



## ADMINISTRATIVE AND FINANCE COMMITTEE

THURSDAY, JULY 9, 2015 – 8:00 A.M.

OMNITRANS METRO FACILITY

1700 WEST 5TH STREET

SAN BERNARDINO, CA 92411

The meeting facility is accessible to persons with disabilities. If assistive listening devices or other auxiliary aids or Limited English Proficiency services are needed in order to participate in the public meeting, requests should be made through the Recording Secretary at least three (3) business days prior to the Committee Meeting. The Recording Secretary's telephone number is 909-379-7110 (voice) or 909-384-9351 (TTY), located at 1700 West Fifth Street, San Bernardino, California. If you have comments about items on the agenda or other general concerns and are not able to attend the meeting, please mail them to Omnitrans at 1700 West Fifth Street, San Bernardino, California, Attention Board Secretary. Comments may also be submitted by email to [BoardSecretary@omnitrans.org](mailto:BoardSecretary@omnitrans.org).

THIS MEETING IS AVAILABLE BY TELECONFERENCE AT THE FOLLOWING LOCATION AND WILL BE CONDUCTED IN ACCORDANCE WITH GOVERNMENT CODE SECTION 54953(B). THIS LOCATION IS ACCESSIBLE TO THE PUBLIC AND MEMBERS OF THE PUBLIC MAY ADDRESS THE COMMITTEE FROM THIS TELECONFERENCE LOCATION.

City of Ontario  
303 East B Street  
Ontario, CA 91764

### A. CALL TO ORDER

1. Pledge of Allegiance
2. Roll Call

### B. ANNOUNCEMENTS/PRESENTATIONS

1. Next Committee Meeting: Thursday, August 13, 2015, 8:00 a.m.  
Omnitrans Metro Facility Board Room

### C. COMMUNICATIONS FROM THE PUBLIC

This is the time and place for the general public to address the Board for items that are not on the agenda. In accordance with rules applicable to meetings of the Administrative & Finance Committee, comments on items not on the agenda and on items on the agenda are to be limited to a total of three (3) minutes per individual.

### D. POSSIBLE CONFLICT OF INTEREST ISSUES

Disclosure – Note agenda items contractors, subcontractors and agents, which may require member abstentions due to conflict of interest and financial interests. Board Member abstentions shall be stated under this item for recordation in the appropriate item.

N/A

### E. DISCUSSION ITEMS

- |  |    |
|--|----|
| 1. Approve Administrative & Finance Committee Minutes – June 11, 2015  | 2  |
| 2. Recommend the Board of Directors Receive and File Construction Progress Report No. 38 through June 30, 2015 - sbX E Street Corridor BRT Project | 6  |
| 3. Receive and File Omnitrans' Director of Finance Report on Forward Fuel Purchases for June 2015  | 18 |
| 4. Recommend the Board of Directors Receive and File Draft Report, Fiscal Year 2012-2014 Triennial Performance Audit of Omnitrans                  | 21 |
| 5. Recommend the Board of Directors Approve the Transfer of Capitalizable Assets Related to the sbX E Street Corridor BRT Project                  | 69 |

### F. ADJOURNMENT

ITEM # \_\_\_\_\_ E1 \_\_\_\_\_

**ADMINISTRATIVE & FINANCE COMMITTEE  
MINUTES, JUNE 11, 2015**

**A. CALL TO ORDER**

Committee Chair Ed Graham called the regular meeting of the Administrative and Finance Committee to order at 8:00 a.m., Thursday, June 11, 2015.

1. Pledge of Allegiance
2. Roll Call

**Committee Members Present**

Council Member Ed Graham, City of Chino Hills – Committee Chair  
Mayor Carey Davis, City of San Bernardino  
Mayor Paul Eaton, City of Montclair  
Council Member Pat Gilbreath, City of Redlands  
Supervisor Curt Hagman, County of San Bernardino  
Mayor Ray Musser, City of Upland  
Council Member Dick Riddell, City of Yucaipa  
Council Member John Roberts, City of Fontana  
Mayor Pro Tem Sylvia Robles, City of Grand Terrace – via Teleconference  
Mayor Pro Tem Alan Wapner, City of Ontario – via Teleconference

**OmniTrans Administrative Staff Present**

P. Scott Graham, CEO/General Manager  
Jack Dooley, Director of Maintenance  
Marge Ewing, Director of Human Resources/Safety & Security  
Samuel Gibbs, Director of Internal Audit Services  
Jacob Harms, Director of Information Technology  
Jennifer Sims, Director of Procurement  
Don Walker, Director of Finance  
Wendy Williams, Director of Marketing/Planning  
Andres Ramirez, IPMO Program Manager  
Maurice Mansion, Treasury Manager  
Eugenia Pinheiro, Contracts Manager  
Christine Van Matre, Contracts Administrator  
Mark Crosby, Loss Prevention Supervisor

**B. ANNOUNCEMENTS/PRESENTATIONS**

The next Committee Meeting is scheduled Thursday, July 9, 2015, at 8:00 a.m.

**C. COMMUNICATIONS FROM THE PUBLIC**

There were no comments from the public.

**D. POSSIBLE CONFLICT OF INTEREST ISSUES**

There were no conflict of interest issues identified.

**E. DISCUSSION ITEMS**

1. Approve Administrative & Finance Committee Minutes – April 9, 2015

M/S (Eaton/Musser) that approved the Committee Minutes of April 9, 2015. Motion was unanimous by Members present.

2. Recommend to Board of Directors, Receive and File Construction Progress Report No. 37 through May 31, 2015 - sbX E Street Corridor BRT Project

IPMO Program Manager Andres Ramirez presented the Construction Progress Report No. 37 for the period through May 31, 2015.

The Vehicle Maintenance Facility (VMF) is approximately 93% complete, with substantial completion anticipated mid-June, and final completion expected in August, 2015. Generator E start up and testing are complete, as is installation of unleaded fuel tank. Temporary fencing has been removed.

Building B – Bus Wash Building – Mechanical, electrical, and plumbing work is nearing completion. Bus wash system start-up and testing are complete, as is the inspection pit bay which is being prepared for punch-list. Installation of the lift in the chassis wash bay continues.

Building C – Fuel Island – Mechanical, electrical and plumbing work is nearing completion. Oil and fluid reel systems installed and tested; installation of lane #3 CNG fuel dispenser is complete, as are break room finishes. Vacuum system installation continues.

The Green Line – Contractual punch list repairs are complete, and work is being negotiated with the contractor for final corridor modification items for City acceptance. Property turn over to the City complete.

The 10<sup>th</sup> Street to Highland Pavement Rehabilitation – Approval received from FTA and contract executed. First pre-construction meeting scheduled June 15; groundbreaking is set for July 6, 2015. The total budget is \$4.6M, which is reflected within the overall

\$188.7M budget.

PA system design continues, as does traffic signal synchronization implementation.

Next steps:

VMF

- Start up, testing, and training of systems
- Create punch list of completed systems
- Commence use of facility

E Street Corridor

- Commence work on final corridor modifications
- Conduct preconstruction meeting for 10<sup>th</sup> to Highland
- Continue PA system design efforts
- Complete first phase of traffic signal synchronization implementation

This item was received by the Committee and will be forwarded to the Board of Directors for receipt and file.

3. Receive and File Omnitrans' Director of Finance Report on Forward Fuel Purchases for May 2015

May is the ninth month of the year-long hedging program. The price of CNG continues to be lower than usual, with no projected increases in the near future. For the month of May we recorded a loss of \$21,045, and a total loss for the first nine months of \$79,095. However, reduced cost of CNG on the spot market has provided an overall budget savings of \$175,316 in CNG fuel cost year-to-date. Advancements in fracking technology is one reason for the lower price, and natural gas is a byproduct of fracking. Do we get some of our fuel from fracking? We get our fuel from Clean Energy, but they use the open market. However, as more restrictions are placed on fracking, fuel costs will go up. We will continue to monitor the price, but if it continues to be at a lower than usual price, Finance Director Walker's recommendation would be to not continue it, but enjoy the lower price while it lasts.

This item was received and filed by the Committee.

4. Recommend to Board of Directors, Receive and File Omnitrans' Fiscal Year Ended June 30, 2015, Engagement and Responsibility Letters

The cost for the audit is being paid by SANBAG, but we will most likely bear part of the cost indirectly.

This item was received and filed by the Committee.

Member Hagman arrived at 8:16 a.m.

5. Recommend the Board of Directors Approve Two New Positions and the Re-Evaluation of One Existing Position

Director of Human Resources/Safety & Security Marge Ewing presented this item, asking if there were any questions.

Member Gilbreath questioned on p. 41 the statement that computer skills are *desirable*, when in fact computer skills are *essential* for this position; the word will be changed to reflect that. Member Hagman asked how much technology is being integrated into the Loss Prevention position. Technology is utilized with CCTV, partnering with law enforcement technology, etc. CEO/General Manager Graham said once the VMF project is settled, Omnitrans will begin deploying other projects that will require the leadership of the deputy position, which will be recruited and hired later this year.

M/S (Eaton/Musser) to recommend the Board of Directors approve two new positions: Deputy General Manager, Level 1; Customer Service Representative 2 (Represented Teamster Position), and approve the re-evaluation of Loss Prevention & Security Supervisor from Level VI to Level V, with a new title of Security & Emergency Preparedness Coordinator. Motion was unanimous by Members present.

6. Recommend the Board of Directors Adopt Proposed Personnel Policy Manual Changes

M/S (Hagman/Roberts) to recommend the Board of Directors adopt the proposed changes to the Personnel Policy Manual; and change the department title from Human Resources Department to Human Resources & Safety Regulatory Compliance Department in all applicable policies in the Personnel Policy Manual, effective July 1, 2015. Motion was unanimous by Members present.

## **F. ADJOURNMENT**

The Administrative and Finance Committee meeting adjourned at 8:26 a.m. The next Administrative and Finance Committee Meeting is scheduled Thursday, July 9, 2015, at 8:00 a.m., with location posted on the Omnitrans website and at Omnitrans' San Bernardino Metro Facility.

Prepared by:

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Christine Vega, Administrative Secretary

ITEM # \_\_\_\_\_ E2 \_\_\_\_\_

**DATE:** July 9, 2015

**TO:** Committee Chair Ed Graham and  
Members of the Administrative & Finance Committee

**THROUGH:** P. Scott Graham, CEO/General Manager

**FROM:** Andres Ramirez, Program Manager

**SUBJECT:** **CONSTRUCTION PROGRESS REPORT NO. 38 THROUGH  
JUNE 30, 2015 - sbX E STREET CORRIDOR BRT PROJECT**

**FORM MOTION**

Receive and recommend to the Board of Directors for receipt and file Construction Progress Report No. 38 for the sbX E Street Corridor BRT Project through June 30, 2015.

**BACKGROUND**

This is Construction Progress Report No. 38 for the sbX E Street Corridor Project.

**CONCLUSION**

Receive and recommend to the Board of Directors for receipt and file Construction Progress Report No.38 for the sbX E Street Corridor BRT Project through June 30, 2015.

PSG:AR

Attachment



## **sbX E Street Corridor Bus Rapid Transit (BRT) Project**

### **Construction Progress Report No. 38**

**June 30, 2015**

**Submitted By:**

**JACOBS**

Contractor: SBX Corridor - Griffith/Comet  
VMF – USS Cal Builders

Contractor Contract No.: IPMO11-5

Project Manager: Tim Johnson

Omnitrans Program Manager: Andres Ramirez



**TABLE OF CONTENTS**

- I. Project Status Summary
  - A. Project Description
  - B. Summary Status Update (Accomplishments)
  - C. Upcoming Work
  - D. Concerns
- II. Project Schedule
  - A. Summary of Project Schedule – Vehicle Maintenance Facility (VMF)
- III. RFIs, Submittals, and Non-Conformance Reports
  - A. Vehicle Maintenance Facility (VMF)
- IV. Safety
- V. Project Budget and Cost
- VI. Change Orders and Claims
  - A. VMF Change Orders
- VII. Project Photographs
  - A. Vehicle Maintenance Facility (VMF) Photos

## **I. PROJECT STATUS SUMMARY**

### **A. Project Description**

The sbX E Street Corridor BRT Project is a 15.7-mile-long transit improvement project that will connect the northern portion of the City of San Bernardino with the City of Loma Linda. Over the past four years, the sbX E Street Corridor Bus Rapid Transit (BRT) Project has evolved as the highest priority corridor identified in the System-Wide Transit Corridor Plan for the San Bernardino Valley.

The project consists mainly of three components, the E Street Corridor, the purchase of 60' articulated buses, and the modifications to the Vehicle Maintenance Facility. While the buses have been procured and the E Street Corridor is in operation, work continues on the Vehicle Maintenance Facility.

The Vehicle Maintenance Facility is a 4.4-acre facility maintaining and servicing the Omnitrans' bus fleet, comprised of over 160 buses. Modifications to Omnitrans' facility include the demolition of a bus washing station, removal of abandoned underground fuel tanks and new construction of a bus washing system, a new Genset, a three-lane CNG fueling station, and re-configuring the bus parking area. Modifications to the maintenance building are made in order to accommodate Omnitrans' 60-foot articulated bus fleet.

### **B. Summary Status Update**

#### **(Accomplishments) E Street Corridor:**

- Contractual Punch List repairs have been completed by the contractor.
- Have identified the remaining items needed for City's Final acceptance and issued a change order request.
  - Currently negotiating work and cost with contractor.
- ROW properties have been turned over and accepted by the City.
- 10<sup>th</sup> to Highland work has been approved by the FTA and the contract executed with the contractor.
- PA System design continues.
- Traffic signal synchronization efforts continue.

#### **Vehicle Maintenance Facility:**

##### Maintenance Building A

- Close-out documentation continues.

##### Bus Wash Facility Building B

- Punch List walkthrough conducted and Punch List transmitted to contractor.
- Inspection pit is complete and ready for use.
- Bus wash has been operationally tested and is in use.
- Chassis wash bay is complete, lift installed and tested, pressure washer completed and ready for use.

Vacuum and Fuel Facility Building C

- Punch List walkthrough conducted and Punch List transmitted to contractor.
- CNG fueling, cash drop and lubrication distribution systems are operational and in use in lanes 1, 2 and 3.
- Vacuum system installation is approximately 90% complete.

Back-Up Generator E

- Completed.

Site Work

- Completed.

**C. Upcoming Work (June 2015)****E Street Corridor:**

- Finalize negotiations and commence final work along corridor.
- Continue design of the station PA System.
- Kick-off and mobilization of 10<sup>th</sup> to Highland work.

**Vehicle Maintenance Facility:**Bus Wash Facility Building B

- Complete Punch List work.

Vacuum and Fuel Facility Building C

- Complete Punch List work.
- Complete the vacuum system.

Project Closeout

- Continue startup/testing/training planning meetings, commence startup/testing/training.
- Continue Close Out documentation process.
- Finalize change order negotiations.

## II. PROJECT SCHEDULE

Work at the Vehicle Maintenance Facility has been progressing as anticipated and in accordance with the revised contract schedule. The corridor work is complete and revenue service achieved as planned. All changes and time extensions for the E Street Corridor negotiated and closed out. Following is the schedule status update as it pertains to the VMF:

### A. Summary of Project Schedule – Vehicle Maintenance Facility (VMF)

Last month the contractor submitted a schedule update with an April 15 data date which showed a revised substantial completion date of August 15, 2015 and a final completion date of September 15, 2015. This schedule was returned as rejected by the Agency, as it did not accurately reflect the true progress of the projected work and artificially extended the completion date based on the contractor's projections of potential project activities rather than just the contractual activities.

Meetings have been held with the contractor to correct the schedule and discussions on this continue. Based on these discussions, a target substantial completion date of June 15 was agreed upon and met. Discussions regarding finalizing the schedule and impacts of various changes are ongoing and will conclude in July 2015.

Substantial completion was June 15. Contractor is working to address the punchlist items and expects to complete all items by the end of July, 2015.

## III. REQUESTS FOR INFORMATION (RFIs), SUBMITTALS, AND NON-CONFORMANCE REPORTS (NCRs)

### Vehicle Maintenance Facility (VMF)

To date, the CM team has met the required timelines and no delay has come about as a result of submittal and RFI responses.

Total RFIs – 259  
Total Open – 0

Total Submittals – 426  
Total Open – 20

Total NCRs – 20  
Total Open – 5

## IV. SAFETY

The project team considers safety to be the utmost priority. As such, the entire project team works towards a “no-lost time” goal on a daily basis.

VMF - As of May 31, 2015 there have been 63,006 “no-lost time” hours.

**V. PROJECT BUDGET AND COST****TOTAL PROGRAM BUDGET  
BUDGET AS OF May 31, 2015**

Approved Budget	\$191,706,000
Cost to Date	\$174,785,473
Estimate to Complete	\$ 5,558,760
Estimate at Completion	\$188,664,467

**VMF CORRIDOR PROJECT COSTS - AS OF May 31, 2015**

	<b>CURRENT AUTHORIZED</b>	<b>CURRENT INVOICES PAID</b>	<b>REMAINING CONTRACT BALANCE</b>
<b>STV Inc.</b>	\$2,057,929	\$1,814,081	\$243,828
<b>USS Cal Builders</b>	\$15,293,509	\$13,899,110	\$1,394,399
<b>Total</b>	\$17,351,438	\$15,713,191	\$1,638,247

**VMF CONTRACT TIME**

<b>Activity</b>	<b>Days</b>	<b>Date</b>
Notice to Proceed		12/10/12
Calendar Days per Original Contract	425	02/08/14
CCO Time Extension to Date	241	10/7/14
Negotiated Time Extension	267	6/30/15
Total Revised Contractual Time	933	6/30/15
Calendar Days Completed as of April 30, 2015	870	
Remaining Completion Days as of April 30, 2015	63	6/26/15
Forecasted Final Completion as April 30, 2015		6/26/15
Percent Time Elapsed	93.24%	

**CHANGE ORDERS****VMF CONTRACT CHANGE ORDERS - As of May 31, 2015**

<b>Change Order Status</b>	<b>Amount</b>
Approved Change Orders	\$3,981,777
Pending / Potential Change Orders	\$278,282
Trends / Risks	\$295,000
<b>Total</b>	<b>\$4,555,059</b>

**VI. Project Photographs A. Vehicle Maintenance Facility (VMF) Photos****Omnitrans****Description:**

Building B – Completed facility, view from east side.

**Omnitrans****Description**

Building B – Completed facility, view from west side.

**Description:**

Building C – Completed facility, view from east side.

**Description:**

Building C – Completed facility, view from west side.

