ending March 2010. This should significantly enhance fleet availability in the coming years.

Additionally, the JUTC will pursue the following specific strategies over the next three (3) years:

1. Continue the utilization of the former Ashenheim Road Depot as a Central Maintenance Workshop, which will focus largely on refurbishing of buses and major engine repairs. This will improve the pace at which refurbishing and major repairs are done, as there will be no competition for the use of bus bays or space to accommodate buses undergoing major repairs.
2. Order parts on a bus-by-bus basis to combat the problem of increasing inventory and decreasing fleet availability, thus ensuring non-critical parts are not kept on inventory.
3. Restock on basic and specialized tools to ensure faster, high quality repairs
4. Modify the current training plan for Maintenance personnel to modular and bus specific training, which will be done largely in-house
5. Repairing and installing speedometers / hubometers to enhance the ability to schedule repairs and maintenance by kilometers operated and more accurately benchmark fuel and tyre usage
6. Perform specialized testing and repairs in-house, particularly with regards to injection pumps and transmissions.
7. Increase the frequency of front end alignments to reduce tyre wear
8. Increased utilization of DRIVE Fleet Management System to monitor the quality and frequency of repairs and maintenance.
9. As far as possible, ensure standardization of bus fleet by replacing new buses with buses similar to current fleet, which will lessen training requirements for maintenance personnel and improve parts procurement
10. The company will complete the implementation of the Automatic Vehicle Locator system in the buses and this will allow the monitoring of buses from all locations.

- **To Improve Staff to Bus Ratio**

The JUTC will maintain a staff to bus ratio of 4.5:1 through 2009/10

The JUTC intends to maintain a staff to bus ratio of 4.5:1 during the financial year 2009/2010.

The JUTC had achieved this staff to bus ratio in March 2006 when its total fleet size was 620 buses and 2743 employees (4.4:1).

It is important to note that the JUTC operated 286 buses on average during 2007/8, which means that the company maintained significant excess staff during the year pending the increase of the fleet. Recognizing the need to reduce operational costs, without compromising the efficiency of the operations, the company commenced a staff rationalization programme with the aim of achieving the international benchmark.

A number of efficiency initiatives have been implemented at the Company, which includes:

- ✓ Efforts to reduce overtime from 9% of basic salary in October 2007 to 6.7% in March 2008.

- ✓ Rationalization of 407 staff through a mix of redundancies and lay-offs. The reliable operational fleet to properly service the Kingston Metropolitan area is 488 buses and currently; the company is operating with approximately 300 buses. As a direct consequence of this reduced fleet size, the operational staff was reduced by 407 and this is estimated to save the company approximately \$25m per month.

The medium term objective is to maintain a staff to bus ratio of 4.5: 1

- ✓ Conversion of a number of the buses to single operator units, thus reducing the level of manpower.
- ✓ Efforts to maximize revenues on routes through the use of the Half Way Tree Transport Centre.
- ✓ A sustained programme of rehabilitation of the buses over the next seven (7) months, and this will increase the average monthly turnout from the present 309 to 400 buses.
- ✓ Implementation of the Automatic vehicle locator system will reduce the number of employees in the traffic management department.
- ✓ Implementation of the Time and Management software will reduce the payroll and accounting department in the medium term.
- ✓ The increase use of the smart cards will reduce the amount of cash handled by the company and will lead to reduction in the personnel involved in cash handling.

The JUTC therefore continues to pursue the staff to bus target based on the number of buses operated and not fleet size.

- **To Increase Smart Card Usage**

Smart Card usage is currently 16% Revenue Passenger and 20% of Fare Revenue.

50% of JUTC passengers will is expected to use the JUTC Smart Card in FY 2011/2012

The JUTC has to depend heavily on the fare box to sustain its operations. However, it is acknowledged that there is revenue leakage. While the figure cannot be verified it is thought to be somewhere between 10% -15%, which means that there is a substantial amount of revenue not recovered from the operation.

In order to reduce revenue loss due to leakages, the JUTC implemented an electronic fare collection system of which the Smart Card is a part. There are just fewer than 180, 000 Smart Cards in circulation as at December 2008 and, through an intensive marketing effort now under way, the Company hopes to get up to 50% of all commuters who travel on a daily basis to utilize Smart Cards. Increased usage of the Cards will lead to better capture of well-needed revenue for the Company.

The JUTC has begun to take the following steps to increase the Smart Card usage including:

1. The implementation of its marketing program offering added values for certain minimum purchases.
2. The addition of 12 Post Office Recharge locations in order to improve the available locations for the products.

