



**Omnitrans**

Connecting Our Community.

# MANAGEMENT PLAN

FY2019

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## Acronyms

DCEO	Deputy Chief Executive Officer
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
LTF	Local Transportation Funds
SBCTA	San Bernardino County Transportation Authority
SRTP	Short Range Transit Plan
SSERPP	System Security Emergency Response Preparedness Plan
TAM	Transit Asset Management
TNC	Transportation Network Companies
TSA	Transportation Security Administration
TOD	Transit Oriented Development
WVC	West Valley Connector

## Executive Summary

Omnitrans is responsible for developing an integrated public transportation network in the San Bernardino Valley. The evolving challenges that accompany this crucial role within a tightly constrained fiscal environment have been successful largely due to our focus on effective and innovative utilization of partnerships, programs and resources, which could not have been realized without the support of our Board of Directors, the San Bernardino County Transportation Authority, and the Federal Transit Administration.

Last year’s Management Plan focused on reducing costs to offset the loss of fare revenue, introducing improved security measures, safety technologies and service improvement for our riders. Operationally, the emphasis was on reducing customer travel time, providing more direct route alignments, increasing express bus service and partnering with transportation network companies (TNC) to deliver alternative service for qualified seniors and paratransit customers.

Recent Local Transportation Funding (LTF) forecasts indicate the three percent LTF funding growth through FY2027 is uncertain. As a result, the Management Plan for FY2019 focuses on sustaining existing service levels while maintaining performance on key issues such as safety and security, operating efficiencies, and technology. These themes carry forward into the FY 2019 Management Plan:

1. **Financial Sustainability & Operational Cost Efficiencies**
2. **Service Expansion & Funding Growth**
3. **Technology**
4. **Safety and Security**
5. **Workforce Stability**

The *Financial White Paper* (P. Scott Graham/Erin Rogers) issued in March 2018 summarized three major issues facing Omnitrans over the next decade. In developing the Strategic Initiatives of the FY2019 Management Plan, these issues were on the forefront. A brief account of how the Strategic Initiatives address the White Paper issues is offered below.

### Cost Efficiencies Implemented

*Quote from Financial White Paper--“Following the completion of the Comprehensive Operational Analysis (COA) and prior to adoption of the OmniConnects 2015-2020 Short Range Transit Plan (SRTP), Omnitrans was facing a \$2.4 million deficit. In order to close the deficit without impacting customers with an overall reduction in service, Omnitrans staff implemented a wide variety of cost cutting strategies. Collectively, these initiatives have saved approximately \$4.5 million per year.”*

<i>Supportive Strategic Initiatives for FY19</i>				
Financial Sustainability & Operational Cost Efficiencies	Service Expansion & Funding Growth	Technology	Safety and Security	Workforce Stability
<b>X</b>	<b>X</b>	<b>X</b>		

Strategic Initiatives of *Financial Sustainability & Operational Cost Efficiencies, Technology and Service Expansion & Funding Growth* target the challenges that come with anticipated revenue uncertainties.

### Management Plan Themes:

**ENERGY COSTS AND SAVINGS:** With the planned construction of Pipeline Fueling Infrastructure at “I” Street, we continue our commitment to CNG fuel and the associated cost savings. In addition,

we are defining our approach to begin implementation of solar energy and stored energy solutions. We are finalizing the grant-funded, near-zero engine repower project on 63 buses, while planning for the California Air Resource Board (CARB) requirement for Zero Emission Bus technology.

PLANNING AND SERVICE: The 2019-2025 Short Range Transit Plan (SRTP) will be completed by the third quarter of FY2019. The West Valley Connector (WVC) Project will move forward in partnership with the SBCTA.

TECHNOLOGY: To comply with Federal Transit Administration (FTA) regulation, design of the Transit Asset Management System (TAM) will be completed and includes automation of the Maintenance Work Order process. Several technology optimization projects are in line to improve functionality and utilization--procure-to-pay, e-recruitment, and electronic timekeeping. Another technology advancement will be to implement paratransit on-line booking software to improve efficiency and customer experience.