	PCSA Budget	Approved Current Budget	Authorized for Expenditure	Expended to Date	% of Approved Current Budget	Contracts Awarded	Approved Changes	Committed	Expenditure Authorization Remaining	Remaining Contingency	Commitments/ Potential Changes	Forecast	
												Pending	Potential Uses of Contingency
BRT Construction													
Griffith/Comet JV	90,780,000	84,637,000	87,760,263	79,685,943	94.4%	64,937,853	14,728,090	79,665,943	8,094,320	4,971,057	1,100,000	-	80,765,943
Art			68,000	68,000		68,000	-	68,000	-	(68,000)	-	-	68,000
Other Direct Payments			48,401	60,729		60,729	-	60,729	(12,328)	(60,729)	-	-	60,729
Delineators				89,943		89,943	-	89,943	(89,943)	(89,943)	-	-	89,943
PA System						-	-	-	-	-	425,000	-	425,000
Miscellaneous Work				-		17,500	-	17,500	(17,500)	(17,500)	400,000	-	417,500
BRT Design													
Parsons	19,193,400	17,849,400	18,097,876	16,851,083	94.4%	14,706,229	3,242,912	17,949,140	148,736	(90,740)	(877,379)	-	17,071,761
PA System				-		83,000	-	83,000	(83,000)	(83,000)	8,300	-	91,300
Miscellaneous Work				-		-	-	-	-	-	-	100,000	100,000
VMF Construction - USS Cat Builders	5,370,000	8,131,000	14,498,132	12,365,502	152.1%	10,848,798	3,981,778	14,830,576	(332,424)	(6,689,576)	288,282	295,000	15,413,858
VMF Design													
STV	1,007,800	1,007,800	1,418,132	1,789,823	179.5%	951,029	1,048,727	1,999,756	(581,624)	(992,156)	58,173	-	2,057,929
Carlin Environmental			27,800	18,380		27,800	-	27,800	-	(27,800)	-	-	27,800
Vehicles Design & Manufacturing-N.F.	16,628,000	16,628,000	15,156,179	15,156,179	96.5%	15,483,572	325,110	15,808,682	169,411	819,318	38,000	-	15,846,682
Other Vehicle Equipment			318,853	890,570		318,853	-	318,853	-	(318,853)	75,000	-	393,853
ROW Acquisition Services-SANBAG	6,532,000	10,357,000	11,738,400	11,079,264	107.0%	10,971,135	767,265	11,738,400	-	(1,381,400)	-	-	11,738,400
3rd Party Utilities Design & Reloc.		1,003,000	1,157,223	949,441	94.7%	1,106,117	-	1,106,117	51,106	(103,117)	20,000	-	1,126,117
Project Admin. And Management													
Jacobs	6,638,000	6,632,000	11,852,647	12,550,225	189.2%	3,898,769	9,198,560	13,087,329	(1,244,682)	(6,465,328)	191,334	-	13,268,662
Other													
IPMO	17,824,000	15,012,450	14,722,701	13,183,472	87.9%	15,172,701	-	15,172,701	(450,000)	(160,251)	(300,000)	-	14,872,701
Insurance	1,113,000	1,112,000	500,000	-	0.0%	500,000	-	500,000	-	612,000	(500,000)	-	-
Legal-BB&K, County	2,525,450	1,000,000	1,000,000	455,907	45.6%	1,000,000	-	1,000,000	-	-	-	-	1,000,000
In Kind Contributions	8,080,550	8,080,550	8,080,550	8,401,239	104.0%	8,401,239	-	8,401,239	(320,689)	(320,689)	-	-	8,401,239
Survey	1,464,000	1,463,000	464,000	-	0.0%	25,000	-	25,000	439,000	1,438,000	-	-	25,000
Start-Up	720,000	720,000	700,000	-	0.0%	700,000	-	700,000	-	20,000	-	-	700,000
Sub-Total	177,576,000	173,633,000	188,431,091	173,586,300	100.0%	149,368,266	33,292,441	182,660,707	5,770,383	(9,027,707)	926,710	395,000	183,982,417
Unallocated Contingency	14,030,000	18,073,000	4,448,674	-		-	-	9,027,707	-	9,045,293	-	-	7,723,583
10th to Highland Projected Costs			4,692,050	-		-	-	-	4,692,050	-	4,632,050	50,000	4,682,050
Remaining Unallocated Contingency													3,041,533
Total	191,706,000	191,706,000	188,654,467	173,586,300	90.5%								191,706,000



# PROJECT COSTS BY SCC

## IPMO/sbX Project Costs Through 30-Apr-2015

Standard Cost Category (SCC)	Description	Budget Authority (PCGA) \$	Approved Current Budget	Allocated Contingency	Revised Budget	Expenditures		Remaining Budget	Committed		Estimate to Complete (Pending/Potential/Trends/Risks)	Estimate at Completion
						\$	%		Contract Amt.	Change Orders		
10	<b>GUIDEWAY &amp; TRACK ELEMENTS</b>	\$ 17,984,000	\$ 19,725,000	\$ (1,738,230)	\$ 17,986,770	\$ 18,414,409	93.4%	\$ (427,638)	\$ 14,404,591	\$ 3,240,180	\$ 342,000	\$ 17,986,770
	Guideway: At-grade semi-exclusive (allows cross-traffic)	\$ 16,686,000	\$ 18,353,000	\$ (2,084,123)	\$ 16,268,877	\$ 16,469,696	89.7%	\$ (200,819)	\$ 13,103,259	\$ 2,945,618	\$ 220,000	\$ 16,268,877
10.02		\$ 16,686,000	\$ 18,353,000	\$ (2,084,123)	\$ 16,268,877	\$ 16,469,696	89.7%	\$ (200,819)	\$ 13,103,259	\$ 2,945,618	\$ 220,000	\$ 16,268,877
10.03	Guideway: At-grade in mixed traffic	\$ 1,298,000	\$ 1,372,000	\$ 345,893	\$ 1,717,893	\$ 1,944,713	141.7%	\$ (226,819)	\$ 1,301,332	\$ 294,562	\$ 122,000	\$ 1,717,893
20	<b>STATIONS, STOPS, TERMINALS, INTERMODAL</b>	\$ 17,201,000	\$ 14,917,000	\$ (55,959)	\$ 14,861,041	\$ 14,141,273	94.8%	\$ 719,768	\$ 11,711,985	\$ 2,651,056	\$ 498,000	\$ 14,861,041
	At-grade station, stop, shelter, mall, terminal, platform	\$ 17,201,000	\$ 14,917,000	\$ (55,959)	\$ 14,861,041	\$ 14,141,273	94.8%	\$ 719,768	\$ 11,711,985	\$ 2,651,056	\$ 498,000	\$ 14,861,041
20.01		\$ 17,201,000	\$ 14,917,000	\$ (55,959)	\$ 14,861,041	\$ 14,141,273	94.8%	\$ 719,768	\$ 11,711,985	\$ 2,651,056	\$ 498,000	\$ 14,861,041
30	<b>SUPPORT FACILITIES: YARDS, SHOPS, ADMIN. BLDGS</b>	\$ 5,370,000	\$ 8,131,000	\$ 7,282,858	\$ 15,413,858	\$ 12,365,502	152.1%	\$ 3,048,356	\$ 10,848,798	\$ 3,981,778	\$ 583,282	\$ 15,413,858
	Light Maintenance Facility	\$ 1,265,000	\$ 4,265,000	\$ 8,220,225	\$ 12,485,225	\$ 10,026,031	235.1%	\$ 2,459,194	\$ 8,787,527	\$ 3,225,240	\$ 472,459	\$ 12,485,225
30.02		\$ 1,265,000	\$ 4,265,000	\$ 8,220,225	\$ 12,485,225	\$ 10,026,031	235.1%	\$ 2,459,194	\$ 8,787,527	\$ 3,225,240	\$ 472,459	\$ 12,485,225
30.05	Yard and Yard Track	\$ 4,105,000	\$ 3,866,000	\$ (937,367)	\$ 2,928,633	\$ 2,339,471	60.5%	\$ 589,162	\$ 2,061,272	\$ 756,538	\$ 110,824	\$ 2,928,633
40	<b>SITWORK &amp; SPECIAL CONDITIONS</b>	\$ 35,611,000	\$ 34,271,000	\$ (5,640,695)	\$ 28,630,305	\$ 27,623,895	80.6%	\$ 1,006,411	\$ 23,228,755	\$ 5,007,551	\$ 394,000	\$ 28,630,305
	Demolition, Clearing, Earthwork	\$ 4,785,000	\$ 4,741,000	\$ (3,932,053)	\$ 808,947	\$ 440,613	9.3%	\$ 368,333	\$ 650,666	\$ 147,281	\$ 11,000	\$ 808,947
40.01		\$ 4,785,000	\$ 4,741,000	\$ (3,932,053)	\$ 808,947	\$ 440,613	9.3%	\$ 368,333	\$ 650,666	\$ 147,281	\$ 11,000	\$ 808,947
40.02	Site Utilities, Utility Relocation	\$ 4,745,000	\$ 3,493,000	\$ 5,405,414	\$ 8,898,414	\$ 8,957,378	256.4%	\$ (58,964)	\$ 7,157,324	\$ 1,620,090	\$ 121,000	\$ 8,898,414
40.02		\$ 4,745,000	\$ 3,493,000	\$ 5,405,414	\$ 8,898,414	\$ 8,957,378	256.4%	\$ (58,964)	\$ 7,157,324	\$ 1,620,090	\$ 121,000	\$ 8,898,414
40.02	Utility Relocation - Utility Company	\$ 1,500,000	\$ 1,500,000	\$ (373,883)	\$ 1,126,117	\$ 949,441	63.3%	\$ 176,676	\$ 1,106,117	\$ -	\$ 20,000	\$ 1,126,117
	Site structures including retaining walls, sound walls	\$ 99,000	\$ 90,000	\$ 718,947	\$ 808,947	\$ 447,545	497.3%	\$ 361,402	\$ 650,666	\$ 147,281	\$ 11,000	\$ 808,947
40.05		\$ 99,000	\$ 90,000	\$ 718,947	\$ 808,947	\$ 447,545	497.3%	\$ 361,402	\$ 650,666	\$ 147,281	\$ 11,000	\$ 808,947
40.06	Pedestrian / bike access and accommodation, landscaping	\$ 6,312,000	\$ 6,925,000	\$ (2,880,266)	\$ 4,044,734	\$ 4,100,445	59.2%	\$ (55,712)	\$ 3,253,329	\$ 736,405	\$ 55,000	\$ 4,044,734
	Automobile, bus, van accessways including roads, parking lots	\$ 6,972,000	\$ 3,601,000	\$ 443,734	\$ 4,044,734	\$ 4,157,392	115.5%	\$ (112,658)	\$ 3,253,329	\$ 736,405	\$ 55,000	\$ 4,044,734
40.07		\$ 6,972,000	\$ 3,601,000	\$ 443,734	\$ 4,044,734	\$ 4,157,392	115.5%	\$ (112,658)	\$ 3,253,329	\$ 736,405	\$ 55,000	\$ 4,044,734
40.08	Temporary Facilities and other indirect costs during construction	\$ 11,198,000	\$ 13,921,000	\$ (5,022,586)	\$ 8,898,414	\$ 8,571,081	61.6%	\$ 327,333	\$ 7,157,324	\$ 1,620,090	\$ 121,000	\$ 8,898,414
50	<b>SYSTEMS</b>	\$ 19,984,000	\$ 16,727,000	\$ 4,748,115	\$ 21,475,115	\$ 20,654,479	123.5%	\$ 820,636	\$ 16,934,811	\$ 3,829,303	\$ 711,000	\$ 21,475,115
	Traffic signals and crossing protection	\$ 11,386,000	\$ 10,810,000	\$ (4,338,426)	\$ 6,471,574	\$ 6,630,714	61.3%	\$ (159,141)	\$ 5,205,327	\$ 1,178,247	\$ 88,000	\$ 6,471,574
50.02		\$ 11,386,000	\$ 10,810,000	\$ (4,338,426)	\$ 6,471,574	\$ 6,630,714	61.3%	\$ (159,141)	\$ 5,205,327	\$ 1,178,247	\$ 88,000	\$ 6,471,574
50.05	Communications	\$ 6,294,000	\$ 4,210,000	\$ 5,130,914	\$ 9,340,914	\$ 8,428,264	200.2%	\$ 912,650	\$ 7,174,824	\$ 1,620,090	\$ 546,000	\$ 9,340,914
50.05		\$ 6,294,000	\$ 4,210,000	\$ 5,130,914	\$ 9,340,914	\$ 8,428,264	200.2%	\$ 912,650	\$ 7,174,824	\$ 1,620,090	\$ 546,000	\$ 9,340,914
50.06	Fare collection system and equipment	\$ 2,304,000	\$ 1,707,000	\$ 3,955,627	\$ 5,662,627	\$ 5,595,500	327.8%	\$ 67,127	\$ 4,554,661	\$ 1,030,966	\$ 77,000	\$ 5,662,627
	Construction Subtotal (10-50)	\$ 96,150,000	\$ 93,771,000	\$ 4,596,090	\$ 98,367,090	\$ 93,199,557	99.4%	\$ 5,167,532	\$ 77,128,939	\$ 18,709,868	\$ 2,528,282	\$ 98,367,090
60	<b>ROW, LAND, EXISTING IMPROVEMENTS</b>	\$ 6,532,000	\$ 6,532,000	\$ 2,056,400	\$ 8,588,400	\$ 6,115,375	93.6%	\$ 2,473,025	\$ 7,821,135	\$ 767,265	\$ -	\$ 8,588,400
	Purchase or lease of real estate	\$ 6,327,000	\$ 6,327,000	\$ 2,056,400	\$ 8,383,400	\$ 5,950,445	94.0%	\$ 2,432,955	\$ 7,616,135	\$ 767,265	\$ -	\$ 8,383,400
60.01		\$ 6,327,000	\$ 6,327,000	\$ 2,056,400	\$ 8,383,400	\$ 5,950,445	94.0%	\$ 2,432,955	\$ 7,616,135	\$ 767,265	\$ -	\$ 8,383,400
60.02	Relocation of existing households and businesses	\$ 205,000	\$ 205,000	\$ -	\$ 205,000	\$ 164,930	80.5%	\$ 40,070	\$ 205,000	\$ -	\$ -	\$ 205,000
70	<b>VEHICLES</b>	\$ 16,628,000	\$ 16,628,000	\$ (387,465)	\$ 16,240,535	\$ 16,047,349	96.5%	\$ 193,186	\$ 15,802,425	\$ 325,110	\$ 113,000	\$ 16,240,535
	Bus	\$ 15,448,000	\$ 15,448,000	\$ 398,682	\$ 15,846,682	\$ 15,156,779	98.1%	\$ 689,903	\$ 15,483,572	\$ 325,110	\$ 38,000	\$ 15,846,682
70.04		\$ 15,448,000	\$ 15,448,000	\$ 398,682	\$ 15,846,682	\$ 15,156,779	98.1%	\$ 689,903	\$ 15,483,572	\$ 325,110	\$ 38,000	\$ 15,846,682
70.06	Non-revenue vehicles	\$ 250,000	\$ 250,000	\$ (250,000)	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -
70.06		\$ 250,000	\$ 250,000	\$ (250,000)	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -
70.07	Spare parts	\$ 930,000	\$ 930,000	\$ (536,147)	\$ 393,853	\$ 890,570	95.8%	\$ (496,717)	\$ 318,853	\$ -	\$ 75,000	\$ 393,853
80	<b>PROFESSIONAL SERVICES</b>	\$ 58,365,000	\$ 56,702,000	\$ 4,084,392	\$ 60,786,392	\$ 58,224,018	102.7%	\$ 2,562,374	\$ 48,615,767	\$ 13,490,198	\$ (1,319,572)	\$ 60,786,392
	Preliminary Engineering	\$ 12,933,000	\$ 12,921,000	\$ (731,262)	\$ 12,189,738	\$ 12,876,525	99.7%	\$ (686,787)	\$ 9,933,876	\$ 2,703,732	\$ (447,871)	\$ 12,189,738
80.01		\$ 12,933,000	\$ 12,921,000	\$ (731,262)	\$ 12,189,738	\$ 12,876,525	99.7%	\$ (686,787)	\$ 9,933,876	\$ 2,703,732	\$ (447,871)	\$ 12,189,738
80.02	Final Design	\$ 7,268,000	\$ 7,261,000	\$ (101,948)	\$ 7,159,052	\$ 7,551,879	104.0%	\$ (392,827)	\$ 5,834,181	\$ 1,587,906	\$ (263,035)	\$ 7,159,052
	Project Management for Design and Construction	\$ 17,622,000	\$ 15,997,000	\$ (1,124,299)	\$ 14,872,701	\$ 13,193,472	82.5%	\$ 1,679,229	\$ 15,172,701	\$ -	\$ (300,000)	\$ 14,872,701
80.03		\$ 17,622,000	\$ 15,997,000	\$ (1,124,299)	\$ 14,872,701	\$ 13,193,472	82.5%	\$ 1,679,229	\$ 15,172,701	\$ -	\$ (300,000)	\$ 14,872,701
80.04	Construction Administration & Management	\$ 6,638,000	\$ 6,632,000	\$ 6,656,662	\$ 13,288,662	\$ 12,550,225	189.2%	\$ 738,437	\$ 3,898,769	\$ 9,198,560	\$ 191,334	\$ 13,288,662
	Professional Liability and other Non-Construction Insurance	\$ 1,113,000	\$ 1,112,000	\$ (1,112,000)	\$ -	\$ -	0.0%	\$ -	\$ 500,000	\$ -	\$ (500,000)	\$ -
80.05		\$ 1,113,000	\$ 1,112,000	\$ (1,112,000)	\$ -	\$ -	0.0%	\$ -	\$ 500,000	\$ -	\$ (500,000)	\$ -
80.06	Legal; Permits; Review Fees by other agencies, cities, etc.	\$ 1,000,000	\$ 1,000,000	\$ 3,150,000	\$ 4,150,000	\$ 3,650,677	365.1%	\$ 499,323	\$ 4,150,000	\$ -	\$ -	\$ 4,150,000
80.06		\$ 1,000,000	\$ 1,000,000	\$ 3,150,000	\$ 4,150,000	\$ 3,650,677	365.1%	\$ 499,323	\$ 4,150,000	\$ -	\$ -	\$ 4,150,000
80.06	In-Kind Contributions	\$ 9,606,000	\$ 9,596,000	\$ (1,194,761)	\$ 8,401,239	\$ 8,401,239	87.5%	\$ -	\$ 8,401,239	\$ -	\$ -	\$ 8,401,239
80.07		\$ 9,606,000	\$ 9,596,000	\$ (1,194,761)	\$ 8,401,239	\$ 8,401,239	87.5%	\$ -	\$ 8,401,239	\$ -	\$ -	\$ 8,401,239
80.07	Surveys, Testing, Investigation, Inspection	\$ 1,464,000	\$ 1,463,000	\$ (1,438,000)	\$ 25,000	\$ -	0.0%	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ 25,000
80.08		\$ 1,464,000	\$ 1,463,000	\$ (1,438,000)	\$ 25,000	\$ -	0.0%	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ 25,000
80.08	Start up	\$ 721,000	\$ 720,000	\$ (20,000)	\$ 700,000	\$ -	0.0%	\$ 700,000	\$ 700,000	\$ -	\$ -	\$ 700,000
	Subtotal (10-80)	\$ 177,675,000	\$ 173,633,000	\$ 10,349,417	\$ 183,982,417	\$ 173,586,300	100.0%	\$ 10,396,117	\$ 149,368,266	\$ 33,292,441	\$ 1,321,710	\$ 183,982,417
90	<b>UNALLOCATED CONTINGENCY</b>	\$ 14,031,000	\$ 18,073,000	\$ (10,349,417)	\$ 7,723,583	\$ -	0.0%	\$ 7,723,583	\$ -	\$ -	\$ 7,723,583	\$ 7,723,583
	Subtotal (10-90)	\$ 191,706,000	\$ 191,706,000	\$ -	\$ 191,706,000	\$ 173,586,300	90.5%	\$ 18,119,700	\$ 149,368,266	\$ 33,292,441	\$ 9,045,293	\$ 191,706,000
100	<b>FINANCE CHARGES</b>	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL PROJECT COST (10-100)	\$ 191,706,000	\$ 191,706,000	\$ -	\$ 191,706,000	\$ 173,586,300	90.5%	\$ 18,119,700	\$ 149,368,266	\$ 33,292,441	\$ 9,045,293	\$ 191,706,000