3. The utilization of banking ATMs to recharge smart cards through strategic relationships with the banks.
4. Develop sponsorship of the smart cards by reputable Jamaican companies in return for advertising placements on the Smart Cards.
5. Utilize the Half Way Tree Transport Centre, the Spanish Town Lay-by and the proposed Down Town Transport Centre as dedicated Smart Card locations.
6. Promoting the use of the Smart Card and increasing the number of locations to generate pre-paid revenue especially in schools and through partnership with other organizations.
7. Implementing a bi-annual commuter satisfaction/Smart Card survey.
8. Increase the incentives for the use of the Smart Cards including discounts, loyalty programs with shops at the Transport Centres and other businesses, transfers among the various routes and ease of top-up.
9. Expanding major accounts management to get more major organizations outfitting their staff with Smart Cards to facilitate convenient travel.

- **To Minimize Tyre Costs**

The JUTC will satisfy all tyre services from its subsidiary

In order to minimize the tyre costs of the JUTC, the Jamaica Ultimate Tyre Company (JUTC II) was established. The JUTC II provides all the tyre services required for the operation of the JUTC. The JUTC will not expend more than budgeted amount of \$83.8M on tyres in 2009/10.

Although the company has not met its target, the JUTC II has been brought into close working relationship with the JUTC with significant progress made in integrating the company into the JUTC financial accounting and technological infrastructure.

- **To Improve Employee Relations and Competence**

The JUTC will have 75% of the technical and operational staff professionally certified by 2011/2012

Many of the JUTC staff lack supervisory and management skills and this knowledge gap must be filled. Since the JUTC was born out of a previously fragmented transportation system with generally poor management, public bus transport specific training and knowledge is also lacking.

It is therefore important to appropriately train, and where possible certify staff in the various areas of competence to include bus operation, bus dispatch and traffic management, as well as bus maintenance. Training for administrative and support staff such as IT, Finance and Human Resources Departments is also desirable.

The JUTC, because of cost constraints, has sometimes been unable to provide adequate facilities for its employees. As the performance of the company improves, this is an area, which will need addressing.

- **To Improve Safety and Emergency Management**

The JUTC employs a large number of employees and provides service to a large number of commuters. Its safety and emergency management training must therefore be of the highest caliber and be ongoing to facilitate a high state of readiness and quick response when required to ensure the safety of our customers and employees alike.

The company is often called upon at times of Natural Disasters to provide evacuation and other emergency response services.

The Company operates in a tough industrial climate and must be able to ensure continuity of its service in the event of industrial strikes.

Finally, because of the high crime environment, our staff and commuters are sometimes subject to attacks from criminals.

- **To Conserve Energy and Reduce Environmental Hazards**

The JUTC operates using a large quantity of hazardous and environmentally dangerous materials such as oil, batteries, etc. It is imperative that proper environment protection systems and procedures are in place to safely dispose of such hazardous materials.

Additionally, the JUTC uses a tremendous amount of fuel and lubricants annually to operate its buses with fuel expenditure estimated to total \$925M for the 2008/09 financial year. JUTC buses all use diesel fuel, which is more efficient than gasoline but emits more particulate matter into the atmosphere. The JUTC must begin to pursue the use of clean diesel and other alternative fuels to reduce emissions.

Finally, the JUTC must partner with other government and private sector entities in promoting the use of public transportation as a viable means of reducing the country's oil bill.

- **To Improve Access to Information**

As a public sector entity, the JUTC will provide information to the public in accordance with the Access to Information Act

The JUTC must properly archive all its records and documents to improve ease of access and to ensure organizational memory. In addition, the Access to Information Act (2002) requires the availability of certain kinds of information for public review. The JUTC must therefore improve its ability to provide information to the public in a timely and efficient manner.

- **To achieve an economic fare structure**

The Office of utilities Regulations examined the fare structure of the company in 2005 and determined that the **economic fares** at the time were;

- Adult Flat fare-\$68
- Concessionary fare-\$15
- Express fare -\$75

The OUR also recommended that a Price Adjustment Mechanism (PAM) should be implemented to adjust the fares annually to reflect the current operating cost structure of the company.

The company intends to apply to the OUR and the Ministry of Transport and Works for adjustments in the current fares to reflect the economic cost of operations in 2009/10.

Financial Plan

2009/10	2010/11	2011/12
Financial		
Revenue \$3.8B	Revenue \$4.2B	Revenue \$4.7B
Cost \$4.6B	Cost \$4.9B	Cost \$5.3B
Charter Revenue \$158M	Charter Revenue \$177M	Charter Revenue \$198M
Government subsidy of \$800M	Gov Subsidy.	Gov. Subsidy.
Overtime 6% of total regular hours	Overtime 6% of total regular hours	Overtime 6% of total regular hours
Operational		
Passenger Trips 65M	Passenger Trips 73M	Passenger Trips 82M
435 available buses	475 available buses	525 available buses
15% spare buses	15% spare buses	15% spare buses
Less than 1:60,000 km accident ratio	Less than 1:75,000 km accident ratio	Less than 1:90,000 km accident ratio
Replace 100 buses	Replace 100 buses	Replace 50 buses
Rehabilitate 80 buses	Rehabilitate 50	Rehabilitate 50 buses