### Rising Operational Costs and Upcoming Challenges

*Quote from Financial White Paper—“While Omnitrans has effectively managed operating costs the last several years with a tightly constrained budget; it will become increasingly difficult to keep cost growth at this rate through 2025. Some cost drivers that Omnitrans anticipates in the upcoming years include: Benefit Costs, Wages, Coach Operator Shortages, Attracting and Keeping High Quality Managers and Directors, Proposed Innovative Clean Transit Regulation (Zero Emission Bus Rule), and the cost of the Access Contract.*

Supportive Strategic Initiatives for FY19				
Financial Sustainability & Operational Cost Efficiencies	Service Expansion & Funding Growth	Technology	Safety and Security	Workforce Stability
<b>X</b>		<b>X</b>		<b>X</b>

Strategic Initiatives of *Financial Sustainability & Operational Cost Efficiencies, Technology, and Workforce Stability* all contain actions that address rising operational costs with a variety of methods.

#### Management Plan Themes:

OPERATIONAL COSTS AND STAFFING: Succession planning and preparation continues with the Leadership Development Academy (LDA) which will include Manager and Supervisor tracks in the coming year. Our intern program will provide expanded workplace experiences with the idea of attracting young professionals to the transit industry, more specifically to Omnitrans. To improve personnel utilization, we will evaluate operational processes that impact Coach Operator overtime. In addition, we plan to identify provisions in the Coach Operator Collective Bargaining Agreement that can improve cost efficiencies and improve the Coach Operator work environment.

FUNDING CHALLENGES: To mitigate projected shortfalls in operational funding, we plan to partner with SBCTA to develop a consistent outreach plan designed to inform political and private stakeholders about Omnitrans projects and initiatives, as well as legislative and/or administrative challenges. We will also partner with SBCTA to move the West Valley Connector Project forward. To advance the Arrow Rail services, we will be implementing the three-party agreement with SBCTA and Metrolink, contracting for Operations and Maintenance of Equipment, and working to identify solutions for rail feeder service. Omnitrans will also be exploring innovative partnerships with city, county, and other stakeholders for opportunities to implement transit oriented development (TOD).

**Future Service Demand**

*Quote from Financial White Paper—“There will be demand for service increases to coincide with planned development and population growth.”*

<i>Supportive Strategic Initiatives for FY19</i>				
Financial Sustainability & Operational Cost Efficiencies	Service Expansion & Funding Growth	Technology	Safety and Security	Workforce Stability
<b>X</b>	<b>X</b>		<b>X</b>	

Strategic Initiatives of *Financial Sustainability & Operational Cost Efficiencies, Service Expansion & Funding Growth, and Safety & Security* feature actions intended to anticipate and meet future service demands.

*Management Plan Themes:*

**PLANNED DEVELOPMENT AND POPULATION GROWTH:** With the completion of the 2019-2025 Short Range Transit Plan (SRTP), Omnitrans will have detailed service implementation plans for both financially constrained and unconstrained environments. Important to the future of Omnitrans is an outreach plan designed to inform and expand political and private support for projects and initiatives in order to obtain sufficient funding to sustain current service levels. In addition, we will actively work at our partnerships with city, county, and other stakeholders on opportunities to implement transit oriented development (TOD).

**SAFETY AND SECURITY:** Both safety and security remain a top priority as Omnitrans develops and grows. We will be moving to the next phase in completing the Baseline Assessment for Security Enhancement of the TSA Gold Standard. We will evaluate and guarantee Agency readiness according to the System Security Emergency Response Preparedness Plan. To prepare for any incident involving loss of data or critical infrastructure, we are creating a detailed failover/recovery operational plan. In addition, we will enhance the safety equipment on our paratransit fleet with new and improved mobility securement devices.

## Introduction

The Vision and Mission Statement remain at the core of all Omnitrans' plans, including this one.

### OMNITRANS' VISION

Omnitrans' vision for Transit in the San Bernardino Valley is a values and customer based vision where:

- *The San Bernardino Valley's multimodal transit system supports the local economy.*
- *Omnitrans' service is reliable, not just in the narrow sense of on-time performance, but in a broader manner: Omnitrans' service is worthy of the customer's trust.*
- *Customers have a high-quality experience using Omnitrans.*
- *Omnitrans maximizes value to the community with every transit dollar available.*

### OMNITRANS' MISSION STATEMENT

Omnitrans' mission is: *To provide the San Bernardino Valley with comprehensive public mass transportation services which maximize customer use, comfort, safety, and satisfaction, while efficiently using financial and other resources in an environmentally sensitive manner.*

### THIS PLAN

The Management Plan for FY 2019 centers on five Strategic Initiatives:

1. Financial Sustainability & Operational Cost Efficiencies
2. Service Expansion and Funding Growth
3. Technology
4. Safety and Security
5. Workforce Stability

The Senior Leadership Team used a specific set of criteria in selecting the Strategic Initiatives for FY2019.