**10th to HIGHLAND  
PROPOSED COSTS BY SCC**

Standard Cost Category (SCC)	Description	YOE w/o Contingency	Allocated Contingency	YOE Total	Estimate at Completion
<b>10</b>	<b>GUIDEWAY &amp; TRACK ELEMENTS</b>	<b>\$ 1,610,803</b>	<b>\$ 241,620</b>	<b>\$ 1,852,423</b>	<b>\$ 1,852,423</b>
10.03	Guideway: At-grade in mixed traffic	\$ 1,610,803	\$ 241,620	\$ 1,852,423	\$ 1,852,423
<b>40</b>	<b>SITEWORK &amp; SPECIAL CONDITIONS</b>	<b>\$ 1,806,197</b>	<b>\$ 270,930</b>	<b>\$ 2,077,127</b>	<b>\$ 2,077,127</b>
40.01	Demolition, Clearing, Earthwork	\$ 273,175	\$ 40,976	\$ 314,151	\$ 314,151
40.02	Site Utilities, Utility Relocation	\$ 974,491	\$ 146,174	\$ 1,120,665	\$ 1,120,665
40.08	Temporary Facilities and other indirect costs during construction	\$ 558,531	\$ 83,780	\$ 642,311	\$ 642,311
<b>Construction Subtotal (10-50)</b>		<b>\$ 3,417,000</b>	<b>\$ 512,550</b>	<b>\$ 3,929,550</b>	<b>\$ 3,929,550</b>
<b>80</b>	<b>PROFESSIONAL SERVICES</b>	<b>\$ 752,500</b>	<b>\$ -</b>	<b>\$ 752,500</b>	<b>\$ 752,500</b>
80.02	Final Design (In-Kind)	\$ 12,500	\$ -	\$ 12,500	\$ 12,500
80.03	Project Management for Design and Construction	\$ 420,000	\$ -	\$ 420,000	\$ 420,000
80.04	Construction Administration & Management (In-Kind)	\$ 150,000	\$ -	\$ 150,000	\$ 150,000
80.06	Legal; Permits; Review Fees by other agencies, cities, etc.	\$ 50,000	\$ -	\$ 50,000	\$ 50,000
80.06	In-Kind Contributions	\$ -	\$ -	\$ -	\$ -
80.07	Surveys, Testing, Investigation, Inspection	\$ 120,000	\$ -	\$ 120,000	\$ 120,000
<b>Subtotal (10-80)</b>		<b>\$ 4,169,500</b>	<b>\$ 512,550</b>	<b>\$ 4,682,050</b>	<b>\$ 4,682,050</b>
<b>90</b>	<b>UNALLOCATED CONTINGENCY</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Subtotal (10-90)</b>		<b>\$ 4,169,500</b>	<b>\$ 512,550</b>	<b>\$ 4,682,050</b>	<b>\$ 4,682,050</b>
<b>100</b>	<b>FINANCE CHARGES</b>	<b>\$ -</b>			<b>\$ -</b>
<b>TOTAL PROJECT COST (10-100)</b>		<b>\$ 4,169,500</b>	<b>\$ 512,550</b>	<b>\$ 4,682,050</b>	<b>\$ 4,682,050</b>

ITEM # E3

**DATE:** July 9, 2015

**TO:** Committee Chair Ed Graham and  
Members of the Administrative and Finance Committee

**THROUGH:** P. Scott Graham, CEO/General Manager

**FROM:** Donald Walker, Director of Finance

**SUBJECT:** **OMNITRANS' DIRECTOR OF FINANCE REPORT ON FORWARD  
FUEL PURCHASES FOR JUNE 2015**

**FORM MOTION**

Receive and file the Director of Finance's report on Omnitrans' current Forward Fuel Purchase Program for June 2015. This program was implemented on July 31, 2014, continuing our efforts to increase the predictability of fuel costs and reduce operational uncertainty in the event of dramatic fuel price increases in the open market.

**BACKGROUND**

This report is submitted in order to comply with the requirements of the Omnitrans Forward Fuel Purchase Policy and Procedure. The Board of Directors authorized staff to continue with the hedge program when the price is at or below \$0.92 per gallon. The current hedge fixes the price of approximately 47% of the Agency's natural gas through August 2015 at \$0.91 per gallon.

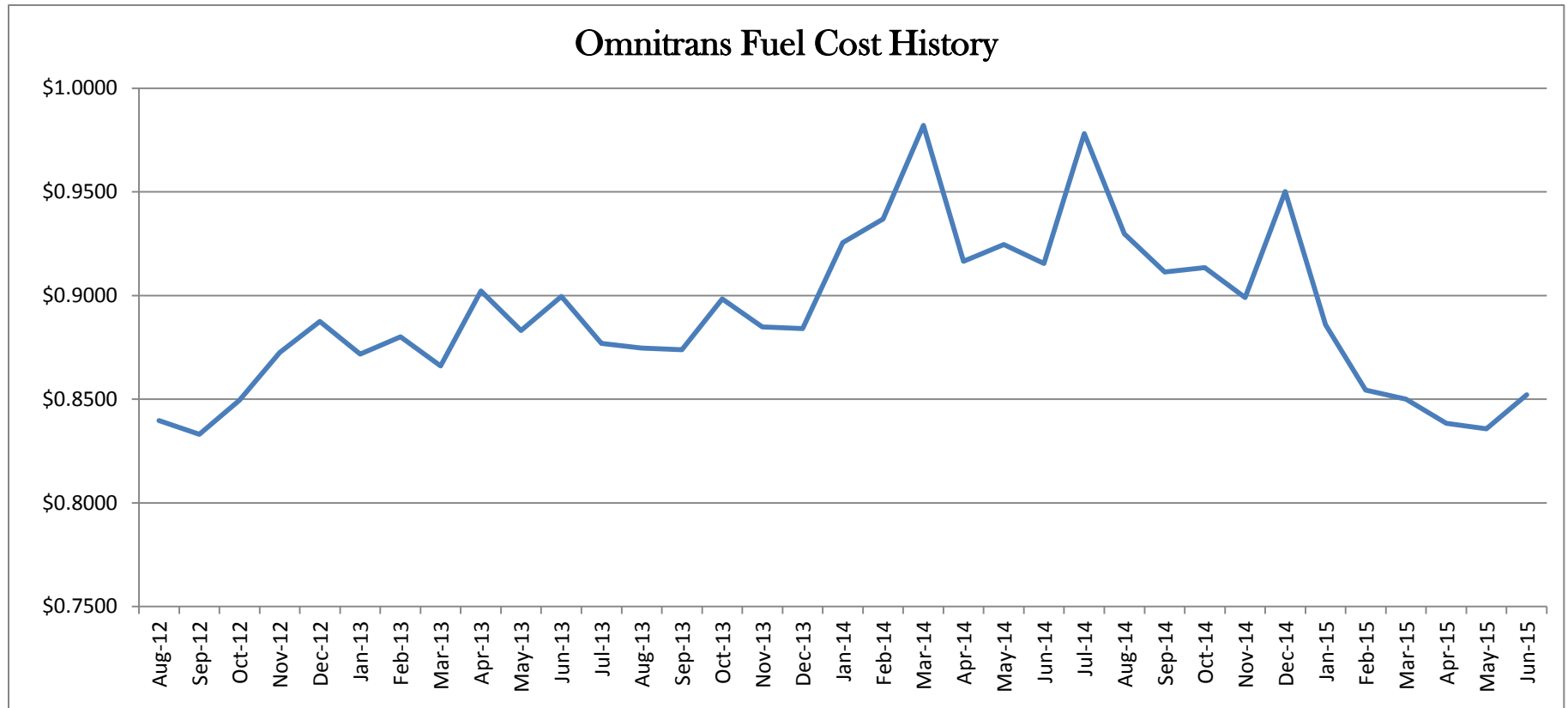
The June 2015 contracts closed \$1.105 below the hedge price. When converted into gallons, the cost is \$0.09 per gallon (\$1.105 divided by 12.1). Omnitrans will record a loss of \$16,575 on its futures position for the month of June. This loss will be added to the fuel costs for the month that will be reflected in the Agency's Monthly Expense Summary.

The net price used for Omnitrans' June 2015 fuel purchase is \$0.8521 per gallon. This includes CNG at the So Cal Index price, the gain/loss on the hedge position, liquefaction, delivery, and sales tax. (Note: We do not hedge the index differential. The gain on the hedge is based on the Henry Hub index. Clean Energy prices our deliveries off the SoCal index.) This price is after recognition of the monthly loss on the hedge position in the amount of \$16,575.

Omnitrans has experienced a total loss of \$95,670 since the implementation of the hedge program in September 2014. However the reduced cost of CNG on the spot market has provided

Omnitrans with a \$315,992 below budget savings in CNG fuel cost for FY2015 (July 1, 2014 – June 30, 2015). The CNG fuel budget was estimated at \$4.27 million for FY2015. The preliminary actual CNG fuel cost for FY2015 was \$3.95 million or 92.6% of budget.

PSG:DW



ITEM # E4

**DATE:** July 9, 2015

**TO:** Committee Chair Ed Graham and  
Members of the Administrative and Finance Committee

**THROUGH:** P. Scott Graham, CEO/General Manager

**FROM:** Samuel Gibbs, Director of Internal Audit Services

**SUBJECT: DRAFT REPORT – FISCAL YEAR 2012-2014  
TRIENNIAL PERFORMANCE AUDIT OF OMNITRANS**

### **FORM MOTION**

Receive and recommend the Board of Directors receive and file the draft report of the FY 2012-2014 Triennial Performance Audit of Omnitrans.

### **BACKGROUND**

The San Bernardino Associated Governments (SANBAG) engaged the PMC consultant team to conduct the Transportation Development Act (TDA) triennial performance audit of the six public transit operators under its jurisdiction. The performance audit serves to ensure accountability in the use of public transportation revenue. This performance audit is conducted for Omnitrans covering the most recent triennial period, fiscal years 2011-12 through 2013-14. The audit includes a review of the following areas: Compliance with TDA requirements; status of prior audit recommendations; system performance trends; and a functional review.

### **FUNDING SOURCE**

This item has no financial impact.

### **CONCLUSION**

The primary findings from the audit were:

- Omnitrans has complied with all applicable compliance requirements of TDA.
- There are two prior audit recommendations being revised and carried forward for the next audit period and one new recommendation, as follows:
  1. Identify challenges that staff have working with SAP and make best efforts to improve the program experience and make it as efficient and seamless, as possible

- (Prior audit recommendation, but revised and carried forward for next audit period;  
See Page 14 of the attached report for prior audit recommendation)
2. Report performance against the FY2015-2020 Omnitrans Short Range Transit Plan, OmniConnects: Connecting People, Business & Community (New recommendation)
  3. Find ways to increase sbX bus rapid transit ridership over time (Prior audit recommendation, but revised and carried forward for next audit period – See Page 13 for the prior audit recommendation.)

The final report will be provided to this committee and the Board of Directors upon receipt from SANBAG.

PSG:SJG

Attachment

# FY 2012—2014 Triennial Performance Audit of OmniTrans



May 2015

**Draft**

*Submitted to*  
San Bernardino Associated Governments

*Submitted by*



# TABLE OF CONTENTS

Executive Summary .....	i
Section I .....	1
Introduction .....	1
Overview of the Transit System .....	1
Section II .....	9
Operator Compliance Requirements .....	9
Findings and Observations from Operator Compliance Requirements Matrix .....	12
Section III .....	13
Prior Triennial Performance Audit Recommendations .....	13
Section IV .....	15
TDA Performance Indicators .....	15
Findings from Verification of TDA Performance Indicators .....	28
Section V .....	29
Review of Operator Functions .....	29
Operations .....	29
Maintenance .....	32
Administration and Management .....	34
Marketing & Planning .....	36
Human Resources & Safety and Security .....	37
Procurement .....	38
Information Technology .....	38
Section VI .....	39
Findings .....	39
Recommendations .....	41

## List of Figures, Tables & Graphs

Figure I-1	Organization Chart.....	2
Table I-1	Fare Schedule.....	5
Table I-2	Vehicle Fleet.....	6
Table II-1	Operator Compliance Requirements Matrix.....	9
Table IV-1	TDA Performance Indicators Systemwide.....	16
Table IV-2	TDA Performance Indicators Fixed Route, Directly Operated.....	17
Table IV-3	TDA Performance Indicators Fixed Route, Contracted.....	18
Table IV-4	TDA Performance Indicators OmniLink.....	19
Table IV-5	TDA Performance Indicators General Public Service.....	20
Table IV-6	TDA Performance Indicators Access ADA Service.....	21
Table V-1	Vehicle Operations Performance Measures Fixed Route.....	30
Table V-2	Vehicle Operations Performance Measures Demand Response.....	31
Table V-3	Maintenance Performance Measures Fixed Route.....	33
Table V-4	Maintenance Performance Measures Demand Response.....	33
Table V-5	Administrative Performance Measures Fixed Route.....	35
Table V-6	Administrative Performance Measures Demand Response.....	35
Table V-7	Complaints and Compliments.....	37
Graph IV-1	Operating Cost.....	22
Graph IV-2	Ridership.....	23
Graph IV-3	Operating Cost Per Passenger.....	24
Graph IV-4	Operating Cost Per Vehicle Service Hour.....	25
Graph IV-5	Passengers Per Vehicle Service Hour.....	26
Graph IV-6	Fare Recovery Ratio.....	27

Note: This document was prepared specifically for the Triennial Performance Audit of the San Bernardino Associated Governments, Omnitrans, Victor Valley Transit Authority, Morongo Basin Transit Authority, and Mountain Area Regional Transit Authority and the cities of Barstow and Needles transit systems. Any reuse or modification without the written authorization of PMC will be at the user's sole risk.

## **Executive Summary**

The San Bernardino Associated Governments (SANBAG) engaged the PMC consultant team to conduct the Transportation Development Act (TDA) triennial performance audit of the six public transit operators under its jurisdiction. The performance audit serves to ensure accountability in the use of public transportation revenue. This performance audit is conducted for Omnitrans covering the most recent triennial period, fiscal years 2011-12 through 2013-14.

The audit includes a review of the following areas:

- Compliance with TDA Requirements
- Status of Prior Audit Recommendations
- System Performance Trends
- Functional Review

Based on the audit review process, recommendations were developed to improve the operational efficiency and effectiveness of Omnitrans.

### **Compliance with TDA Requirements**

Omnitrans has complied with all applicable compliance requirements of TDA.

### **Status of Prior Audit Recommendations**

This section reviewed Omnitrans' actions to implement four prior audit recommendations. Two of the four prior audit recommendations were fully implemented, and two are being revised and carried forward for the next audit period.

### **System Performance Trends**

1. Operating costs for Omnitrans general public service decreased by 4.7 percent over the last three years, which is remarkable given that the Consumer Price Index increased by 5.1 percent during the same period. Operating costs for Omnitrans Access service increased by 13.0 percent during the last three years. Systemwide operating costs decreased by 3.9 percent.
2. Ridership on general public service increased by 4.1 percent, from 14.6 million to 15.2 million passengers, continuing a trend observed during the last audit period. Ridership on Access service increased by 11.3 percent, from 430,564 to 479,303. Systemwide ridership growth was 4.3 percent during the audit period.
3. The provision of vehicle service hours and miles for general public service increased by 1.0 percent and 0.5 percent respectively. Access vehicle service hours and miles increased by 6.5 percent and 9.0 percent respectively.

4. Operating cost per passenger decreased by 7.9 percent systemwide and by 8.5 percent for general public service, but increased by 1.5 percent for Access service.
5. On a systemwide basis, operating cost per vehicle service hour decreased by 6.0 percent and operating cost per vehicle service mile decreased by 6.4 percent. For general public service, operating cost per vehicle service hour decreased by 5.7 percent and operating cost per vehicle service mile decreased by 5.2 percent. For Access service, operating cost per vehicle service hour increased by 6.1 percent and operating cost per vehicle service mile increased by 3.6 percent.
6. Passengers per vehicle service hour increased by 2.1 percent systemwide, by 3.0 percent for general public service and by 4.5 percent for Access service. Passengers per vehicle service mile increased by 1.7 percent systemwide and by 3.6 percent for general public service, and increased by 2.1 percent for Access service.
7. Vehicle service hours per employee Full Time Equivalent (FTE) for general public service, which measures labor productivity, increased by 1.3 percent over the past three years. Vehicle service hours per employee FTE for Access service decreased by 1.2 percent during the audit period.
8. The farebox recovery ratio for general public service increased from 24.5 percent in FY2011 to 25.3 percent in FY2014, while the fare recovery ratio for Access service decreased from 13.4 percent in FY2011 to 12.7 percent in FY2014. The TDA minimum requirement is 20.0 percent for general public service and 10.0 percent for Access service. Omnitrans met the minimum requirements in each fiscal year during the audit period.