Performance Indicators

Indicators	TARGET		
	2009/10	2010/11	2011/12
Fire Drills	2	2	2
Accident ratio per annum	1:60,000 km	1:75,000 km	1:90,000 km
Revenue	\$3.8B	\$4.2B	\$4.7B
Costs	\$4.6B	\$4.9B	\$5.3B
Run Out (Daily-Weekdays)	400 (by October 2009)	435	475
Passenger Trips	65M	73M	82M
On Time - Pull Out - a.m.	85%	90%	95%
On Time - Pull Out - p.m.	90%	90%	95%
Overtime percentage from payroll summary	8%	8%	8%
Fuel Consumption	1.66km/l	1.66km/l	1.66km/l
% Scheduled Buses Operated	95%	95%	95%
Recovery Ratio	67%	74%	80%
Fleet utilization	90%	90%	90%
Operational hour% paid hours	85%	85%	85%
Target load factor	75%	75%	75%
Customer Satisfaction Rating	80%	85%	85%
Smart Card Usage	25%	35%	50%

Strategic Initiatives

Objective	Strategies	Status
To Increase Passenger Trips	<ul style="list-style-type: none"> ➤ Monitoring competing services both legal and illegal (e.g. Quarterly Report) ➤ Establishing realistic benchmarks for its routes ➤ Reduced turnaround time for the buses using the transport centres ➤ Implementation of the automatic vehicle locator system by April 2009. ➤ JUTC to lobby government to substantially increase the fines for illegal operators. ➤ Enhanced partnership agreement with the Transport Authority to assign 8 inspectors, on a rotating basis, to the JUTC. 	<ul style="list-style-type: none"> ➤ Sublicenses now being issued by the JUTC ➤ Service planning to review all routes by July 2009 ➤ Number of trips increased by 30% since the completion of the HWT Transport centre.
To Achieve Financial Sustainability	<ul style="list-style-type: none"> ➤ Promoting its charter service to improve returns from this alternative stream; ➤ Submission for a fare review by April 2009 ➤ Reduce large overtime payments through better staff deployment. ➤ Closely monitor and control fuel usage ➤ Keeping the Office of Utilities Regulation (OUR) informed on an on-going basis of JUTC performance ➤ Increase in the available fleet by April 2009 ➤ Monitoring of the agreed performance targets monthly by the management team and corrective actions for any negative variances. ➤ Reduce fare leakage by expediting cashless system. 	<ul style="list-style-type: none"> ➤ Charters had excellent year (62% above budget) ➤ Draft submission for fare review to be prepared and submitted to MTW. ➤ Overtime at avg. 13% and reducing ➤ Shell Petrovend system installed at all depots ➤ Commuter Advisory Council to be re-activated
To Improve Operational Efficiency	<ul style="list-style-type: none"> ➤ Implementing State of the Art technology to modernize the JUTC operation and integrating the current Information Systems to improve access to management information; ➤ The MOU with government requires the establishment of productivity and control committees ➤ Establishing Depot and Corporate Efficiency Improvement Committees and implementing feasible recommendations made by these committees 	<ul style="list-style-type: none"> ➤ Scheduling System implemented; ➤ Fleet Maintenance System in use but requires add'n'l interface to accounting system by April 2009. ➤ The new bargaining agreement with the unions will include productivity and savings programme.
To Improve Customer Service	<ul style="list-style-type: none"> ➤ Bus beautification ➤ Implementing a media-driven, customer-focused marketing program ➤ Implementing bi-annual commuter satisfaction / smart card survey ➤ Comprehensive crew training on customer service and deportment ➤ Improved access to information on JUTC services through published schedules and its website ➤ Establishing a customer service call and control centre ➤ Establishing a Commuter Advisory 	<ul style="list-style-type: none"> ➤ Programme in place ➤ new survey by the end of June 2009 ➤ Ongoing – focus now on supervisory level ➤ Some schedules posted at major terminals ➤ Routes and timetable will be published at the transport centres and on the JUTC website. ➤ Customer call centres