**Priorities:** What issues or projects have the greatest consequence for the Agency? Which projects or issues should be resourced to the fullest extent possible? What rises to the level of Board action now and in the next fiscal year?

**Partnership:** Based on the answers to the above, which projects or issues require the most collaboration—across Omnitrans, across the region it serves?

Each Strategic Initiative includes of five elements:

1. Strategic Initiative Objective—Statement of need and purpose focused on FY 2019.
2. Actions—Key activities for FY2019 necessary to complete the Initiative.
3. Accountability Measures—Milestones and/or indicators used to articulate quarterly progress and achievements. All completion target dates are in fiscal year 2019.
4. Support for the Omnitrans Strategic Plan FY2017-2020—identifies the Strategic Goals, Outcomes, Performance Indicators and Strategies each Strategic Initiative supports to ensure continuing alignment with the 3-year Strategic Plan.
5. Senior Leadership Team Members responsible for coordinating implementation of the Strategic Initiative and documenting/reporting on its progress.

Furthermore, the Strategic Initiatives for Management Plan FY2019 remains in alignment with the goals of the Omnitrans’ Strategic Plan FY2017-2020.

1. Safety and Security – Develop and enhance an integrated, responsive safety and security system to protect customers, employees and assets.
2. Service and Operations - Improve and expand public transportation service to our customers and community.
3. Technology - Increase capacity to provide new, innovative technology solutions and enhance existing ones.
4. Finance - Optimize funding opportunities while maintaining fiscal stewardship.
5. Marketing - Increase the awareness and use of Omnitrans within the community we serve.
6. Organizational and Workforce Excellence - Improve organizational systems to cultivate Omnitrans as an employer of choice.

And lastly, this Management Plan for FY2019 also demonstrates support for SBCTA’s overarching performance targets for Congestion Reduction, Economic Vitality, and Environmental Sustainability.

### IMPLEMENTATION

Elements that are essential for successful implementation of the Management Plan for FY2019:

1. Monthly meetings of the Senior Leadership Team dedicated to discussion and evaluation of progress on the Management Plan, and dealing with questions or challenges that may arise in execution.
2. Each Strategic Initiative in the Management Plan is assigned to a cross-cutting team that will take responsibility for the initiative (*see Table 1 below*).
3. Accountability Measures that facilitate meaningful quarterly reporting on progress for each Strategic Initiative.
4. Directors will communicate the plan to staff to ensure there is sufficient understanding of the Management Plan’s Strategic Initiatives.

Table 1: Leadership Team Responsibility on Strategic Initiatives (Team Lead indicated in bold)

Strategic Initiative	CEO / DCEO	Audit	Finance	HR/Safety and Security	IT	Maintenance	Marketing and Planning	Operations	Procurement	Rail	Special Transit Services
<b>Financial Sustainability &amp; Operational Cost Efficiencies</b>	X	X	<b>X</b>	X		X	X	X	X		
<b>Service Expansion &amp; Funding Growth</b>	X		X				<b>X</b>		X	X	
<b>Technology</b>	X	X	X	X	<b>X</b>	X			X	X	X
<b>Safety &amp; Security</b>	X			<b>X</b>	X		X	X	X		X
<b>Workforce Stability</b>	X		X	<b>X</b>				X			



Finally, as a mechanism for reporting progress to the Board, oversight by the CEO/DCEO and Directors of the Management Plan will involve:

- Monthly review by Senior Leadership Team;
- Quarterly progress report to the Board of Directors;
- Implement corrective action where tasks are not achieved, or achieved on time;
- Ensure that resources will be available when needed;
- Make adjustments to Strategic Actions if needed to achieve Strategic Initiatives.

The Management Plan for FY2019 demonstrates Omnitrans' commitment to ongoing collaboration with our Board of Directors and our partners—in particular, the San Bernardino County Transportation Authority (SBCTA).