## **Functional Review**

1. Vehicle operations cost indicators for directly operated fixed route service grew only slightly during the audit period. Operations cost per vehicle service hour decreased by just 0.2 percent and cost per vehicle service mile increased by just 0.6 percent, as compared with the increase in inflation during the audit period of 5.1 percent. Cost per passenger trip decreased by 3.5 percent and cost per passenger mile decreased by 8.0 percent.
2. Directly operated fixed route vehicle service hours per operator pay hour and vehicle service miles per operator pay hour, functions of operator productivity, increased by 3.8 percent and 2.9 percent respectively during the audit period. Service hours per total hour and service miles per total mile increased by 0.0 percent and decreased by 0.1 percent respectively.
3. Service miles provided per service hour, a reflection of average vehicle speed, was 12.89 miles in FY2011 and 12.79 miles in FY2014. Passenger miles per passenger trip, a

reflection of average passenger trip length, increased by 4.9 percent from 4.73 miles to 4.96 miles.

4. The number of directly operated fixed route preventable accidents was 72 in FY2011, 95 in FY2012, 61 in FY2013, and 64 in FY2014. The preventable accident rate per million vehicle service miles decreased by 10.8 percent during the audit period.
5. With respect to demand response service, vehicle operations cost per vehicle service hour increased by 3.9 percent, vehicle operating cost per vehicle service mile increased by 1.5 percent, vehicle operations cost per passenger trip decreased by 0.6 percent, and operations cost per passenger mile decreased by 17.4 percent. Service hours per total hour and service miles per total mile increased by 3.5 percent and decreased by 2.1 percent respectively.
6. Maintenance costs for fixed route service increased by 4.3 percent during the audit period. Maintenance cost per vehicle hour, per vehicle mile, and per active vehicle increased by 3.8 percent, 4.7 percent, and decreased by 5.8 percent respectively.
7. Directly operated fixed route vehicle hours per maintenance pay hour and vehicle miles per maintenance pay hour, functions of maintenance productivity, both increased by 5.5 percent and 4.7 percent respectively. Vehicle hours per active vehicle and vehicle miles per active vehicle decreased by 9.3 percent and 10.0 percent respectively.
8. Total directly operated fixed route vehicle failures decreased from 2,485 in FY2011 to 1,330 in FY2014. Vehicle miles between failures improved as it increased by 86.2 percent during the audit period. The vehicle spare ratio increased from 20.9 percent to 27.4 percent during the audit period.
9. For demand response service, maintenance costs increased by 25.4 percent during the audit period. Maintenance costs per vehicle hour, per vehicle mile, and per active vehicle increased by 21.9 percent, 12.6 percent, and 12.9 percent respectively. Vehicle hours per active vehicle and vehicle miles per active vehicle decreased by 7.3 percent and increased by 0.3 percent respectively. The vehicle spare ratio increased from 11.1 percent to 15.6 percent.
10. Administration costs were reduced by 42.9 percent for directly operated fixed route service during the audit period, while administration costs for demand response service increased by 8.8 percent.
11. The ratio of complaints per 1 million passengers increased by 14.5 percent for motorbus service and by 19.5 percent for Access and OmniLink service during the audit period.

## Recommendations

Performance Audit Recommendation	Background	Timeline
#1: Identify the challenges that staff have working with SAP and make best efforts to improve the program experience and make it as efficient and seamless as possible.	SAP has been successfully integrated into applicable departments such as Finance and Maintenance but some departments still face challenges with SAP's efficiency. Omnitrans should determine what problems each department faces and resolve issues in order to improve the user experience.	High Priority
#2: Report performance against the FY2015-2020 Omnitrans Short Range Transit Plan, OmniConnects: Connecting People, Business & Community.	The FY2015-2020 Short Range Transit Plan (SRTP) describes the typical Omnitrans transit rider profile and provides details on the constrained service plan. Omnitrans should track its performance relative to the SRTP to measure how well it serves its typical and frequent transit riders. Additionally, Omnitrans should track how its service plan changes provide benefits for customer use, comfort, safety, and satisfaction, while efficiently using financial and other resources in an environmentally sensitive manner.	Medium Priority
#3: Find ways to increase sbX bus rapid transit ridership over time.	The sbX bus rapid transit line is a great success for Omnitrans due to its on time and on budget delivery. Despite this success, sbX is not currently meeting its ridership forecast of approximately 5,600 riders per day. To leverage this significant investment in sbX service, Omnitrans should determine how the line can efficiently serve a greater number of riders. A possible measure could be to restructure bus service to feed ridership on sbX.	Medium Priority

# Section I

## Introduction

The San Bernardino Associated Governments (SANBAG) engaged the PMC consultant team to conduct the Transportation Development Act (TDA) triennial performance audit of the six public transit operators under its jurisdiction in San Bernardino County. This performance audit is conducted for Omnitrans covering the most recent triennial period, fiscal years 2010-11 through 2013-14.

The purpose of the performance audit is to evaluate Omnitrans' effectiveness and efficiency in its use of TDA funds to provide public transit in its service area. This evaluation is required as a condition for continued receipt of these funds for public transportation purposes. In addition, the audit evaluates Omnitrans' compliance with the conditions specified in the California Public Utilities Code. This task involves ascertaining whether Omnitrans is meeting the PUC's reporting requirements and is endeavoring to implement prior audit recommendations made to the agency. Moreover, the audit includes calculations of transit service performance indicators and a detailed review of the agency's departments and organizational functioning. From the analysis that has been undertaken, a set of recommendations has been made for the agency which is intended to improve the performance of transit operations.

This TDA audit is intended to provide Omnitrans with an independent, constructive and objective evaluation of the organization and its operations. The methodology for the audit included in-person interviews with transit management, telephone interviews, collection and review of agency documents, data analysis, and on-site observations. The *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities, September 2008* (third edition) published by the California Department of Transportation was used to guide in the development and conduct of the audit.

## Overview of the Transit System

Omnitrans is the largest transit operator within San Bernardino County. The agency was established as a regional transit authority in 1976 through a Joint Powers Authority (JPA) that included the 10 cities of Chino, Colton, Fontana, Loma Linda, Montclair, Ontario, Redlands, Rialto, San Bernardino, Upland and the County of San Bernardino. Since that time, the cities of Chino Hills, Grand Terrace, Highland, Rancho Cucamonga, and Yucaipa have joined the JPA. San Bernardino County and all 15 member cities are represented on the Omnitrans Board of Directors.

Omnitrans serves a 456 square mile service area in southwest San Bernardino County with a population of about 2.0 million. In addition to San Bernardino County, Omnitrans provides service to parts of Riverside and Los Angeles counties. Omnitrans carries about 15 million passengers per year.

Omnitrans is managed and administered through a CEO/General Manager and several department directors. Omnitrans employs over 400 personnel. Several board committees and internal staff committees representing each department provide review and feedback on system planning and implementation. Figure I-1 shows the Omnitrans management organization chart.

**Figure I-1  
Organization Chart**



Source: Omnitrans

The Mayor or City Council Member of each city, as well as the full Board of Supervisors, serves on the Omnitrans Board of Directors. While each city can have one alternate Board Member designated by the City Council, the County representatives have no alternates. The Omnitrans General Manager reports directly to the Board and is the designated Secretary to the Board.

## Transit Services

Omnitrans has both directly operated services and contracted services. Directly operated services are provided by both represented and nonrepresented employees, including representatives from the Amalgamated Transit Union (ATU) and the Teamsters Union. Administrative staff is made up of a combination of employees represented by the San Bernardino Public Employees Association (SBPEA) and employees who are not represented by a union. Demand response and paratransit ADA service services are provided by First Transit, a private transportation company.

The services provided by Omnitrans include 25 local fixed routes, one bus rapid transit route, three OmniGo routes, and an Americans with Disabilities Act (ADA) compliant Access service. An overview of each service follows.

**Rapid Transit Route:** Omnitrans operates one rapid transit route, the sbX bus rapid transit line, which operates every 10 minutes during peak hours and 15 minutes during off-peak hours. The primary destinations along the 16-mile route include Cal State University San Bernardino, the Downtown Civic Center, San Bernardino High School, San Manuel Stadium, Inland Center Mall, Orange Show Events Center, Hospitality Lane, Loma Linda University & Medical Center and the VA Hospital. The sbX bus rapid transit line service operates from 6 AM to 8 PM on weekdays, and began operation in April 2014.

**Local Fixed Routes:** Omnitrans operates 25 local fixed routes (route numbers ranging from 1 to 215), which are classified into three tiers of service. Primary Tier Routes have 15- to 20- minute headways; Secondary Tier Routes have 30- to 35- minute headways; Tertiary Tier Routes operate at 45- to 60-minute headways. All 25 routes operate Monday through Friday. On Saturdays there are 23 routes in operation, and on Sundays there are 21 routes in operation. Services start as early as 3:48 AM, and run as late as 11:12 PM.

**Regional Route:** Omnitrans route 215 is a freeway express service with limited stops which provides service at the Omnitrans 4th Street Transfer Center in downtown San Bernardino, Mt. Vernon and Centrepont in Colton and Riverside Transit Agency's Downtown Terminal on a 30 and 60-minute frequency daily.

**OmniGo Routes:** Omnitrans operates three OmniGo routes (route 308/309/310 in Yucaipa; route 325 in Grand Terrace; and route 365 in Chino Hills) which provide circulator services within designated local areas. Service frequencies range from 30 to 60 minutes.

**OmniLink Service:** OmniLink was a demand responsive service providing general public curb-to-curb transportation. Due to low ridership and riders switching from OmniLink to OmniGo service, OmniLink service was cancelled September 2014.

**Access Service:** In accordance with the Americans with Disabilities Act (ADA), Omnitrans provides wheelchair lift equipped vans for curb-to-curb, shared-ride transportation services. Reservations for service must be made at least 24 hours in advance, with the option to call up to 7 days in advance. Access operates during the same days and hours as fixed route buses within a  $\frac{3}{4}$

mile range of routes. Pick-up times are scheduled within one hour before or one hour after each rider's requested pick-up time.

All Omnitrans Access riders are issued a free identification card when they become eligible. Riders must show their valid Omnitrans Access Service identification card to the driver each time they board the Access vehicle. Personal Care Attendants (PCAs) and companions are also able to ride Access (additional companions beyond the first guest may ride if space is available).

Access is also available to pick up ADA certified residents living outside the  $\frac{3}{4}$  mile boundary but still within the city limits of the 15 cities that comprise the Omnitrans service area for a \$5.00 surcharge. Trips must originate or end within the ADA service area. Beyond ADA boundary service is available on weekdays from 9 am to 8 pm, and on weekends from 7 am to 7 pm.

**TransCenters:** The Omnitrans service operates using transportation hubs called TransCenters which offer timed transfer connections throughout the network, and to Metrolink train service and other neighboring transit systems. TransCenter locations include the Chaffey College Transit Center in Rancho Cucamonga, the Chino Transit Center, the Fourth Street Transfer Center in San Bernardino, the Fontana Metrolink Station, the Montclair Transfer Center, the Ontario Transfer Center, the Pomona Transfer Center, the Redlands Mall, the South Fontana Transfer Center, and the Yucaipa Transit Center. In September 2015, Omnitrans will open a new San Bernardino Transit Center (SBTC) on Rialto Avenue between E and F streets in downtown San Bernardino.

Omnitrans provides connections to six Metrolink Stations located within the service area. These stations are San Bernardino, Rialto, Upland, Fontana, Montclair, and Rancho Cucamonga.

Fares

The current Omnitrans fare structure is shown in Table I-1:

**Table I-1  
Fare Structure**

<b>Fixed Route / OmniGo/sbX</b>	<b>Cash</b>	<b>Day Pass</b>	<b>7-Day Pass</b>	<b>31-Day Pass</b>
Full Fare	\$ 1.75	\$ 5.00	\$ 18.00	\$ 55.00
Senior (62+) / Disability / Medicare/Veterans	\$ 0.75	\$ 2.25	\$ 8.00	\$ 27.50
GoSmart Student Pass Program*	n/a	n/a	n/a	n/a
Youth	n/a	n/a	\$ 14.00	\$ 41.00
Children under 46"	Free	Free	Free	Free

\*Unlimited rides for students at participating schools, colleges, and universities with valid student identification

<b>Access (ADA)</b>	<b>Fare</b>	<b>Notes</b>
Regular Fare	\$ 3.25	1-3 zones
Per Additional Zone beyond 3	\$ 1.00	Up to 6 zones
Beyond Boundary Fee	\$ 5.00	Outside 3/4 mile boundary but within city limits of 15 cities of Omnitrans' service area
Personal Care Attendant	Free	Must be indicated on ADA rider ID
Children under 46"	Free	Limit 2 free per paying rider

<b>Metrolink</b>
One-way Metrolink ticket is good for one ride on a connecting Omnitrans bus.
Round trip Metrolink ticket or multi-day pass good on Omnitrans bus to and from Metrolink station

\*Metrolink ticket/pass must be valid for date of travel.

Source: *Omnitrans*

Vehicle Fleet

There are a total of 322 revenue vehicles in the Omnitrans fleet. Fixed route vehicles total 211 (198 for directly operated service and 13 for contracted service), while 111 are Access vehicles. The fixed route fleet utilizes Compressed Natural Gas (CNG) fuel, with the exception of three hybrid electric buses. The contracted fixed route vehicles and Access vehicles are operated by First Transit. These are gasoline powered vehicles.

Table I-2 shows the Omnitrans vehicle fleet.

**Table I-2  
Vehicle Fleet**

Vehicle Type	Year	Number of Vehicles	Fixed / DAR	Seats	Fuel
<b>Directly Operated Fixed Route (198 vehicles)</b>					
New Flyer	2000 - 2012	170	Fixed	39	CNG
New Flyer Hybrid	2000	3	Fixed	39	Gas / Electric
Thomas	2003	11	Fixed	26	CNG
New Flyer	2012	14	Fixed	37	CNG
<b>Contracted Fixed Route (13 vehicles)</b>					
Allstar	2010	6	Fixed	16	Gas
Aerotech	2004	7	Fixed	16	Gas
<b>Contracted Demand Response (111 vehicles)</b>					
Aerotech	2004 - 2009	35	Access	16	Gas
Allstar	2006 - 2008	51	Access	16	Gas
Uplander	2008	9	Access	4	Gas
Starcraft	2013	16	Access	16	Gas

Note: Certain vehicles are used as spares and contingency.

Source: Omnitrans

Fleet Facilities

Omnitrans operates fixed route service out of two facilities, the Metro Division in San Bernardino (East Valley Division), and the Hayes Transit Center in Montclair (West Valley Division). While operations and maintenance are provided at both facilities, administration is primarily handled in the San Bernardino office. The San Bernardino facility occupies approximately 13 acres, while the Montclair facility is situated on about 6 acres. All Omnitrans vehicles are parked at one of the two facilities. Liquefied Compressed Natural Gas (LCNG) is available at both facilities for the agency's alternative fueled fleet.

First Transit operates Access paratransit services out of two facilities: the I Street facility located in San Bernardino, and the West Valley Paratransit Facility on Feron Blvd in Rancho Cucamonga.

The I Street site encompasses some 4.7 acres and includes the vehicle maintenance garage (including 10 bus bays), fueling, and bus washing. A 4,500 sq. ft. office building houses the Access administration, trip reservations, scheduling, dispatch office, and training facilities. The West Valley facility occupies 1.3 acres and provides for vehicle storage and general vehicle cleaning. Current facilities are capable of accommodating present operations and have room for expansion if necessary.

#### Audit Period Highlights

Several notable events occurred at Omnitrans during the audit period, including the following:

- In April 2014, Omnitrans began enhanced, state-of-the-art bus rapid transit (BRT) service along the E Street corridor in the cities of San Bernardino and Loma Linda. The sbX project spans 15.7 miles, including both exclusive bus lanes and mixed traffic operations, and 16 stations. The sbX project provides more comfortable vehicles, higher frequencies, and higher speeds, including transit priority signals at key intersections, which will increase transit usage and reduce traffic congestion. Daily ridership is approximately 2,400 with many student riders.
- Omnitrans is constructing a new Transit Center in downtown San Bernardino, located at Rialto and E Street, adjacent to a sbX rapid transit station. This new facility will serve as a multi-modal hub for Omnitrans' sbX, fixed route, and regional bus services, as well as Metrolink commuter rail and future Redlands Passenger Rail service. Transit-oriented development (TOD) associated with the new Transit Center will also act as a trip generator and attractor for Omnitrans routes serving Downtown San Bernardino. The project is scheduled for completion in September 2015.
- Effective February 2014, Omnitrans promoted its Director of Operations to Chief Executive Officer.
- Omnitrans launched a rebranding of its logo, color scheme, slogan, and fleet graphics in August 2012. This rebranding replaced the original design developed in 1985.
- Omnitrans combined its Human Resources and Safety & Security departments to create the Human Resources and Safety & Security Department.
- Omnitrans combined its Marketing and Planning departments to create the Marketing and Planning Department.
- Omnitrans added a Veterans fare category that provides the same discount as Senior, Disability / Medicare fare categories.
- Omnitrans continued to improve its departmental integration with SAP.
- Omnitrans is planning for the construction and launch of the West Valley rapid transit line.

- Omnitrans launched NexTrip in January 2013. NexTrip is a real time ride guide that uses the bus stop identification number and a cellular phone to get schedule information for that stop. Omnitrans' real-time bus information system works with GPS technology, allowing to pinpoint a vehicle's exact location at all times.
- Omnitrans launched a mobile application September 2013 and features NexTrip real time bus arrival information, rider alerts, bus book, social media, and events. The application has more than 20,400 subscribers.
- Omnitrans experienced the highest customer satisfaction amongst American Bus Benchmarking Group (ABBG) members with 83% customer positive experience and 92% brand awareness by customers.

In September 2014, after the end of the audit period, Omnitrans increased its fares. The fixed route base fare changed from \$1.50 to \$1.75, and the Day Pass fare changed from \$4.00 to \$5.00.

OmniLink service was cancelled in September 2014 due to low ridership and riders switching from OmniLink to OmniGo service.

In October 2014, Omnitrans received an AdWheel Award from American Public Transportation Association for the sbX launch commercial, OmniGo bus shelter posts, and mobile application.