	<p>Committee to inform the JUTC on commuter issues</p>	<p>to be outsourced during the next 3 years</p> <ul style="list-style-type: none"> ➤ Commuter Advisory Committee to be re-established by April 2009
To Rationalize Route Network	<ul style="list-style-type: none"> ➤ Downtown Transport centre to be used to rationalize the road network ➤ Establishing Portmore Hub to rationalize service in Portmore and its environs. ➤ UWI and UTECH route to be established in time for the new school year. ➤ Service planning to develop new routes while assessing other routes which are not economical. 	<ul style="list-style-type: none"> ➤ Schedule for completion in 2009. ➤ Portmore Hub to be established in 2009/10 at an estimated of \$67M. ➤ Coordination with the National Works agency in establishing dedicated bus lanes on the Boulevard, Constant Spring Road and HWT Road. ➤ Sublicenses to be issued for routes that are uneconomical to the JUTC.
To Increase Fleet Utilization	<ul style="list-style-type: none"> ➤ Strategically using technology to monitor its operations both on bus and at locations (e.g. CCTV on buses) ➤ Utilizing a centralized information system to manage the maintenance work and parts inventory ➤ Maintaining adequate spare parts for its buses ➤ Implement bus rehabilitation programme ➤ Another 100 buses to be purchased by the end of 2009/10 ➤ BENZ buses being phased out and replaced with Volvo make thus ensuring the standardization of bus fleet ➤ Repairing and Installing speedometers and hubometers to enhance the ability to schedule repairs and maintenance ➤ Two additional service vehicles will be purchased to improved responses to emergencies. ➤ Reduce Accidents through revised and improved accident policy ➤ Perform specialized testing and repairs in-house, particularly with regards to injection pumps and transmissions ➤ Increase the frequency of front end alignments 	<ul style="list-style-type: none"> ➤ AVL pilot on some buses / wreckers; NWA live feed in HWT ➤ DRIVE system seeing greater use with the planned integration with Accounting software ➤ Spare parts amounting to Euro 3.8M provided under GOJ support in 2007-2009; ➤ Procurement of new buses in progress and awaiting the approval of cabinet ➤ Plans in place to rehabilitate 60 buses by the end of March 2010 ➤ New Accident policy prepared and will be submitted to the unions for their comments.
To Reduce Staff to Bus Ratio	<ul style="list-style-type: none"> ➤ Converting buses to single operator buses thus reducing the number of Customer Service Agents (CSA) ➤ Undertaking an organizational review in order to rationalize operations. ➤ Implementation of the AVL software will reduce the staffing in the Traffic management department. ➤ Staff requirements to be based on the available buses rather than the total fleet size. 	<ul style="list-style-type: none"> ➤ New organization chart to be submitted to the board ➤ Phased redundancy of staff based on operational needs and the greater use of

	<ul style="list-style-type: none"> ➤ Implementation of the Time Management software will improve the management of the human resources. 	<p>technology.</p>
To Increase Smart Card Usage	<ul style="list-style-type: none"> ➤ Implementing a media-driven, customer-focused marketing program ➤ Implementing bi-annual commuter satisfaction / smart card survey ➤ Promoting the use of the smart card and increasing the number of smart card locations to generate pre-paid , especially in schools and through partnerships with other organizations such as banks ➤ Smart Cards activities now at the transport centres and strategic dispatch areas. ➤ Discussion with banks with the aim of using the Automatic Teller Machines to top-up the smart cards. ➤ Develop sponsorship of the smart cards by reputable Jamaican companies in return for advertising placements on the smart cards ➤ Increase the incentives for the use of the smart cards including loyalty programs with shops at the transport centres and other businesses, transfers among the various routes and ease of top-up. ➤ Expansion of the sales team to focus on defined sales territory and specific sales target 	<ul style="list-style-type: none"> ➤ Discussion with Postal Corporation of Jamaica and designated schools to expand the programme ➤ 8 Post Office smart card locations added ➤ Ongoing programme with a number of Jamaican companies ➤ Discussions commenced with a number of companies to establish a loyalty programme.
To Minimize Tyres	<ul style="list-style-type: none"> ➤ Using its subsidiary Jamaica Ultimate Tyre Company (JUTC II) to attain concessionary or subsidized rates on tyres and related services. ➤ Increase focus on scheduled front end alignments are completed 	<ul style="list-style-type: none"> ➤ Contract in place with JUTC2 to supply tyre for 2009-2010. ➤ Supply of parts to effect alignment enhanced with the arrival of parts from Belgium.
To Improve Employee Relations and Competence	<ul style="list-style-type: none"> ➤ Establishing an entrenched and transparent performance review system for all employees ➤ Establish a succession planning programme and job rotation programme ➤ Extensively training its Managers and Supervisors on best practices in Industrial Relations ➤ Extensively training its staff in technical and operational areas as appropriate. ➤ Continuing its policy of equal employment opportunity especially as it relates to female drivers ➤ Establishing an attractive productivity incentive scheme. ➤ Establishing a comprehensive, fast and effective communication mechanism supported by documented and agreed policies and procedures ➤ Improving the work environment and facilities for all levels of staff (e.g. Rationalization of Corporate Office, bathroom facilities for crews, etc.) 	<ul style="list-style-type: none"> ➤ Significant focus placed on annual appraisals ➤ Programme in place for a number of job rotations. ➤ Training Sessions provided to managers ➤ Ongoing highlights include training of IT staff ➤ Training programme in place for customer service agents and the drivers. ➤ Communications Plan developed and will be reviewed ➤ Tender to be prepared for the refurbishing of the corporate office and the centralization of certain departments e.g.