## Strategic Initiatives for FY 2019

## Strategic Initiative 1 – Financial Sustainability & Operational Cost Efficiencies

**Objective:** Improve operational sustainability by evaluating and implementing innovative solutions and long-term funding strategies.

### Actions for FY2019

1. Design and contract the construction of Pipeline Fueling Infrastructure at “I” Street.
2. Develop a strategy and identify partners to begin implementation of solar energy and stored energy solutions.
3. Complete the grant-funded, near-zero engine repower project (on 63 buses.)
4. Advocate for funding to mitigate projected shortfalls in operational funding.
  - a. Partner with SBCTA to develop a consistent outreach plan designed to inform political and private stakeholders about Omnitrans projects and initiatives, as well as legislative and/or administrative challenges.

### Accountability Measures

1. 100% completion of design and contract award for Pipeline /fueling Infrastructure at “I” Street by Q3 (carry over from FY18)
2. 100% completion of RFI for alternative energy solutions by Q1; evaluate and select solutions by Q2, award contract for selected solutions by Q3
3. Award contract for near-zero engine re-power contract by Q2
4. 100% completion Advocacy Outreach Plan intended to mitigate projected funding shortfalls by Q4

### Supports Strategic Plan Goal

Finance - Optimize funding opportunities while maintaining fiscal stewardship.

### Outcomes and Performance Indicators

Strategic Plan Goal	Strategic Plan Outcomes	Performance Indicators	Strategic Plan Strategies
<b>Finance</b>	1. Increased diversification of funding sources	<ul style="list-style-type: none"> <li>• Reduced funding risk</li> </ul>	1.1 Create voice/Presence to advocate for new and different funding sources. 1.2 Capitalize partnerships that will expand long term funding.
	2. Increased sustainable funding sources	<ul style="list-style-type: none"> <li>• Renewable funding sources</li> </ul>	2.2 Leverage infrastructure assets to generate alternative revenue options.
	3. Improved grant management oversight	<ul style="list-style-type: none"> <li>• Balanced funding portfolio</li> <li>• Grant wins</li> </ul>	3.1 Invest in grant management (software) solutions.
	4. Improved operational efficiencies	<ul style="list-style-type: none"> <li>• Capital project ROI</li> </ul>	4.1 Improve the return on capital investments and its impact on ongoing operations.

*Leadership Team Members*

Lead: Director of **Finance**

Members: CEO/DCEO and Directors of Human Resources/Safety & Security, Maintenance, Marketing & Planning, Internal Audit, Operations and Procurement

## Strategic Initiative 2 –Service Expansion & Funding Growth

**Objective:** Expand service with sustainable funding to support current and long-term ridership growth.

### Actions for FY2019

1. Establish partnerships and agreements to support Arrow Rail service.
  - a. Execute Three Party Agreement with SBCTA and Metrolink.
  - b. Release Request for Proposals (RFP) and award contract for Operations and Maintenance of Equipment.
  - c. Identify funding for rail feeder service.
2. Partner with SBCTA staff to advance the West Valley Connector (WVC) Project, including Small Starts grant application.
3. Complete 2019-2025 Short Range Transit Plan (SRTP) which identifies both financially constrained and unconstrained service implementation plans.
4. Partner with city, county, and other stakeholders on opportunities to implement transit oriented development (TOD).
5. Invest in premium shelters to enhance customer amenities and safety.

### Accountability Measures

1. 100% completion of RFP for Operations and Maintenance contractor in Q2
2. 100% completion SRTP and Board approval by Q3
3. Number and value of grant opportunities collaborated on for TOD funding
4. Deploy premium shelters once design elements are finalized

### Supports Strategic Plan Goal

Service and Operations Goal – Improve and expand transportation service to our customers and community.