## Section II

### Operator Compliance Requirements

This section of the audit report contains the analysis of Omnitrans' ability to comply with state requirements for continued receipt of TDA funds. The evaluation uses the guidebook, *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Agencies*, which was developed by the Department of Transportation (Caltrans) to assess transit operators. The updated guidebook contains a checklist of eleven measures taken from relevant sections of the Public Utilities Code and the California Code of Regulations. Each of these requirements is discussed in the table below, including a description of the system's efforts to comply with the requirements. In addition, the findings from the compliance review are described in the text following the table.

TABLE II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
The transit operator submitted annual reports to the RTPTE based upon the Uniform System of Accounts and Records established by the State Controller. Report is due 90 days after end of fiscal year (Sept. 28) for paper filing, or 110 days (Oct. 18) if filed electronically (internet).	Public Utilities Code, Section 99243	Completion/submittal dates (internet filing):  FY 2012: October 15, 2012 FY 2013: October 15, 2013 FY 2014: October 15, 2014  <b>Conclusion: Complied.</b>
The operator has submitted annual fiscal and compliance audits to its RTPTE and to the State Controller within 180 days following the end of the fiscal year (Dec. 27), or has received the appropriate 90 day extension by the RTPA allowed by law.	Public Utilities Code, Section 99245	Completion/submittal dates:  FY 2012: January 9, 2013 FY 2013: January 9, 2014 FY 2014: November 24, 2014  <b>Conclusion: Complied. For FY2012 and FY2013, Omnitrans requested and was granted extensions from SANBAG.</b>

TABLE II-1 Operator Compliance Requirements Matrix, continued		
Operator Compliance Requirements	Reference	Compliance Efforts
The CHP has, within the 13 months prior to each TDA claim submitted by an operator, certified the operator's compliance with Vehicle Code Section 1808.1 following a CHP inspection of the operator's terminal.	Public Utilities Code, Section 99251	<p>Omnitrans participates in the CHP Driver Pull Notice Compliance Program in which the CHP has conducted inspections within the 13 months prior to each TDA claim submitted by the Authority. There are 2 transit facilities that undergo inspections, one in San Bernardino (East Valley; fixed route) and one in Montclair (West Valley; fixed route).</p> <p>The inspection dates applicable to this audit include - East Valley: May 11, 2011; May 10, 2012; and July 12, 2013. West Valley: May 19, 2011; August 1, 2012 (re-inspection on February 5, 2013); and February 8, 2014</p> <p><b>Conclusion: Complied.</b></p>
The operator's claim for TDA funds is submitted in compliance with rules and regulations adopted by the RTPA for such claims.	Public Utilities Code, Section 99261	<p>As a condition of approval, Omnitrans' annual claims for Local Transportation Funds and State Transit Assistance is submitted in compliance with rules and regulations adopted by SANBAG.</p> <p><b>Conclusion: Complied.</b></p>
If an operator serves urbanized and non-urbanized areas, it has maintained a ratio of fare revenues to operating costs at least equal to the ratio determined by the rules and regulations adopted by the RTPA.	Public Utilities Code, Section 99270.1	<p>This is not applicable to Omnitrans, which serves an urbanized area.</p> <p><b>Conclusion: Not Applicable.</b></p>

<b>TABLE II-1</b> <b>Operator Compliance Requirements Matrix, continued</b>		
<b>Operator Compliance Requirements</b>	<b>Reference</b>	<b>Compliance Efforts</b>
The operator's operating budget has not increased by more than 15% over the preceding year, nor is there a substantial increase or decrease in the scope of operations or capital budget provisions for major new fixed facilities unless the operator has reasonably supported and substantiated the change(s).	Public Utilities Code, Section 99266	<p>Percentage change in Omnitrans' operating budget:</p> <p>FY 2012: +4.4%</p> <p>FY 2013: +1.5%</p> <p>FY 2014: -10.5%</p> <p>Source: Audited Financial Statements.</p> <p><b>Conclusion: Complied.</b></p>
The operator's definition of performance measures are consistent with Public Utilities Code Section 99247, including (a) operating cost, (b) operating cost per passenger, (c) operating cost per vehicle service hour, (d) passengers per vehicle service hour, (e) passengers per vehicle service mile, (f) total passengers, (g) transit vehicle, (h) vehicle service hours, (i) vehicle service miles, and (j) vehicle service hours per employee.	Public Utilities Code, Section 99247	<p>Omnitrans performance measures are defined in accordance with PUC requirements.</p> <p><b>Conclusion: Complied.</b></p>
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating costs at least equal to one-fifth (20 percent), unless it is in a county with a population of less than 500,000, in which case it must maintain a ratio of fare revenues to operating costs at least equal to three-twentieths (15%), if so determined by the RTPE.	Public Utilities Code, Section 99268.2, 99268.3, & 99268.1	<p>Omnitrans is subject to a 20% farebox ratio for general public transit, and 10% for Access. The system's fare ratios are as follows:</p> <p>FY 2012: General Public Transit 23.8% Access 12.6%</p> <p>FY 2013: General Public Transit 23.1% Access 12.8%</p> <p>FY 2014: General Public Transit 25.3% Access 12.7%</p> <p>Source: FYs 2012-2014 State Controller Reports.</p> <p><b>Conclusion: Complied.</b></p>
If the operator serves a rural area, it has maintained a ratio of fare revenues to operating costs at least equal to one-tenth (10 percent).	Public Utilities Code, Section 99268.2, 99268.4, & 99268.5	<p>This is not applicable to Omnitrans, which serves an urbanized area.</p> <p><b>Conclusion: Not Applicable.</b></p>

TABLE II-1 Operator Compliance Requirements Matrix, continued		
Operator Compliance Requirements	Reference	Compliance Efforts
The current cost of the operator's retirement system is fully funded with respect to the officers and employees of its public transportation system, or the operator is implementing a plan approved by the RTPE, which will fully fund the retirement system for 40 years.	Public Utilities Code, Section 99271	As described in the annual fiscal audit, Omnitrans contributes to the California Public Employees Retirement System (PERS). Participants are required to contribute 7 percent of their annual covered salary. In accordance with labor union MOUs, Omnitrans has agreed to fund the participant's contributions. Omnitrans is also required to contribute at an actuarially determined rate calculated as a percentage of payroll.  <b>Conclusion: Complied.</b>
If the operator receives state transit assistance funds, the operator makes full use of funds available to it under the Urban Mass Transportation Act of 1964 before TDA claims are granted.	California Code of Regulations, Section 6754(a)(3)	Omnitrans utilizes federal funds that are available to the agency, as reported in the annual State Controller reports.  FY 2012: Operations (\$10,840,296) Capital (\$29,154,346) FY 2013: Operations (\$12,209,078) Capital (\$80,044,254) FY 2014: Operations (\$11,018,990) Capital (\$49,107,609)  <b>Conclusion: Complied.</b>

### Findings and Observations from Operator Compliance Requirements Matrix

1. Omnitrans has complied with all applicable compliance requirements of TDA.
2. Omnitrans' operating budget increased by less than 5 percent from the prior year during each fiscal year in the audit period.
3. The TDA minimum farebox recovery ratio of 20.0 percent for Omnitrans general public transit service was met in each year of the audit. The farebox recovery ratio for this service was 23.8 percent in FY2012, 23.1 percent in FY2013 and 25.3 percent in FY2014.
4. The TDA minimum farebox recovery ratio of 10.0 percent for Omnitrans Access service was met in each year of the audit. The farebox recovery ratio for this service was 12.6 percent in FY2012, 12.8 percent in FY2013, and 12.7 percent in FY2014.

## Section III

### Prior Triennial Performance Audit Recommendations

Omnitrans' efforts to implement the recommendations made in the prior triennial audit are examined in this section of the report. For this purpose, each prior recommendation for the agency is described, followed by a discussion of the agency's efforts to implement the recommendation. Conclusions concerning the extent to which the recommendations have been adopted by the agency are then presented.

#### Prior Recommendation 1

Work with SANBAG to Take Appropriate Steps Pending Completion of the Comprehensive Operational Assessment (COA).

The COA is intended to provide potential opportunities for Omnitrans to adjust service delivery and strengthen performance. Omnitrans should work closely with SANBAG to determine which aspects of the COA could merit implementation, and which aspects would not be realistic to carry out.

Actions taken by Omnitrans: Omnitrans reviewed the findings from the COA, and made changes to its services as a result of the COA. While not all aspects of the COA were implemented, Omnitrans took a measured approach and implemented those recommendations that were best suited to its operating environment.

Conclusion: This recommendation has been implemented.

#### Prior Recommendation 2

Investigate the Potential to Restructure Service once Bus Rapid Transit is Implemented.

As a carryover from the prior audit, the new sbX Bus Rapid Transit service represents a tremendous opportunity for Omnitrans to restructure and refocus its overall service network. Omnitrans should leverage the new service with respect to timed transfer opportunities with local routes and a shift of duplicative resources to other parts of the service area. In addition, FTA rules and regulations for the sbX project should be closely monitored, as compliance could affect future funding.

Actions taken by Omnitrans: The sbX service went into service in April 2014. Omnitrans will consider a more complete restructuring of its bus services once the new Transit Center in downtown San Bernardino, located at Rialto and E Street, is completed which is scheduled for September 2015. This Transit Center will be adjacent to a sbX rapid transit station, and will serve as a multi-modal hub for Omnitrans' sbX, fixed route, and regional bus services, as well as Metrolink commuter rail and future Redlands Passenger Rail service.

Conclusion: This recommendation is revised and carried forward in this audit for the next audit period.

*Prior Recommendation 3*

Conduct an Evaluation of SAP's Impacts on Business Process Flows.

The SAP Enterprise Resource Planning implementation had significant impacts on how Omnitrans conducts its business processes. Omnitrans should document the results in a centralized location, assess the benefits of those changes, and determine if there are additional business process improvements that could be enabled through SAP. Omnitrans should continue to engage SAP integration at the department level to determine its applicability to each working group.

Actions taken by Omnitrans: Discussions regarding SAP have taken place between different Omnitrans' departments. A more complete documentation of impacts and results has not been conducted to the auditor's knowledge.

Conclusion: This recommendation is revised and carried forward in this audit for the next audit period.

*Prior Recommendation 4*

Verify On-Time Performance Numbers and Adjust Performance Targets Accordingly.

Automated Vehicle Location (AVL) technology produces different on-time performance results from the prior data reporting methodology. Omnitrans should document the reasons for these differences and adjust its performance targets in line with the updated methodology.

Actions taken by Omnitrans: Omnitrans reviewed its methodologies and is comfortable with using AVL data as the basis for assessing on-time performance.

Conclusion: This recommendation has been implemented.

## Section IV

### TDA Performance Indicators

This section reviews Omnitrans' performance in providing transit service to the community in an efficient and effective manner. TDA requires that at least five specific performance indicators be reported, which are contained in the following tables. Farebox recovery ratio is not one of the five specific indicators, but is a requirement for continued TDA funding. Therefore, farebox calculation is also included. Two additional performance indicators, operating cost per mile and average fare per passenger, are included as well. Findings from the analysis are contained in the section following the tables.

Tables IV-1 through IV-6 provide the performance indicators for the following services:

- Systemwide
- Fixed Route, Directly Operated
- Fixed Route, Contracted
- OmniLink
- General Public (total of fixed route directly operated, fixed route contracted, & OmniLink)
- Demand Response

Charts are also provided to depict the trends in the indicators. Data in the tables are charts were derived from several sources, including National Transit Database (NTD) reports, State Controller Reports, and TransTrack reports. This is noted in footnotes below the tables.

Note that OmniLink service was discontinued September 2014 after the end of the audit period.

**Table IV-1**  
**TDA Performance Indicators**  
**Systemwide**

Verified TDA Statistics & Performance Indicators	Base Year FY11	Audit Review Period			% Change FY11-FY14
		FY12	FY13	FY14	
Operating Costs	\$65,818,373	\$68,458,642	\$69,346,759	\$63,225,897	-3.9%
Unlinked Passengers	15,039,931	16,152,101	16,146,278	15,689,294	4.3%
Vehicle Service Hours	783,012	795,925	798,074	799,839	2.1%
Vehicle Service Miles	10,586,111	10,849,617	10,866,540	10,860,809	2.6%
Employee FTEs	741.8	755.2	762.4	754.4	1.7%
Passenger Fare Revenue	\$14,892,809	\$14,930,306	\$14,737,895	\$14,772,716	-0.8%
Operating Cost per Passenger	\$4.38	\$4.24	\$4.29	\$4.03	-7.9%
Operating Cost per Vehicle Service Hour	\$84.06	\$86.01	\$86.89	\$79.05	-6.0%
Operating Cost per Vehicle Service Mile	\$6.22	\$6.31	\$6.38	\$5.82	-6.4%
Passengers per Vehicle Service Hour	19.21	20.29	20.23	19.62	2.1%
Passengers per Vehicle Service Mile	1.42	1.49	1.49	1.44	1.7%
Veh Service Hours per Employee FTE	1,056	1,054	1,047	1,060	0.4%
Average Fare per Passenger	\$0.99	\$0.92	\$0.91	\$0.94	-4.9%
Farebox Recovery Ratio	22.6%	21.8%	21.3%	23.4%	3.3%
Percentage Change					
Consumer Price Index (CPI-U)		2.2%	1.9%	1.0%	5.1%
Operating costs exclude depreciation, charter, vehicle lease costs.					
Source: NTD, State Controller Reports, and TransTrack.					

**Table IV-2**  
**TDA Performance Indicators**  
**Fixed Route, Directly Operated**

Verified TDA Statistics & Performance Indicators	Base Year FY11	Audit Review Period			% Change FY11-FY14
		FY12	FY13	FY14	
Operating Costs	\$52,889,434	\$54,054,591	\$54,884,905	\$49,861,028	-5.7%
Unlinked Passengers	14,468,986	15,523,475	15,509,733	15,034,909	3.9%
Vehicle Service Hours	592,407	585,199	588,157	595,026	0.4%
Vehicle Service Miles	7,638,069	7,549,297	7,491,400	7,607,905	-0.4%
Employee FTEs	534.8	534.2	539.4	521.4	-2.5%
Passenger Fare Revenue	\$13,300,764	\$13,249,205	\$13,031,444	\$13,022,615	-2.1%
Operating Cost per Passenger	\$3.66	\$3.48	\$3.54	\$3.32	-9.3%
Operating Cost per Vehicle Service Hour	\$89.28	\$92.37	\$93.32	\$83.80	-6.1%
Operating Cost per Vehicle Service Mile	\$6.92	\$7.16	\$7.33	\$6.55	-5.4%
Passengers per Vehicle Service Hour	24.42	26.53	26.37	25.27	3.5%
Passengers per Vehicle Service Mile	1.89	2.06	2.07	1.98	4.3%
Veh Service Hours per Employee FTE	1,108	1,096	1,090	1,141	3.0%
Average Fare per Passenger	\$0.92	\$0.85	\$0.84	\$0.87	-5.8%
Farebox Recovery Ratio	25.1%	24.5%	23.7%	26.1%	3.9%
Percentage Change					
Consumer Price Index (CPI-U)		2.2%	1.9%	1.0%	5.1%
Operating costs exclude depreciation, charter, vehicle lease costs.					
Source: Unlinked Passengers, Vehicle Service Hours/Miles are from NTD Reports.					
Operating Costs and Fare Revenue are from State Controllers Reports.					
Employee FTEs are from NTD Reports (employee labor hours / 2,000).					

**Table IV-3**  
**TDA Performance Indicators**  
**Fixed Route, Contracted**

Verified TDA Statistics & Performance Indicators	Base Year FY11	Audit Review Period			% Change FY11-FY14
		FY12	FY13	FY14	
Operating Costs	\$1,378,763	\$1,694,155	\$1,870,191	\$1,877,069	36.1%
Unlinked Passengers	116,671	150,284	145,366	157,365	34.9%
Vehicle Service Hours	22,098	27,195	27,703	27,710	25.4%
Vehicle Service Miles	278,605	360,268	369,888	369,621	32.7%
Employee FTEs	14.0	21.0	18.0	24.0	71.4%
Passenger Fare Revenue	\$69,107	\$110,204	\$121,661	\$139,985	102.6%
Operating Cost per Passenger	\$11.82	\$11.27	\$12.87	\$11.93	0.9%
Operating Cost per Vehicle Service Hour	\$62.39	\$62.30	\$67.51	\$67.74	8.6%
Operating Cost per Vehicle Service Mile	\$4.95	\$4.70	\$5.06	\$5.08	2.6%
Passengers per Vehicle Service Hour	5.28	5.53	5.25	5.68	7.6%
Passengers per Vehicle Service Mile	0.42	0.42	0.39	0.43	1.7%
Veh Service Hours per Employee FTE	1,578	1,295	1,539	1,155	-26.9%
Average Fare per Passenger	\$0.59	\$0.73	\$0.84	\$0.89	50.2%
Farebox Recovery Ratio	5.0%	6.5%	6.5%	7.5%	48.8%
Percentage Change					
Consumer Price Index (CPI-U)		2.2%	1.9%	1.0%	5.1%

Operating costs exclude depreciation, charter, vehicle lease costs.

Source: NTD Reports. Employee FTEs are from State Controller Reports, based on actual number of employees.

**Table IV-4**  
**TDA Performance Indicators**  
**OmniLink**

Verified TDA Statistics & Performance Indicators	Base Year FY11	Audit Review Period			% Change FY11-FY14
		FY12	FY13	FY14	
Operating Costs	\$547,182	\$516,623	\$450,316	\$484,806	-11.4%
Unlinked Passengers	23,710	19,296	18,547	17,717	-25.3%
Vehicle Service Hours	8,079	6,805	6,554	6,282	-22.2%
Vehicle Service Miles	101,400	95,117	86,755	83,168	-18.0%
Employee FTEs	13.0	10.0	11.0	15.0	15.4%
Passenger Fare Revenue	\$49,780	\$38,767	\$33,376	\$32,022	-35.7%
Operating Cost per Passenger	\$23.08	\$26.77	\$24.28	\$27.36	18.6%
Operating Cost per Vehicle Service Hour	\$67.73	\$75.92	\$68.71	\$77.17	13.9%
Operating Cost per Vehicle Service Mile	\$5.40	\$5.43	\$5.19	\$5.83	8.0%
Passengers per Vehicle Service Hour	2.93	2.84	2.83	2.82	-3.9%
Passengers per Vehicle Service Mile	0.23	0.20	0.21	0.21	-8.9%
Veh Service Hours per Employee FTE	621	681	596	419	-32.6%
Average Fare per Passenger	\$2.10	\$2.01	\$1.80	\$1.81	-13.9%
Farebox Recovery Ratio	9.1%	7.5%	7.4%	6.6%	-27.4%
Percentage Change					
Consumer Price Index (CPI-U)	0.0%	2.2%	1.9%	1.0%	5.1%
Operating costs exclude depreciation, charter, vehicle lease costs.					
Source: Vehicle Service Hours/Miles are from State Controller Reports.					
Unlinked Passengers, Operating Costs, and Fare Revenue are from TransTrack.					
Employee FTEs are from State Controller Reports, based on actual number of employees.					