	<ul style="list-style-type: none"> ➤ Drivers to be taught mechanical aspect of buses. 	Internal Audit and Service Planning.
To Improve Safety & Emergency Management	<ul style="list-style-type: none"> ➤ Improving the safety of its depots and satellite locations (e.g. depot entrances, walkways, etc.) ➤ Strategically using technology to monitor its operations both on bus and at locations (e.g. CCTV on buses) ➤ Rewarding its employees for safe behaviour (e.g. Driver Incentive Program) and ensuring timely and just disciplinary action for careless or reckless driving. ➤ Correct sewage problems at Twickenham and Portmore depots 	<ul style="list-style-type: none"> ➤ New security contractor in place for the depots and corporate office ➤ CCTV systems to be activated as a measure to reduce the number of security personnel ➤ Revised Driver incentive programme being reviewed by the unions . ➤ The JUTC is in communications with the Commissioner of Lands to acquire the land next door at Twickenham to facilitate a sewage facility
To Conserve Energy and Reduce Environmental Hazards	<ul style="list-style-type: none"> ➤ Safely disposing of environmentally damaging material (e.g. waste oil, coolant, batteries, used defective parts, tyres, etc., through use of an Environment Management System ➤ Promote the use of public transportation as a means of energy conservation 	<ul style="list-style-type: none"> ➤ The budget includes \$60M to be spent over the three years 2009-2012 on environmental programme. ➤ The JUTC and NEPA to agree on a programme to dispose of the tyres, oil and other hazardous materials ➤ Marketing department developing a programme to promote park and ride as away of reducing the country's fuel bill.
To Improve Access to Information to the Public	<ul style="list-style-type: none"> ➤ Establishing a formal Records Management System 	<ul style="list-style-type: none"> ➤ Tenders to be prepared for the records management Centre pursuant to an audit by the Jamaica Records agency.
To achieve an economic fare structure	<ul style="list-style-type: none"> ➤ Monthly financial statements and performance measures submitted to the Office of Utilities Regulations (OUR). ➤ JUTC to apply for a fare review to the Ministry of Transport and Works by April 2009 . ➤ JUTC to seek the Ministry of Transport and Works approval for the implementation of the Price Adjustment Mechanism annually on June 1 	<ul style="list-style-type: none"> ➤ JUTC to prepare a submission for Fare review to the Ministry of Transport and Work by April 2009. ➤ JUTC to seek the MTW approval for the implementation of the PAM subject to review by the OUR.

Item 5 - Detailed Profit and Loss –Consolidated Statement for 06/07 to 08/09

JUTC			
PROFIT AND LOSS FOR 2006 to 2009			
	YTD 2006/7	YTD 2007/8	YTD 2008/9
Fare Income	2,085,159,291	1,695,241,595	1,504,770,648
Concessionary Fares	357,787,258	288,654,125	289,722,549
Charter Hire	87,265,000	66,191,745	66,878,550
Premium Income	48,505,781	77,093,030	87,145,652
Other			
	<u>2,578,717,330</u>	<u>2,127,180,495</u>	<u>1,948,517,399</u>
Adv income	<u>17,997,524</u>	<u>8,925,465</u>	<u>15,301,815</u>
	2,596,714,854	2,136,105,959	1,963,819,215
Gross operating expenses	<u>- 3,295,959,121</u>	<u>- 3,831,448,737</u>	<u>- 3,299,065,000</u>
Operating Profit/(Loss)	<u>- 699,244,267</u>	<u>- 1,695,342,777</u>	<u>- 1,335,245,786</u>
Miscellaneous income	42,686,086	93,447,954	103,029,163
	571,690,894	1,036,662,537	1,051,926,617
Administrative expenses	<u>- 1,228,249,075</u>	<u>- 2,638,557,360</u>	<u>- 2,284,143,240</u>
Exchange gain/(loss)	<u>- 427,498</u>	<u>- 27,218,967</u>	<u>- 181,920,865</u>
Loss from operations for the year	<u>- 1,227,821,577</u>	<u>- 2,665,776,328</u>	<u>- 2,466,064,106</u>
Government Grant	<u>263,237,000</u>	<u>775,996,000</u>	<u>1,310,266,105</u>
PROFIT/(LOSS)	<u><u>- 964,584,577</u></u>	<u><u>- 1,889,780,328</u></u>	<u><u>- 1,155,798,000</u></u>