### Outcomes and Performance Indicators

Strategic Plan Goal	Strategic Plan Outcomes	Performance Indicators	Strategic Plan Strategies
Service and Operations	3. Improved intermodal connectivity	<ul style="list-style-type: none"> <li>• MOU’s with other transit agencies, cities, county and partners</li> <li>• Contract with other transportation providers, cities and counties</li> </ul>	3.2 Prepare for additional service modes (i.e., rail)  3.3 Improve mobility options for seniors and persons with disabilities through Consolidated Transportation Services Agency (CTSA)  3.4 Support jurisdictions in planning for transit-oriented development

### Leadership Team Members

Lead: Director of **Marketing and Planning**

Members: CEO/DCEO and Directors of Finance, Procurement, and Rail

## Strategic Initiative 3 – Technology

**Objective:** Introduce new technologies to optimize current processes and comply with new regulatory requirements.

### *Actions for FY2019*

1. Design Transit Asset Management System (TAM) to comply with Federal Transit Administration (FTA) regulation
  - a. Complete TAM Plan.
  - b. Evaluate and implement technology solution for TAM system.
    - i. Develop parts and asset inventory process to include forecasting and obsolete parts disposal.
  - c. Automate Maintenance Work Order process.
2. Develop strategy for meeting California Air Resource Board (CARB) requirement for Zero Emission Bus technology.
3. Optimize SAP functionality and utilization for procure-to-pay, e-recruitment, and electronic timekeeping.
4. Implement paratransit on-line booking software to improve efficiency and customer experience.
5. Finalize technology requirements for Arrow Rail Service.

### *Accountability Measures*

1. 100% completion of TAM Plan by Q4
  - a. 100% completion TAM Scope by Q1
    - i. Automate Work Order process / mobility functionality
    - ii. Forecasting
    - iii. Implementation inventory
    - iv. Obsolete parts disposal
2. 100% completion of Electrification Study complete for Zero Emission Bus technology including support infrastructure and impact to agency by Q4
  - a. Infrastructure requirements identified (with associated costs)
  - b. Agency plan for implementation along with impacts
3. Continue process optimization
  - a. Third Party E-recruitment system implemented by Q2
  - b. 100 % completion of the process to automate the Management Confidential Employee Timekeeping by Q3
  - c. Complete Paperless invoicing process and procurement process review by Q3
4. Paratransit on-line booking software implemented by Q3
5. Develop procurement plan for required systems and equipment for Arrow Rail Q1

### *Supports Strategic Plan Goals*

Service and Operations – Improve and expand public transportation service to our customers and community.

Technology – Increase capacity to provide new, innovative technology solutions and enhance existing ones.

Organizational and Workforce Excellence - Improve organizational systems to cultivate Omnitrans as an employer of choice.

*Outcomes and Performance Indicators*

Strategic Plan Goal	Strategic Plan Outcomes	Performance Indicators	Strategic Plan Strategies
<b>Service &amp; Operations</b>	3. Improved intermodal connectivity	<ul style="list-style-type: none"> <li>Contract with other transportation providers, cities and counties</li> </ul>	3.3 Improve mobility options for seniors and persons with disabilities through Consolidated Transportation Services Agency (CTSA)
<b>Technology</b>	1. Improved customer experience through new technology applications and services	<ul style="list-style-type: none"> <li>Customer technology utilization</li> <li>Time to implementation of new technology</li> </ul>	1.1 Partner with private industry to provide new, affordable technology applications and services. 1.2 Utilize customer input/pilot programs to prioritize new technology funding decisions.
	2. Improved efficiencies in business processes	<ul style="list-style-type: none"> <li>Worker productivity</li> <li>Average time to improve/implement new business processes</li> </ul>	2.1 Expand the use of technology to increase workplace efficiencies and reduce operational costs.
	3. Reduced fuel cost/greenhouse gas emissions	<ul style="list-style-type: none"> <li>Operational fuel cost</li> <li>Greenhouse gas emissions</li> <li>Facility energy cost</li> </ul>	3.1 Phase in new bus and non-revenue vehicle technology (CNG/electric). 3.2 Decrease facility energy cost through implementing energy efficient technologies.
<b>Organizational and Workforce Excellence</b>	3. Reduced staffing vacancies	<ul style="list-style-type: none"> <li>Electronic application process</li> </ul>	3.1 Simplify application process

*Leadership Team Members*

Lead: Director **IT**

Members: CEO/DCEO and Directors of Finance, Human Resources/Safety & Security, Operations, Marketing & Planning, Procurement, Rail, and Special Transit Services

## Strategic Initiative 4 – Safety and Security

**Objective:** Introduce new safety and security initiatives to achieve TSA Gold Standard.

### Actions for FY2019

1. Implement monthly safety campaigns to enhance the safety culture of the Agency.
2. Develop the training model to complete the Baseline Assessment for Security Enhancement of the TSA Gold Standard.
3. Conduct exercises/drills on the System Security Emergency Response Preparedness Plan to ensure Agency readiness.
4. Create a detailed plan for failover/recovery and operation during an incident involving loss of data/critical infrastructure, and ensure readiness.
5. Enhance current paratransit mobility securement devices for customer safety with new and improved mobility securement devices.
6. Submit entry for APTA Bus Safety and Security Excellence Award.
7. Enhance security posture by implementing new programs and initiatives to support customer safety and security on-board our vehicles and at our facilities.