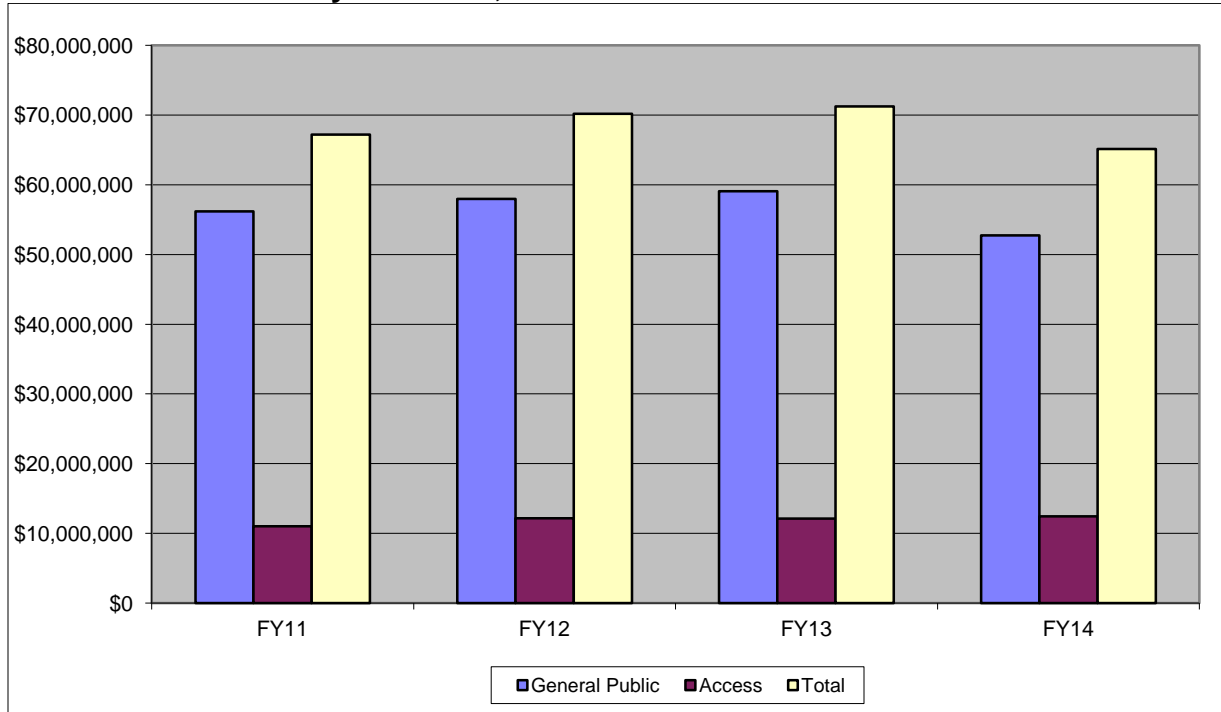
**Table IV-5**  
**TDA Performance Indicators**  
**General Public Service (Fixed Route & OmniLink)**

Verified TDA Statistics & Performance Indicators	Base Year FY11	Audit Review Period			% Change FY11-FY14
		FY12	FY13	FY14	
Operating Costs	\$54,815,379	\$56,265,369	\$57,205,412	\$52,222,903	-4.7%
Unlinked Passengers	14,609,367	15,693,055	15,673,646	15,209,991	4.1%
Vehicle Service Hours	622,584	619,199	622,414	629,018	1.0%
Vehicle Service Miles	8,018,074	8,004,682	7,948,043	8,060,694	0.5%
Employee FTEs	561.8	565.2	568.4	560.4	-0.2%
Passenger Fare Revenue	\$13,419,651	\$13,398,176	\$13,186,481	\$13,194,622	-1.7%
Operating Cost per Passenger	\$3.75	\$3.59	\$3.65	\$3.43	-8.5%
Operating Cost per Vehicle Service Hour	\$88.04	\$90.87	\$91.91	\$83.02	-5.7%
Operating Cost per Vehicle Service Mile	\$6.84	\$7.03	\$7.20	\$6.48	-5.2%
Passengers per Vehicle Service Hour	23.47	25.34	25.18	24.18	3.0%
Passengers per Vehicle Service Mile	1.82	1.96	1.97	1.89	3.6%
Veh Service Hours per Employee FTE	1,108	1,096	1,095	1,122	1.3%
Average Fare per Passenger	\$0.92	\$0.85	\$0.84	\$0.87	-5.6%
Farebox Recovery Ratio	24.5%	23.8%	23.1%	25.3%	3.2%
Percentage Change					
Consumer Price Index (CPI-U)		2.2%	1.9%	1.0%	5.1%
Operating costs exclude depreciation, charter, vehicle lease costs.					
Source: NTD, State Controller Reports, and TransTrack.					

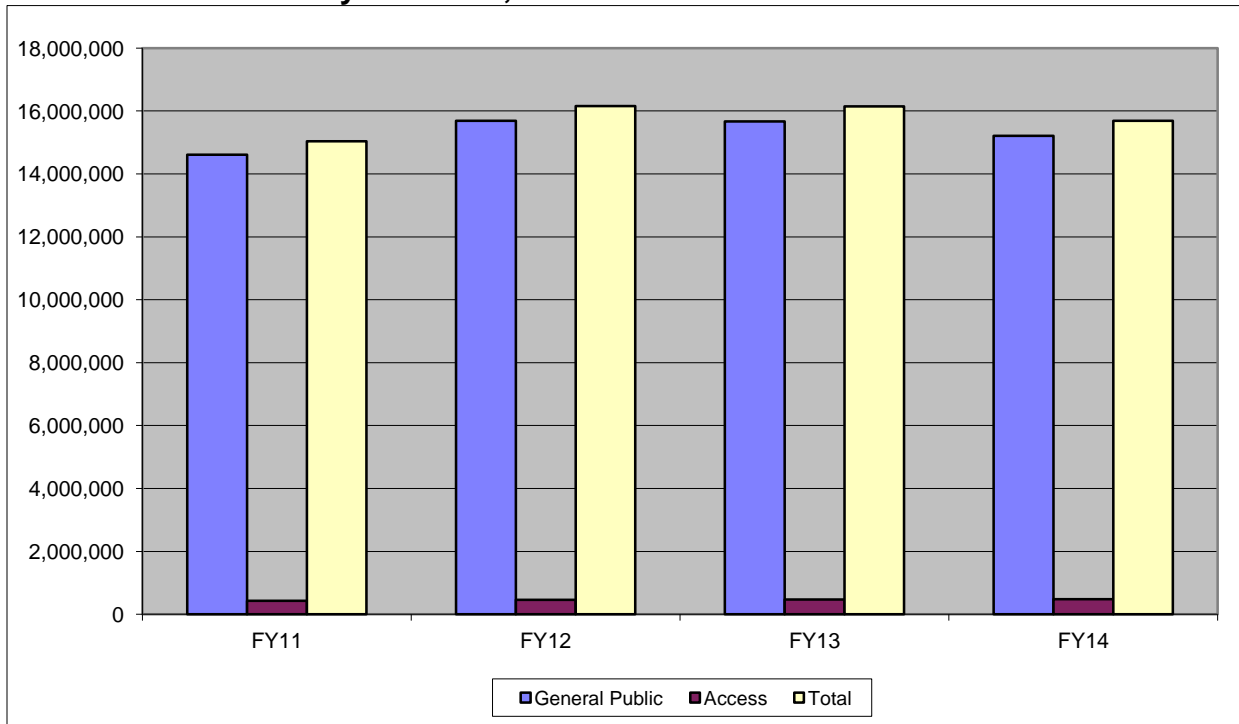
**Table IV-6**  
**TDA Performance Indicators**  
**Access ADA Service**

Verified TDA Statistics & Performance Indicators	Base Year FY11	Audit Review Period			% Change FY11-FY14
		FY12	FY13	FY14	
Operating Costs	\$11,002,994	\$12,193,273	\$12,141,347	\$12,428,243	13.0%
Unlinked Passengers	430,564	459,046	472,632	479,303	11.3%
Vehicle Service Hours	160,428	176,726	175,660	170,821	6.5%
Vehicle Service Miles	2,568,037	2,844,935	2,918,497	2,800,115	9.0%
Employee FTEs	180.0	190.0	194.0	194.0	7.8%
Passenger Fare Revenue	\$1,473,158	\$1,532,130	\$1,551,414	\$1,578,094	7.1%
Operating Cost per Passenger	\$25.55	\$26.56	\$25.69	\$25.93	1.5%
Operating Cost per Vehicle Service Hour	\$68.59	\$69.00	\$69.12	\$72.76	6.1%
Operating Cost per Vehicle Service Mile	\$4.28	\$4.29	\$4.16	\$4.44	3.6%
Passengers per Vehicle Service Hour	2.68	2.60	2.69	2.81	4.5%
Passengers per Vehicle Service Mile	0.17	0.16	0.16	0.17	2.1%
Veh Service Hours per Employee FTE	891	930	905	881	-1.2%
Average Fare per Passenger	\$3.42	\$3.34	\$3.28	\$3.29	-3.8%
Farebox Recovery Ratio	13.4%	12.6%	12.8%	12.7%	-5.2%
Percentage Change					
Consumer Price Index (CPI-U)		2.2%	1.9%	1.0%	5.1%
Operating costs exclude depreciation, charter, vehicle lease costs.					
Source: Unlinked Passengers, Vehicle Service Hours/Miles are from NTD Reports.					
Operating Costs and Fare Revenue are from State Controller Reports.					
Employee FTEs are from State Controller Reports, based on actual number of employees.					

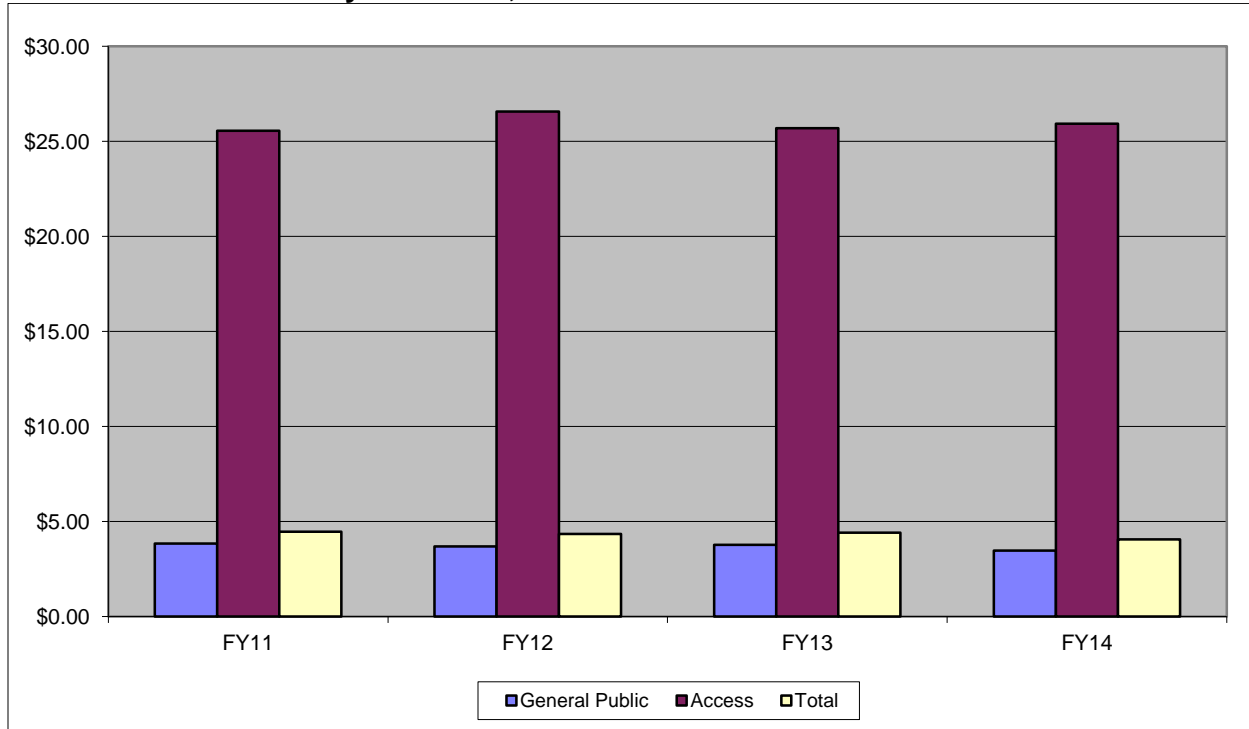
**Graph IV-1**  
**Operating Costs**  
**Systemwide, General Public and Access**



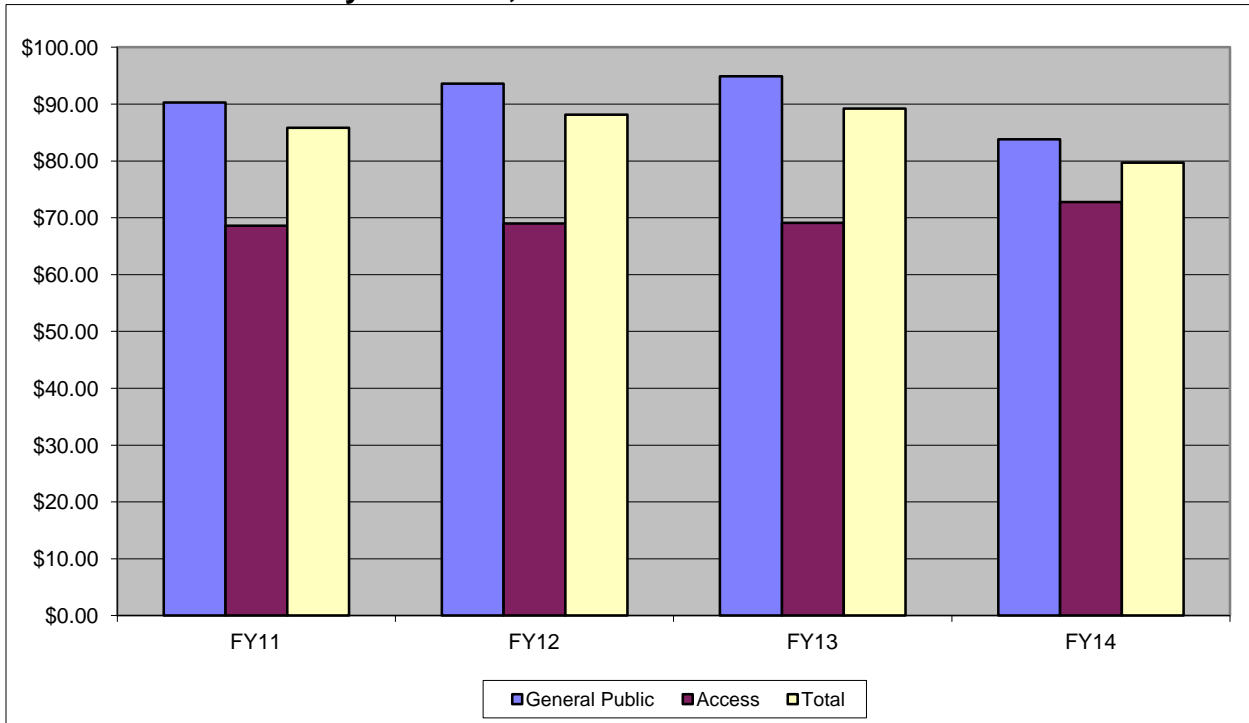
**Graph IV-2**  
**Ridership**  
**Systemwide, General Public and Access**



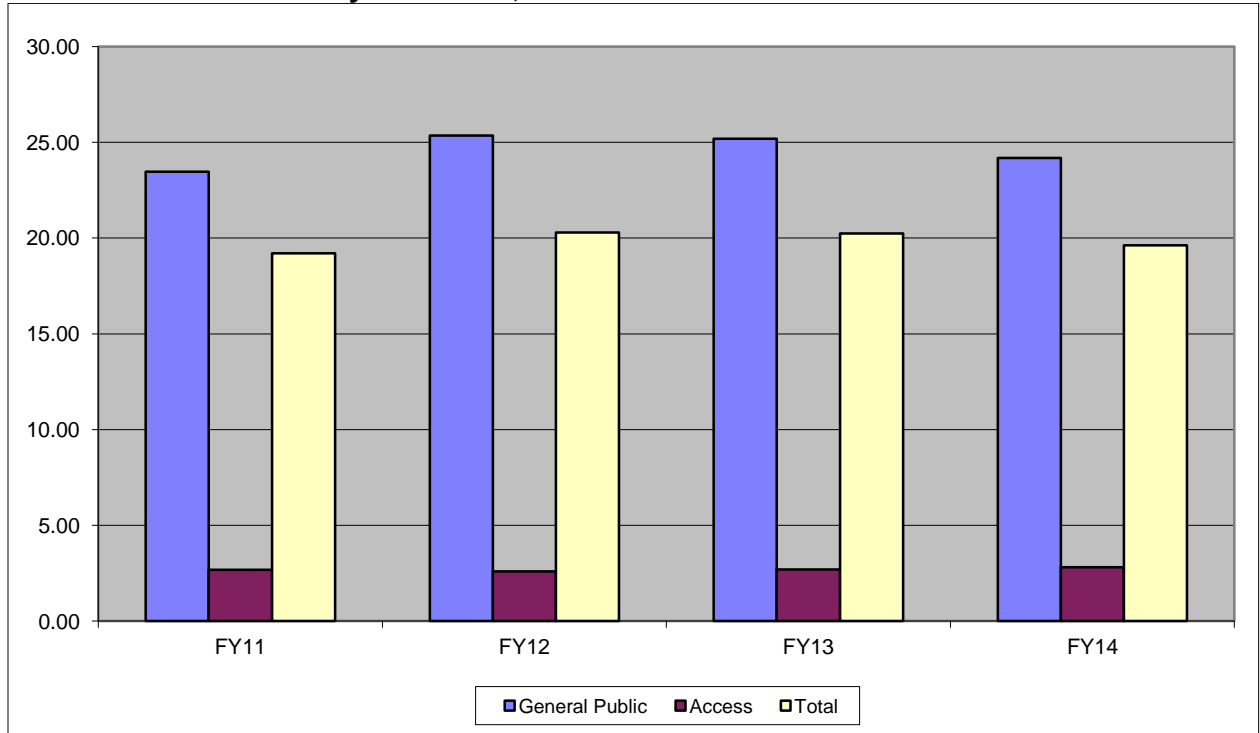
**Graph IV-3**  
**Operating Cost per Passenger**  
**Systemwide, General Public and Access**