Item 19 - Balance Sheet for 2006/7 to 2008/9

JUTC BALANCE SHEETS FOR 2006/7 to 2008/9

	3/31/2007 \$'000	3/31/2008 \$'000	3/31/2009 \$'000
NON CURRENT ASSETS:			
Property, plant and equipment	3,890,443	4,213,218	5,342,660
Intangible Assets	36,852	31,337	12,195
Interestin subsidiary	21,552	37,369	37,369
Investments	48,317	44,579	55,778
Total non-current assets	<u>3,997,164</u>	<u>4,326,503</u>	<u>5,448,002</u>
CURRENT ASSETS:			
Inventories	342,518	661,432	617,937
Taxation Recoverable	17,689	20,498	22,117
Accounts receivable and prepayments	65,747	57,840	67,898
Resale agreements	103,749	5,711	2,312
Cash and cash equivalent	138,414	25,716	41,179
Total current assets	<u>668,117</u>	<u>771,197</u>	<u>751,443</u>
TOTAL ASSETS	4,665,281	5,097,700	6,199,445
EQUITY			
Share capital	25,000	25,000	25,000
Capital reserve	151,471	151,471	151,471
Capital contributions	4,713,500	5,526,578	6,924,811
Shares to be issued	752,250	752,250	752,250
Accumulated deficit	- 2,776,239 -	- 4,666,019 -	- 5,821,817
Shareholder's net equity	<u>2,865,982</u>	<u>1,789,280</u>	<u>2,031,715</u>
NON-CURRENT LIABILITY			
Long -term debts	409,312	755,110	753,148
CURRENT LIABILITIES			
Bank overdraft	187,763	197,369	293,400
Due to subsidiary	23,151	17,237	17,903
Current portion of long term debt	75,000	154,673	271,727
Accounts payable and accruals	<u>1,104,073</u>	<u>2,184,031</u>	<u>2,831,552</u>
Total current liabilities	<u>1,389,987</u>	<u>2,553,310</u>	<u>3,414,582</u>
TOTAL LIABILITY	1,799,299	3,308,420	4,167,730
TOTAL EQUITY AND LIABILITY	<u>4,665,281</u>	<u>5,097,700</u>	<u>6,199,445</u>

- **Cash flow statements from 2006/7 to 2007/9**

Jamaica Urban Transit Co. Ltd.

Statement of Cash Flows

12 Months Ended

	2006/7	2007/8	2008/9
	\$'000	\$'000	\$'000
CASH FLOW FROM (USED BY) OPERATING ACTIVITIES:			
Net earnings (loss) for the period	-964,584	-1,889,780	-1,155,798
Adjustments for:			
Interest Income	-17,791	-13,969	-9,645
Interest Expense	56,702	107,085	130,208
Depreciation and amortisation	228,906	323,938	337,204
(Gain) loss on sale of fixed assets	8,464	200,162	5
Operating loss before changes in working capital and provisions	-688,303	-1,272,564	-698,026
Decrease in grant income receivable	90,843		
increase in inventories	-57,468	-318,914	43,495
Decrease in accounts receivable and prepayments	22,963	6,791-	10,120
Increase in taxation recoverable	-4,460	-2,809-	1,619
(Decrease)/ increase in due to subsidiary	15,940	-5,914	666
(Decrease)/ increase in accounts payable and accruals	522,356	1,051,791	602,376
	590,174	730,945	634,798
Cash generated by operations:	-98,129	-541,619	-63,228
Interest received	19,435	15,085	9,707
Interest paid	-57,624	-78,918-	85,063
Net cash used by operating activities	- 136,318 -	605,452 -	138,584
CASH FLOWS FROM(USED BY) INVESTING ACTIVITIES:			
Purchase of property, plant and equipment	- 688,870 -	825,914 -	1,438,239
Acquisition of intangible assets	- 41,995 -	15,446 -	9,270
Investments and resale agreements, net	20,424	85,959 -	7,800
	- 710,441 -	755,401 -	1,455,309
CASH FLOW FROM/(USED BY) FINANCIAL ACTIVITIES:			
Capital contributions	595,020	813,078	1,398,233
Proceeds of long-term debts	203,062	500,471	171,342
Repayment of long-term debts	-18,750	-75,000	-56,250
Net cash from financing activities	779,332	1,238,549	1,513,325
Net decrease in cash and cash equivalents	-67,427	-122,304	-80,568
Cash and cash equivalent at the beginning of the year	18,078	-49,349	-171,653
CLOSING CASH AND CASH EQUIVALENTS AT YEAR END	-49,349	-171,653	-252,221

Item 6 - Estimated Revenue Leakage - Information not available

Item 7 - Fleet size in 06/07 to 08/09, both regular and premium

		2006/7	2007/8	2008/9
DEPOTS	Actual Avg. Buses Dispatched (Peak)	Fleet Allocation	Fleet Allocation	Fleet Allocation
LYNDHURST	69	122		
ROCKFORT	78	121	186	178
PORTMORE	79	130	143	144
TWICKENHAM PARK	112	168	182	143
SUB-TOTAL	338	541	511	465
PREMIUM	16	18	28	28
TOTAL/AVG.	354	559	539	493