### Accountability Measures

1. 100% completion of safety & security campaign topics for FY19 by Q1
2. 100% completion of training model by Q3
3. 30%% improvement in agency readiness via the After Action Reports
4. 100% completion of Failover/Recovery Plan in coordination with IT Department by Q4
5. Install Q-Pod securement systems by Q4 and 25% reduction number of paratransit incidents related mobility device securements by Q4
6. On time submission for APTA Bus Safety and Security and Excellence Award
7. Evaluate fare enforcement alternatives for bus and rail system and implement on-board fare enforcement by Q2
8. Evaluate and implement paid parking to offset additional security requirements

### Supports Strategic Plan Goals

Safety and Security – Develop and enhance an integrated, responsive safety and security system to protect customers, employees and assets.

### Outcomes and Performance Indicators

Strategic Plan Goal	Strategic Plan Outcomes	Performance Indicators	Strategic Plan Strategies
Safety & Security	1. Reduced customer incidents	<ul style="list-style-type: none"> <li>• Customer safety perception</li> </ul>	1.1 Improve public awareness of safety practices within the Omnitrans facilities and in service.
	2. Reduced employee claims	<ul style="list-style-type: none"> <li>• Employee claims</li> <li>• Employee incidents</li> <li>• Lost work days</li> <li>• Overtime paid</li> </ul>	2.2 Ensure accountability and adherence to established safety practices and operating procedures/regulations.
	3. Reduced vulnerability/threats to customer security	<ul style="list-style-type: none"> <li>• Safety/security incident reports</li> </ul>	3.1 Strengthen relationships with local law enforcement



			agencies to improve security posture. 3.3 Build one-on-one relationships with city leaders and staff to provide a more secure public transportation system in their respective communities.
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*Leadership Team Members*

Lead: Director **Human Resources/Safety and Security**

Members: CEO/DCEO and Directors of IT, Marketing & Planning, Operations, and Special Transit Services

## Strategic Initiative 5 – Workforce Stability

**Objective:** Improve workforce readiness to achieve stability and cost efficiencies.

### Actions for FY2019

1. Expand Leadership Development Academy (LDA) to include Manager and Supervisor tracks.
2. Provide opportunities for Interns for expanded workplace experiences to enhance their exposure to the transit industry.
3. Evaluate operational processes that impact Coach Operator overtime and improve personnel utilization.
4. Prepare for and conduct labor negotiations. Identify provisions in Coach Operator Collective Bargaining Agreement to improve cost efficiencies Coach Operator work environment.

### Accountability Measures

1. 30% of LDA “graduates” eligible to compete for Manager/Supervisor vacancies
2. 50% of class enrollment in Supervisor LDA Track to target enrollment
3. Number of interns placed in service
4. Reduce operator overtime by 10%
5. Complete labor negotiations by Q3

### Supports Strategic Plan Goal

Organizational and Workforce Excellence - Improve organizational systems to cultivate Omnitrans as an employer of choice.

### Outcomes and Performance Indicators

Strategic Plan Goal	Strategic Plan Outcomes	Performance Indicators	Strategic Plan Strategies
<b>Organizational and Workforce</b>	1. Increased opportunities for advancement	<ul style="list-style-type: none"> <li>• Leadership Action Program Advancement/Training participation vs. opportunities</li> <li>• Number of promotions</li> </ul>	1.1 Expand our training program.  1.2 Create career advancement/succession program.
	3. Reduced staffing vacancies	<ul style="list-style-type: none"> <li>• Average time to hire</li> <li>• Applicant data bank</li> <li>• Eligibility list</li> </ul>	3.1 Simplify application process. 3.2 Expedite hiring process. 3.3 Expand ready workforce.

### Leadership Team Members

Lead: Director of **Human Resources/Safety and Security**

Members: CEO/DCEO and Directors of Finance and Operations