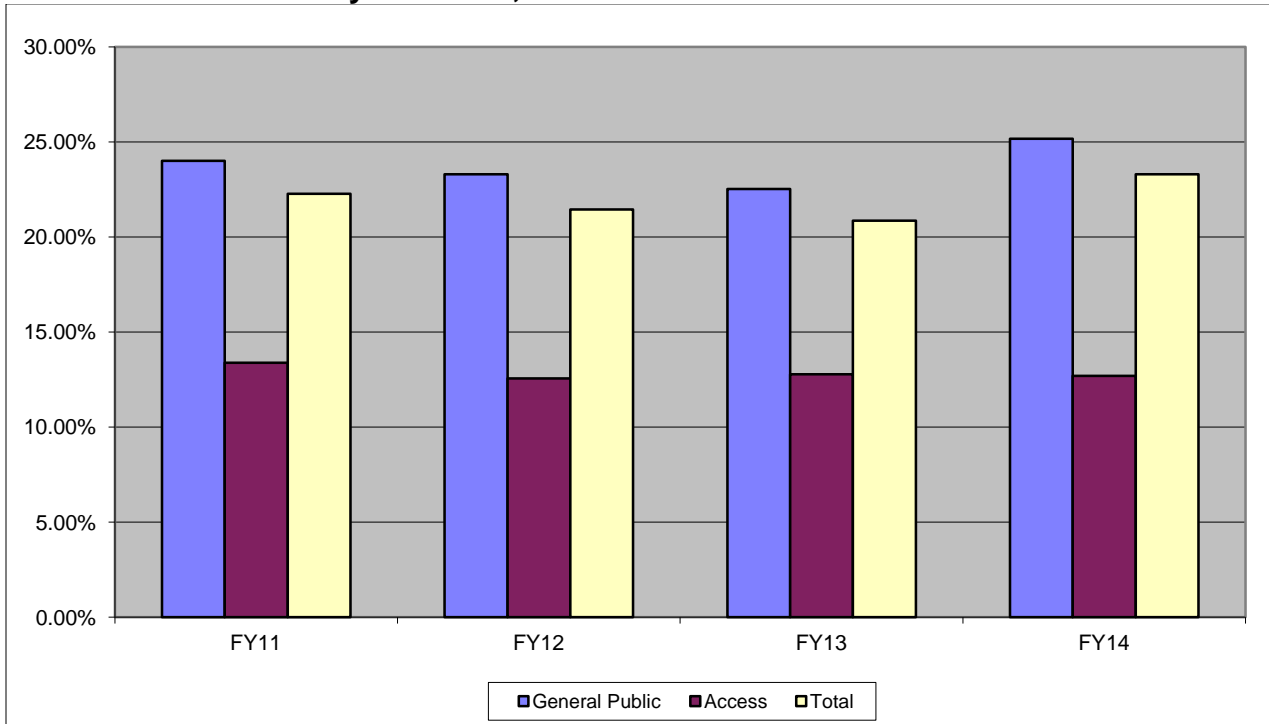
**Graph IV-4**  
**Operating Cost per Vehicle Service Hour**  
**Systemwide, General Public and Access**



**Graph IV-5**  
**Passengers per Vehicle Service Hour**  
**Systemwide, General Public and Access**



**Graph IV-6**  
**Fare Recovery Ratio**  
**Systemwide, General Public and Access**



## Findings from Verification of TDA Performance Indicators

1. Operating costs for Omnitrans general public service decreased by 4.7 percent over the last three years, which is remarkable given that the Consumer Price Index increased by 5.1 percent during the same period. Operating costs for Omnitrans Access service increased by 13.0 percent during the last three years. Systemwide operating costs decreased by 3.9 percent.
2. Ridership on general public service increased by 4.1 percent, from 14.6 million to 15.2 million passengers, continuing a trend observed during the last audit period. Ridership on Access service increased by 11.3 percent, from 430,564 to 479,303. Systemwide ridership growth was 4.3 percent during the audit period.
3. The provision of vehicle service hours and miles for general public service increased by 1.0 percent and 0.5 percent respectively. Access vehicle service hours and miles increased by 6.5 percent and 9.0 percent respectively.
4. Operating cost per passenger decreased by 7.9 percent systemwide and by 8.5 percent for general public service, but increased by 1.5 percent for Access service.
5. On a systemwide basis, operating cost per vehicle service hour decreased by 6.0 percent and operating cost per vehicle service mile decreased by 6.4 percent. For general public service, operating cost per vehicle service hour decreased by 5.7 percent and operating cost per vehicle service mile decreased by 5.2 percent. For Access service, operating cost per vehicle service hour increased by 6.1 percent and operating cost per vehicle service mile increased by 3.6 percent.
6. Passengers per vehicle service hour increased by 2.1 percent systemwide, by 3.0 percent for general public service and by 4.5 percent for Access service. Passengers per vehicle service mile increased by 1.7 percent systemwide and by 3.6 percent for general public service, and increased by 2.1 percent for Access service.
7. Vehicle service hours per employee Full Time Equivalent (FTE) for general public service, which measures labor productivity, increased by 1.3 percent over the past three years. Vehicle service hours per employee FTE for Access service decreased by 1.2 percent during the audit period.
8. The farebox recovery ratio for general public service increased from 24.5 percent in FY2011 to 25.3 percent in FY2014, while the fare recovery ratio for Access service decreased from 13.4 percent in FY2011 to 12.7 percent in FY2014. The TDA minimum requirement is 20.0 percent for general public service and 10.0 percent for Access service. Omnitrans met the minimum requirements in each fiscal year during the audit period.

## Section V

### Review of Operator Functions

This section provides a review of various functions within Omnitrans. The review highlights accomplishments, issues, and challenges that were determined during the audit period. The following functions were reviewed:

- Operations
- Maintenance
- Administration and Management
- Marketing/Planning
- Human Resources/Safety & Security
- Procurement
- Information Technology

### Operations

The Operations Department is responsible for delivering transit service for all of the agency's fixed route and demand response operations, provided directly and via private contractors. It is also responsible for fleet safety and training programs.

The Operations Department includes the coach operators, dispatchers, supervisors and managers who provide the daily interface between Omnitrans and the riding public. Operations works to maintain scheduled service, manage its contracted services, adhere to regulatory requirements and improve labor relations.

Omnitrans' State and Federal certified instructors provide initial and periodic training for operations personnel in aspects of agency policy and procedure, legal requirements, vehicles and related equipment. Operations also administers the National Safety Council fleet safety program and related training. Omnitrans provides driver's training to each recruit, even if the applicant already holds a Class B license from another transit agency to operate a motor bus.

Major accomplishments of the operations department during the audit period include:

- Successfully implemented transit signal priority and precision docking with bus operators on sbX route.
- Used management staff as bus operators to minimize lost service and keep operations costs contained.
- Began succession planning by hiring new staff and using relief staff to fill in for staff on vacation.

The Operations Department prepares a key performance indicators report on a monthly basis that tracks indicators including uncontrolled absences, discipline violations, overtime hours, accidents, and lost service hours. This report is used to help identify concerns and make progress towards strengthening performance.

### Operations Performance

Tables V-1 and V-2 provide several indicators of operations performance for Omnitrans directly operated fixed route, contracted demand response service, and contracted fixed route service.

**Table V-1  
Vehicle Operations Performance Indicators  
Directly Operated Fixed Route**

Base Data & Performance Indicators	Base Year FY11	Audit Review Period			% Change FY11-FY14
		FY12	FY13	FY14	
Cost for Operations	\$30,460,180	\$30,917,495	\$31,027,337	\$30,534,868	0.2%
Operator Salaries and Wages	\$14,903,454	\$14,744,524	\$14,804,090	\$14,638,340	-1.8%
Operator Pay Hours	761,458	750,638	758,808	737,093	-3.2%
Vehicle Service Hours (VSH)	592,407	585,199	588,157	595,026	0.4%
Vehicle Service Miles (VSM)	7,638,069	7,549,297	7,491,400	7,607,905	-0.4%
Total Vehicle Hours	618,609	611,489	614,237	621,529	0.5%
Total Vehicle Miles	8,224,021	8,236,525	8,074,415	8,196,698	-0.3%
Unlinked Passenger Trips	14,468,986	15,523,475	15,509,733	15,034,909	3.9%
Passenger Miles	68,409,228	74,462,449	74,794,691	74,575,438	9.0%
Preventable Accidents	72	95	61	64	-11.1%
Veh Ops Cost per VSH	\$51.42	\$52.83	\$52.75	\$51.32	-0.2%
Veh Ops Cost per VSM	\$3.99	\$4.10	\$4.14	\$4.01	0.6%
Veh Ops Cost per Psgr Trip	\$2.11	\$1.99	\$2.00	\$2.03	-3.5%
Veh Ops Cost per Psgr Mile	\$0.45	\$0.42	\$0.41	\$0.41	-8.0%
Avg Wage per Operator Pay Hour	\$19.57	\$19.64	\$19.51	\$19.86	1.5%
VSH per Operator Pay Hour	0.78	0.78	0.78	0.81	3.8%
VSM per Operator Pay Hour	10.03	10.06	9.87	10.32	2.9%
Service Miles per Service Hour	12.89	12.90	12.74	12.79	-0.8%
Service Hours / Total Hours	95.8%	95.7%	95.8%	95.7%	0.0%
Service Miles / Total Miles	92.9%	91.7%	92.8%	92.8%	-0.1%
Avg Psgr Miles per Psgr Trip	4.73	4.80	4.82	4.96	4.9%
Preventable Accidents / Million VSM	9.43	12.58	8.14	8.41	-10.8%
Percentage Change					
Consumer Price Index (CPI-U)		2.2%	1.9%	1.0%	5.1%

Source: FY11-FY14 National Transit Database Reports; Omnitrans Reports

**Table V-2**  
**Vehicle Operations Performance Indicators**  
**Demand Response**

Base Data & Performance Indicators	Base Year FY11	Audit Review Period			% Change FY11-FY14
		FY12	FY13	FY14	
Cost for Operations	\$5,819,534	\$6,388,266	\$6,443,057	\$6,440,845	10.7%
Vehicle Service Hours (VSH)	160,428	176,726	175,660	170,821	6.5%
Vehicle Service Miles (VSM)	2,568,037	2,844,935	2,918,497	2,800,115	9.0%
Total Vehicle Hours	213,950	207,480	207,361	220,040	2.8%
Total Vehicle Miles	3,256,922	3,463,879	3,547,951	3,627,599	11.4%
Unlinked Passenger Trips	430,564	459,046	472,632	479,303	11.3%
Passenger Miles	4,969,717	4,909,477	5,431,558	6,662,979	34.1%
Veh Ops Cost Per VSH	\$36.28	\$36.15	\$36.68	\$37.71	3.9%
Veh Ops Cost Per VSM	\$2.27	\$2.25	\$2.21	\$2.30	1.5%
Veh Ops Cost Per Psgr Trip	\$13.52	\$13.92	\$13.63	\$13.44	-0.6%
Veh Ops Cost Per Psgr Mile	\$1.17	\$1.30	\$1.19	\$0.97	-17.4%
Service Miles Per Service Hour	16.0	16.1	16.6	16.4	2.4%
Service Hours / Total Hours	75.0%	85.2%	84.7%	77.6%	3.5%
Service Miles / Total Miles	78.8%	82.1%	82.3%	77.2%	-2.1%
Avg Psgr Miles per Psgr Trip	11.5	10.7	11.5	13.9	20.4%
Percentage Change					
Consumer Price Index (CPI-U)		2.2%	1.9%	1.0%	5.1%

Source: FY11-FY14 National Transit Database Reports

### Findings and Trends from Vehicle Operations Performance Indicators

Vehicle operations cost indicators for directly operated fixed route service grew only slightly during the audit period. Operations cost per vehicle service hour decreased by just 0.2 percent and cost per vehicle service mile increased by just 0.6 percent, as compared with the increase in inflation during the audit period of 5.1 percent. Cost per passenger trip decreased by 3.5 percent and cost per passenger mile decreased by 8.0 percent.

Directly operated fixed route vehicle service hours per operator pay hour and vehicle service miles per operator pay hour, functions of operator productivity, increased by 3.8 percent and 2.9 percent respectively during the audit period. Service hours per total hour and service miles per total mile increased by 0.0 percent and decreased by 0.1 percent respectively.

Service miles provided per service hour, a reflection of average vehicle speed, was 12.89 miles in FY2011 and 12.79 miles in FY2014. Passenger miles per passenger trip, a reflection of average passenger trip length, increased by 4.9 percent from 4.73 miles to 4.96 miles.

The number of directly operated fixed route preventable accidents was 72 in FY2011, 95 in FY2012, 61 in FY2013, and 64 in FY2014. The preventable accident rate per million vehicle service miles decreased by 10.8 percent during the audit period.

With respect to demand response service, vehicle operations cost per vehicle service hour increased by 3.9 percent, vehicle operationg cost per vehicle service mile increased by 1.5 percent, vehicle operations cost per passenger trip decreased by 0.6 percent, and operations cost per

passenger mile decreased by 17.4 percent. Service hours per total hour and service miles per total mile increased by 3.5 percent and decreased by 2.1 percent respectively.

### Review of Methodology for Collection and Reporting Operations Data

Data collection and reporting of operations data, including hours and miles of service, are performed by several departments within Omnitrans. Hours and miles are computed by taking the scheduled hours and miles and determining variances in hours and miles due to roadcalls and other factors. Initially hours and miles are estimated by the Planning Department. The Operations Department measures schedule variances and produces an exception report from dispatch logs. The Finance Department, which prepares the final estimated actual hours and miles, adjusts the scheduled units by the amount of hours and miles missed according to the exception reports.

Omnitrans' primary source of ridership and fare revenue data is the GFI fareboxes, which show passengers by fare type. Ridership counts from the APCs are used to validate the farebox data.

Omnitrans has outsourced fare collection activities to an outside vendor. The vendor probes the buses daily, and these reports are audited by Operations. Adjustments are made when there are obvious errors in the farebox reports. Finance reconciles the actual and expected revenues. The ridership number goes into the monthly ridership report produced by Finance.

Operations statistics for the demand-responsive services are provided by the service contractor. Omnitrans retains summary data in its database. The Operations Supervisor, responsible for overseeing Access contractor services, conducts monthly contract compliance reviews where driver training records, maintenance records, and trip sheet data are reviewed.

### Maintenance

The Maintenance Department maintains the fixed route fleet. CHP and Federal Motor Vehicle Safety Standards (FMVSS) recommendations and requirements are being met or exceeded. The current Preventative Maintenance Vehicle Inspections (PMVIs) are due every 10,000 miles. The inspections are conducted within a variance of 500 miles from the target 10,000 mileage and are different for each 10,000 interval. Omnitrans upgraded its system used to track and schedule PMVIs from Ellipse to SAP, which automated PMVI tracking and enhanced productivity.

Major accomplishments of the Maintenance Department during the audit period include:

- Successful maintenance of 60 foot articulated buses for sbX Bus Rapid Transit service.
- Construction of new maintenance facility.
- Conducted analysis of maintenance deficiency and defects.
- Introduced cost saving measures by converting liquid natural gas to compressed natural gas.

The Maintenance Department prepares a monthly maintenance standards and performance indicators report that tracks indicators including attendance, overtime, maintenance expenses, cost

per mile, road calls, miles per road call, average miles per gallon, parts inventory value, daily average of buses down for parts, warranty claims, and warranty recovery. The report is prepared separately for the East Valley and West Valley facilities, and is also combined for the total department.

### Maintenance Performance

Tables V-3 and V-4 show the trends in maintenance performance for directly operated fixed route and contracted demand response service over the audit period.

**Table V-3**  
**Maintenance Performance Indicators**  
**Directly Operated Fixed Route**

Base Data & Performance Indicators	Base Year FY11	Audit Review Period			% Change FY11-FY14
		FY12	FY13	FY14	
Cost for Maintenance	\$11,819,092	\$12,220,839	\$12,084,665	\$12,328,342	4.3%
Maintenance Pay Hours	178,732	188,161	187,719	170,179	-4.8%
Total Vehicle Hours	618,609	611,489	614,237	621,529	0.5%
Total Vehicle Miles	8,224,021	8,236,525	8,074,415	8,196,698	-0.3%
Active Vehicles	168	166	172	186	10.7%
Peak Vehicles	139	137	136	146	5.0%
Total Vehicle Failures	2,485	1,955	1,267	1,330	-46.5%
Maintenance Cost per Veh Hour	\$19.11	\$19.99	\$19.67	\$19.84	3.8%
Maintenance Cost per Veh Mile	\$1.44	\$1.48	\$1.50	\$1.50	4.7%
Maintenance Cost per Active Veh	\$70,352	\$73,620	\$70,260	\$66,281	-5.8%
Veh Hours per Maint Pay Hour	3.46	3.25	3.27	3.65	5.5%
Veh Miles per Maint Pay Hour	46.01	43.77	43.01	48.17	4.7%
Veh Hours per Active Vehicle	3,682	3,684	3,571	3,342	-9.3%
Veh Miles per Active Vehicle	48,953	49,618	46,944	44,068	-10.0%
Veh Miles Between Failures	3,309	4,213	6,373	6,163	86.2%
Spare Ratio	20.9%	21.2%	26.5%	27.4%	31.3%
Percentage Change					
Consumer Price Index (CPI-U)		2.2%	1.9%	1.0%	5.1%

Source: FY11-FY14 National Transit Database Reports

**Table V-4**  
**Maintenance Performance Indicators**  
**Demand Response**

Base Data & Performance Indicators	Base Year FY11	Audit Review Period			% Change FY11-FY14
		FY12	FY13	FY14	
Cost for Maintenance	\$1,626,492	\$1,967,180	\$1,930,190	\$2,039,065	25.4%
Total Vehicle Hours	213,950	207,480	207,361	220,040	2.8%
Total Vehicle Miles	3,256,922	3,463,879	3,547,951	3,627,599	11.4%
Active Vehicles	100	100	100	111	11.0%
Peak Vehicles	90	88	96	96	6.7%
Maintenance Cost Per Veh Hour	\$7.60	\$9.48	\$9.31	\$9.27	21.9%
Maintenance Cost Per Veh Mile	\$0.50	\$0.57	\$0.54	\$0.56	12.6%
Maintenance Cost Per Active Veh	\$16,265	\$19,672	\$19,302	\$18,370	12.9%
Veh Hours Per Active Vehicle	2,140	2,075	2,074	1,982	-7.3%
Veh Miles Per Active Vehicle	32,569	34,639	35,480	32,681	0.3%
Spare Ratio	11.1%	13.6%	4.2%	15.6%	40.6%
Percentage Change					
Consumer Price Index (CPI-U)		2.2%	1.9%	1.0%	5.1%

Source: FY11-FY14 National Transit Database Reports

#### Findings and Trends From Performance Indicators

Maintenance costs for fixed route service increased by 4.3 percent during the audit period. Maintenance cost per vehicle hour, per vehicle mile, and per active vehicle increased by 3.8 percent, 4.7 percent, and decreased by 5.8 percent respectively.