Item 9, 11, 13, 14, 16 –Ridership for regular and premium etc

Buses Dispatched (Weekday Peak)	Actual	Actual	Actual	Budgeted
	FY 06/07	FY 07/08	FY 08/09	FY 09/10
Regular	338	277	262	376
Premium	16	23	24	24
Total	354	300	286	400

Passenger Trips	Actual	Actual	Actual	Budgeted
	FY 06/07	FY 07/08	FY 08/09	FY 09/10
Regular	65,768,029	52,693,079	48,243,184	64,214,572
Premium	394,176	667,670	762,418	938,301
Total	66,162,205	53,360,749	49,005,602	65,152,873

Vehicle Kms	Actual	Actual	Actual	Budgeted
	FY 06/07	FY 07/08	FY 08/09	FY 09/10
Regular	24,574,784	19,754,366	19,447,290	24,448,832
Premium	892,039	1,060,440	1,238,041	1,318,748
Total	25,466,823	20,814,806	20,685,331	25,767,580

Dead Kms	Actual	Actual	Actual	Budgeted
	FY 06/07	FY 07/08	FY 08/09	FY 09/10
Regular	2,279,771	1,678,805	1,650,636	1,759,875
Premium	231,930	275,714	321,891	272,123
Total	2,511,701	1,954,520	1,972,527	2,031,998

Dead Km Percentage	Actual	Actual	Actual	Budgeted
	FY 06/07	FY 07/08	FY 08/09	FY 09/10
Regular	9.28%	8.50%	8.49%	7.20%
Premium	26.00%	26.00%	26.00%	20.63%
Total	9.86%	9.39%	9.54%	7.89%

Avg. Load Factor %	Actual	Actual	Actual	Budgeted
	FY 06/07	FY 07/08	FY 08/09	FY 09/10
Regular	61%	66%	61%	81%
Premium	84%	84%	82%	100%
Total	61%	66%	61%	86%

Fuel Burn Rate (km per litre)	Actual	Actual	Actual	Budgeted
	FY 06/07	FY 07/08	FY 08/09	FY 09/10
Regular	1.62	1.62	1.63	1.52
Premium	1.72	1.68	1.75	1.38
Total	1.67	1.64	1.64	1.49

Item 10 – Transfer details – Information not available

Item 17- Fuel Usage and Fuel Prices for 2008/9

Month	Total Litre	Premium	Regular	Average Prices
Apr-08	1,137,258	60,300	1,076,958	J\$62.10
May-08	1,134,845	56,293	1,078,552	J\$67.25
Jun-08	995,928	57,021	938,908	J\$72.67
Jul-08	1,086,620	74,748	1,011,872	J\$79.27
Aug-08	939,582	61,276	878,306	J\$76.98
Sep-08	1,047,225	58,307	988,918	J\$75.10
Oct-08	1,066,147	65,461	1,000,685	J\$65.23
Nov-08	1,012,796	53,268	959,527	J\$58.75
Dec-08	1,017,578	56,661	960,917	J\$49.69
Jan-09	1,042,864	57,713	985,152	J\$48.57
Feb-09	993,401	50,620	942,781	J\$46.24
Mar-09	1,156,364	58,922	1,097,442	J\$43.67
Total	<u>12,630,608</u>	<u>710,590</u>	<u>11,920,018</u>	J\$62.13

Item 18 - Total number of tyres (capped and recapped) for 06/07 to 08/09 and projections for 09/10

JUTC TYRE USAGE REPORT FOR THE PERIOD APRIL 2002 TO MARCH 2009

TYRE USAGE REPORT

YEAR	NEW	RECAP	TOTAL	AVERAGE. Km
2002	2,080	5,393	7,473	36,000
2003	3,009	5,345	8,358	37,000
2004	2,324	4,966	7,290	34,000
2005	2,567	4,907	7,474	34,000
2006	2,429	4,141	6,570	32,000
2007	1,490	3,403	4,893	32,000
2008	1,858	3,831	5,689	36,000
2009	533	2,291	2,824	38,000
PROJECTION FOR 2009 TO 2010				

YEAR	NEW	RECAP	TOTAL	AVERAGE. Km
2009 -				
2010	2,850	6,730	9,580	38,000

Item 20- Transfers from Government and any other subsidies received or contemplated

SUBSIDIES RECEIVED FROM GOVERNMENT

	YTD 2006/7 \$	YTD 2007/8 \$	YTD 2008/9 \$	Budget 2009/10 \$
Government Grant	263,237,000	775,996,000	1,310,266,105	776,000,000

Item 12 - Number of employees from 06/07 to 08/09 and 09/10

Number of employees by Type

	TOTAL Actual 2006/7	TOTAL Actual 2007/8	TOTAL Actual 2008/9	TOTAL Budget 2009/10
<u>DRIVERS</u>				
<i>Bi Arctic</i>	7	4	4	4
<i>Arctic</i>	134	86	69	69
<i>Single Operators</i>	174	232	582	731
<i>Special Services</i>	4	5	2	2
<i>Regular Drivers</i>	663	387	20	20
<i>Depot Arctic</i>		3	0	
<i>Depot Driver</i>		35	0	
<i>SOP, ARTIC</i>		40	57	57
TOTAL DRIVERS	982	792	734	883

<u>CONDUCTORS</u>	830	529	165	137
HWITC CSA's		18		
TOTAL	830	547	165	137

Traffic Operations Dept.

<i>Traffic Manager/Supt</i>	5	1	3	3
DISPATCHERS Chief	20	13	7	7
<i>Bus</i>	20	9	9	9
<i>Crew/Road</i>	34	22	14	14
<i>Senior</i>	3	3	3	3
<i>Clerk/Typist Ops.</i>	4	3	2	2
<i>Point</i>		46	25	25
<i>Mobile</i>		4	3	3
<i>Zone Coordinator</i>		7	4	4
<i>Driver Monitor</i>		3	1	1
<i>Accident Investigator</i>		4	4	4
<i>Clerk Typist Accident</i>		3	3	3
TOTAL	86	118	78	78

Operations Dept

<i>Analyst Rosters & Statistics</i>	4	4	2	2
<i>Base Radio Operator</i>	1			
<i>Cash Collector</i>	1			
<i>scheduler</i>			3	3
<i>Security Supervisor</i>	0			
<i>Security Guard</i>	3	2	2	2
<i>Facilities Maint. Sup.</i>	2	1	1	1
<i>Electrical Technician</i>	2	2	3	3

Mechanical Technician	3	3	3	3
Janitor	30	19	19	19
Groundsman	18	12	11	11
Surveyors	7			
Plumber	1	1	1	1
TOTAL	72	44	45	45

MAINTENANCE

Maint Manager			1	1
Maint. Superintendent	4	3		
Veh. Maint. Supervisor	20	12	13	13
Maintenance Planner	4	2	2	2
Clerk/Typist	3	2	3	3
Maint. Clerk	4	4	3	3
TOTAL	35	23	22	22

MECHANICS

Grade 1	57	49	35	35
Grade 2	19	20	17	17
Grade 3	9	12	13	13
Apprentice	21	22	16	19
Auto Body Repairman G1	10	11	8	8
Auto Body Repairman G2	4	4	3	3
Auto Body Repairman G3	1	1	1	3
Auto Electrician G1	11	9	6	6
Auto Electrician G2	4	3	3	3
Auto Electrician G3	1	2	2	3
Bus Cleaning Supervisor	15	5	5	5
Bus Cleaners-permanent			26	26
Bus Cleaners-Temp			52	52
Bus Cleaners	144	105		
Handyman	6	2	1	3
TOTAL	302	245	188	196

ADMINISTRATION

Manager, Depot Ops.	4	3	3	3
Admin Assistant	4	3	3	3
Accounting Manager	4	3	3	3
Accounting Clerk 1	4	3	3	3
Accounting Clerk 2	14	12	12	12
Senior Cashiers	13	9	10	10
Cashiers	40	35	35	35
Stores Supervisor	4	3	9	3
Stores Clerk	14	9	9	9
Stores Driver	1	0		2
Fuel Attendant	2	1	7	7
Mgr, Employee Relations	4			
HR Clerks		8	9	9
Industrial Nurse/Counsellor				

<i>Mgr, Human Resources</i>		3	3	3
<i>Emp Relations Clerks</i>	11			
<i>Data Entry Clerk</i>	1	1		
<i>T/Operator/Receptionist</i>	3	2	1	3
<i>Office Attendant</i>	8	8	4	4
TOTAL	131	103	111	109

OTHER

PREMIUM SERVICE

	20	33	30	31
HWTTTC				69
Down Town Centre				54

CORPORATE

<i>HR & Admin</i>	16	22	21	18
<i>Finance</i>	33	28	29	20
<i>Marketing/Business Development</i>	17	31	18	20
<i>IT</i>		6	6	8
<i>Operations</i>		17	12	23
<i>Internal Audit</i>			6	8
<i>Legal</i>			8	8
<i>Service Planning</i>	16			
<i>President's Office</i>	13	23	4	4
TOTAL	95	127	104	109

ASHENHEIM

<i>Road Management</i>	127			
<i>Engineering & Tech</i>	70	44	48	54
<i>Safety & Security</i>	13	30	23	34
TOTAL	210	74	71	88

GRAND TOTAL **2763** **2106** **1548** **1821**