Directly operated fixed route vehicle hours per maintenance pay hour and vehicle miles per maintenance pay hour, functions of maintenance productivity, both increased by 5.5 percent and 4.7 percent respectively. Vehicle hours per active vehicle and vehicle miles per active vehicle decreased by 9.3percent and 10.0 percent respectively.

Total directly operated fixed route vehicle failures decreased from 2,485 in FY2011 to 1,330 in FY2014. Vehicle miles between failures improved as it increased by 86.2 percent during the audit period. The vehicle spare ratio increased from 20.9 percent to 27.4 percent during the audit period.

For demand response service, maintenance costs increased by 25.4 percent during the audit period. Maintenance costs per vehicle hour, per vehicle mile, and per active vehicle increased by 21.9 percent, 12.6 percent, and 12.9 percent respectively. Vehicle hours per active vehicle and vehicle miles per active vehicle decreased by 7.3 percent and increased by 0.3 percent respectively. The vehicle spare ratio increased from 11.1 percent to 15.6 percent.

#### Administration and Management

Omnitrans management is focused on delivery of high quality public transportation services throughout San Bernardino County. During the audit period, Omnitrans focused on cutting administrative costs. Omnitrans management implemented a salary freeze until July 2014. Omnitrans also further streamlined administrative costs by merging four departments into two,

Human Resources and Security & Safety and Marketing and Planning. FY2014 saw a marked decrease in Casualty and Liability costs and thus lowered administrative costs by 42.9 percent.

### Administrative Performance

Tables V-5 and V-6 show the trends in administration performance for directly operated fixed route and contracted demand response service over the audit period.

**Table V-5**  
**Administration Performance Indicators**  
**Directly Operated Fixed Route**

Base Data & Performance Indicators	Base Year FY11	Audit Review Period			% Change FY11-FY14
		FY12	FY13	FY14	
Costs for Administration	\$11,316,859	\$10,855,508	\$12,262,344	\$6,465,172	-42.9%
Administration Pay Hours	129,335	129,542	132,269	135,580	4.8%
Vehicle Service Hours (VSH)	592,407	585,199	588,157	595,026	0.4%
Vehicle Service Miles (VSM)	7,638,069	7,549,297	7,491,400	7,607,905	-0.4%
Unlinked Passenger Trips	14,468,986	15,523,475	15,509,733	15,034,909	3.9%
Passenger Miles	68,409,228	74,462,449	74,794,691	74,575,438	9.0%
Admin Cost Per VSH	\$19.10	\$18.55	\$20.85	\$10.87	-43.1%
Admin Cost Per VSM	\$1.48	\$1.44	\$1.64	\$0.85	-42.6%
Admin Cost per Psgr Trip	\$0.78	\$0.70	\$0.79	\$0.43	-45.0%
Admin Cost per Psgr Mile	\$0.17	\$0.15	\$0.16	\$0.09	-47.6%
VSH per Admin Pay Hour	4.58	4.52	4.45	4.39	-4.2%
VSM per Admin Pay Hour	59.06	58.28	56.64	56.11	-5.0%
Percentage Change Consumer Price Index (CPI-U)		2.2%	1.9%	1.0%	5.1%

Source: FY11-FY14 National Transit Database Reports

**Table V-6**  
**Administration Performance Indicators**  
**Demand Response**

Base Data & Performance Indicators	Base Year FY11	Audit Review Period			% Change FY11-FY14
		FY12	FY13	FY14	
Costs for Administration	\$4,076,265	\$4,385,201	\$4,218,417	\$4,433,139	8.8%
Vehicle Service Hours (VSH)	160,428	176,726	175,660	170,821	6.5%
Vehicle Service Miles (VSM)	2,568,037	2,844,935	2,918,497	2,800,115	9.0%
Unlinked Passenger Trips	430,564	459,046	472,632	479,303	11.3%
Passenger Miles	4,969,717	4,909,477	5,431,558	6,662,979	34.1%
Admin Cost Per VSH	\$25.41	\$24.81	\$24.01	\$25.95	2.1%
Admin Cost Per VSM	\$1.59	\$1.54	\$1.45	\$1.58	-0.3%
Admin Cost per Psgr Trip	\$9.47	\$9.55	\$8.93	\$9.25	-2.3%
Admin Cost per Psgr Mile	\$0.82	\$0.89	\$0.78	\$0.67	-18.9%
Percentage Change Consumer Price Index (CPI-U)		2.2%	1.9%	1.0%	5.1%

Source: FY11-FY14 National Transit Database Reports

## **Marketing & Planning**

In July 2014, the Marketing and Planning departments were combined and a Director of Marketing and Planning was established.

### **Marketing**

The Marketing side of the department is responsible for coordinating and enhancing the flow of information about Omnitrans services, programs, projects and activities to existing and potential customers, the community at large, and the media. Marketing prepares informational materials to support transit operations, including bus schedules, how-to guides, and fare media information. Several media outlets are utilized to promote and market Omnitrans service, including radio, television, direct mailings, movie theaters, and the internet. Free ride coupons are distributed via direct mail advertising flyers, and Omnitrans has also used student competitions to create TV commercials. Omnitrans uses social media, such as Facebook and Twitter, to reach customers as well. Marketing spearheaded the sbX bus rapid transit launch campaign by advertising the service through television, radio, and mail advertisements. For the first two weeks of service, sbX ambassadors were available at stations to assist riders.

Marketing is the focal point for Customer Service, including having a customer call center, implementing reduced fare programs, and conducting pass sales. All customer comments, whether complaints, compliments or service requests, are collected by Marketing which are entered into Trapeze and forwarded to the appropriate department to respond.

Marketing evaluates marketing effectiveness using several indicators including ridership, pass sales, Omnitrans customer satisfaction surveys, response rates to advertising coupons, and website activity.

Customer feedback is collected primarily by phone and through the Omnitrans website. Complaint statistics are also tracked and reported in TransTrack. Compliments are also collected and used to encourage positive behavior by Omnitrans staff. Employee recognition is displayed through printed posters and flyers. Those employees with complaint-free records on a quarterly and annual basis are recognized for the exemplary behavior.

The following performance indicators are shown for customer complaints in Table V-7. While data about customer complaints are not a direct reflection of the Marketing Department, staff that process the comments are located within the Marketing Department and provide lead direction for the complaint resolution process that involves other departments. In addition, unsatisfied customers generally require a need for further marketing activity.

**Table V-7  
Customer Complaints**

Base Data & Performance Indicators	Base Year FY11	Audit Review Period			% Change FY11-FY14
		FY12	FY13	FY14	
Ridership, Motorbus	14,468,986	15,523,475	15,509,733	15,034,909	3.9%
Complaints, Motorbus	1,329	1,547	1,610	1,581	19.0%
per Million Passenger Trips	91.85	99.66	103.81	105.16	14.5%
Ridership, Access + OmniLink	454,274	478,342	491,179	497,020	9.4%
Complaints, Access + OmniLink	52	43	103	68	30.8%
per Million Passenger Trips	114.47	89.89	209.70	136.82	19.5%

Source: Omnitrans.

The ratio of complaints per 1 million passengers increased by 14.5 percent for motorbus service and by 19.5 percent for Access and OmniLink service during the audit period.

The various complaints made by the community are categorized for trend review by the Marketing Department. If three or more complaints are found against a specific coach operator in a quarter, Marketing alerts Operations for further follow up with that operator.

### Planning

The Planning side of the department's mission is to develop short and long range plans, programs, and funding to accomplish Omnitrans' mission and vision. The Short Range Transit Plan (SRTP) is prepared by the Planning Department and serves as Omnitrans' primary financial, planning, and service policy document. The most recent SRTP, OmniConnects: Connecting People, Business & Community, was prepared during the audit period, covering Fiscal Years 2015 to 2020.

Planning has been involved with several large scale planning-related studies and projects during the audit period, with assistance from other departments. In particular, Planning worked closely with other departments during the audit period to develop the sbX Bus Rapid Transit project, launching the NexTrip real time guide and mobile application, and adding a veterans fare category.

### Human Resources & Safety and Security

In July 2014, the Human Resources and Safety and Security departments were combined and a Director of Human Resources and Safety and Security was established.

The Human Resources side of the department recruits new hires for the agency, including providing initial assessment and screening tests. Recruitment efforts are advertised in newspapers (local and regional), trade magazines, website, job fairs, Employment Development Department offices, and other transit agencies. The department also analyzes turnover by department on a regular basis.

Human Resources is also responsible for worker pay and benefits, including worker's compensation claims and certain labor issues. During the audit period the agency was subject to

staff reduction efforts and wage freezes. Despite these setbacks, the turnover rate and the number of worker's compensation claims decreased overall, which speaks to the compensating efforts of the HR department. The HR department also implements safety and development courses including ergonomic training and performance improvement classes.

The Safety and Security side of the department hired a safety and regulatory compliance manager to enhance the safety of Omnitrans staff and riders along transit corridors. For staff, Safety and Security focuses on ergonomics and regulatory compliance. For sbX bus rapid transit riders, Safety and Security oversees the operation of security cameras along the corridor, command centers at every station, and maintains a partnership with San Bernardino Police Department.

## **Procurement**

The Procurement Department is responsible for procuring a wide range of equipment, parts, supplies, and professional services that are used by Omnitrans.

During the audit period, the Director of Procurement created a standardized process to reduce error and conducted staff training to clarify of procurement guidelines and policies. Additionally, the Procurement Department began using PlanetBid, an online solicitation website that broadens the pool of solicitors.

## **Information Technology (IT)**

The Information Technology (IT) department is responsible for the provision of Omnitrans IT services. During the audit period, Omnitrans focused on the stabilization of the single Enterprise Resource Management (ERP) software system, or SAP and its complete integration into Trapeze, bus device software. SAP is used for such functions as scheduling, dispatch, and fleet management, and has significantly improved Omnitrans' business processes. A separate SMS system is used for reporting and analysis of vehicle accidents and injuries.

Cooperation with other departments has been a hallmark of the IT Department and reflected in the cross-platform nature of their services. IT staff work on projects for specific departments including Administration, Finance, Planning, Human Resources, Operations, and Maintenance. Help desk and server maintenance functions have been outsourced to a vendor.

Key performance indicators (KPIs) for IT include system uptime, issue response time, and system efficiency. KPI data is provided on a monthly basis to the CEO.

Omnitrans rotates Automated Passenger Counters (APCs) through its vehicle fleet to validate ridership counts from farebox data. Omnitrans uses Automated Vehicle Locator (AVL) technology on the entire fleet to track vehicle locations in real-time. AVL is used to measure on-time performance.

## **Section VI**

### **Findings**

The following summarizes the major findings obtained from this Triennial Audit covering Fiscal Years 2012 through 2014. A set of recommendations is then provided.

1. Omnitrans has complied with all applicable compliance requirements of TDA.
2. Two of the four prior audit recommendations were fully implemented, and two are being revised and carried forward for the next audit period.
3. Operating costs for Omnitrans general public service decreased by 4.7 percent over the last three years, which is remarkable given that the Consumer Price Index increased by 5.1 percent during the same period. Operating costs for Omnitrans Access service increased by 13.0 percent during the last three years. Systemwide operating costs decreased by 3.9 percent.
4. Ridership on general public service increased by 4.1 percent, from 14.6 million to 15.2 million passengers, continuing a trend observed during the last audit period. Ridership on Access service increased by 11.3 percent, from 430,564 to 479,303. Systemwide ridership growth was 4.3 percent during the audit period.
5. The provision of vehicle service hours and miles for general public service increased by 1.0 percent and 0.5 percent respectively. Access vehicle service hours and miles increased by 6.5 percent and 9.0 percent respectively.
6. Operating cost per passenger decreased by 7.9 percent systemwide and by 8.5 percent for general public service, but increased by 1.5 percent for Access service.
7. On a systemwide basis, operating cost per vehicle service hour decreased by 6.0 percent and operating cost per vehicle service mile decreased by 6.4 percent. For general public service, operating cost per vehicle service hour decreased by 5.7 percent and operating cost per vehicle service mile decreased by 5.2 percent. For Access service, operating cost per vehicle service hour increased by 6.1 percent and operating cost per vehicle service mile increased by 3.6 percent.
8. Passengers per vehicle service hour increased by 2.1 percent systemwide, by 3.0 percent for general public service and by 4.5 percent for Access service. Passengers per vehicle service mile increased by 1.7 percent systemwide and by 3.6 percent for general public service, and increased by 2.1 percent for Access service.
9. Vehicle service hours per employee Full Time Equivalent (FTE) for general public service, which measures labor productivity, increased by 1.3 percent over the past three years. Vehicle service hours per employee FTE for Access service decreased by 1.2 percent during the audit period.

10. The farebox recovery ratio for general public service increased from 24.5 percent in FY2011 to 25.3 percent in FY2014, while the fare recovery ratio for Access service decreased from 13.4 percent in FY2011 to 12.7 percent in FY2014. The TDA minimum requirement is 20.0 percent for general public service and 10.0 percent for Access service. Omnitrans met the minimum requirements in each fiscal year during the audit period.
11. Vehicle operations cost indicators for directly operated fixed route service grew only slightly during the audit period. Operations cost per vehicle service hour decreased by just 0.2 percent and cost per vehicle service mile increased by just 0.6 percent, as compared with the increase in inflation during the audit period of 5.1 percent. Cost per passenger trip decreased by 3.5 percent and cost per passenger mile decreased by 8.0 percent.
12. Directly operated fixed route vehicle service hours per operator pay hour and vehicle service miles per operator pay hour, functions of operator productivity, increased by 3.8 percent and 2.9 percent respectively during the audit period. Service hours per total hour and service miles per total mile increased by 0.0 percent and decreased by 0.1 percent respectively.
13. Service miles provided per service hour, a reflection of average vehicle speed, was 12.89 miles in FY2011 and 12.79 miles in FY2014. Passenger miles per passenger trip, a reflection of average passenger trip length, increased by 4.9 percent from 4.73 miles to 4.96 miles.
14. The number of directly operated fixed route preventable accidents was 72 in FY2011, 95 in FY2012, 61 in FY2013, and 64 in FY2014. The preventable accident rate per million vehicle service miles decreased by 10.8 percent during the audit period.
15. With respect to demand response service, vehicle operations cost per vehicle service hour increased by 3.9 percent, vehicle operationg cost per vehicle service mile increased by 1.5 percent, vehicle operations cost per passenger trip decreased by 0.6 percent, and operations cost per passenger mile decreased by 17.4 percent. Service hours per total hour and service miles per total mile increased by 3.5 percent and decreased by 2.1 percent respectively.
16. Maintenance costs for fixed route service increased by 4.3 percent during the audit period. Maintenance cost per vehicle hour, per vehicle mile, and per active vehicle increased by 3.8 percent, 4.7 percent, and decreased by 5.8 percent respectively.
17. Directly operated fixed route vehicle hours per maintenance pay hour and vehicle miles per maintenance pay hour, functions of maintenance productivity, both increased by 5.5 percent and 4.7 percent respectively. Vehicle hours per active vehicle and vehicle miles per active vehicle decreased by 9.3percent and 10.0 percent respectively.
18. Total directly operated fixed route vehicle failures decreased from 2,485 in FY2011 to 1,330 in FY2014. Vehicle miles between failures improved as it increased by 86.2 percent

during the audit period. The vehicle spare ratio increased from 20.9 percent to 27.4 percent during the audit period.

19. For demand response service, maintenance costs increased by 25.4 percent during the audit period. Maintenance costs per vehicle hour, per vehicle mile, and per active vehicle increased by 21.9 percent, 12.6 percent, and 12.9 percent respectively. Vehicle hours per active vehicle and vehicle miles per active vehicle decreased by 7.3 percent and increased by 0.3 percent respectively. The vehicle spare ratio increased from 11.1 percent to 15.6 percent.
20. Administration costs were reduced by 42.9 percent for directly operated fixed route service during the audit period, while administration costs for demand response service increased by 8.8 percent.
21. The ratio of complaints per 1 million passengers increased by 14.5 percent for motorbus service and by 19.5 percent for Access and OmniLink service during the audit period.

## Recommendations

1. Identify the challenges that staff have working with SAP and make best efforts to improve the program experience and make it as efficient and seamless as possible.  
(High Priority)

SAP has been successfully integrated into applicable departments such as Finance and Maintenance but some departments still face challenges with SAP's efficiency. Omnitrans should determine what problems each department faces and resolve issues in order to improve the user experience.

2. Report performance against the FY2015-2020 Omnitrans Short Range Transit Plan, OmniConnects: Connecting People, Business & Community.  
(Medium Priority)

The FY2015-2020 Short Range Transit Plan (SRTP) describes the typical Omnitrans transit rider profile and provides details on the constrained service plan. Omnitrans should track its performance relative to the SRTP to measure how well it serves its typical and frequent transit riders. Additionally, Omnitrans should track how its service plan changes provide benefits for customer use, comfort, safety, and satisfaction, while efficiently using financial and other resources in an environmentally sensitive manner.

3. Find ways to increase sbX bus rapid transit ridership over time.  
(Medium Priority)

The sbX bus rapid transit line is a great success for Omnitrans due to its on time and on budget delivery. Despite this success, sbX is not currently meeting its ridership forecast of approximately 5,600 riders per day. To leverage this significant investment in sbX service, Omnitrans should determine how the line can efficiently serve a greater number of riders. A possible measure could be to restructure bus service to feed ridership on sbX.

ITEM # E5

**DATE:** July 9, 2015

**TO:** Committee Chair Ed Graham and  
Members of the Administrative and Finance Committee

**THROUGH:** P. Scott Graham, CEO/General Manager

**FROM:** Andres Ramirez, Program Manager

**SUBJECT: TRANSFER OF CAPITALIZABLE ASSETS RELATED TO THE sbX E  
STREET CORRIDOR BRT PROJECT**

**FORM MOTION**

Receive and recommend the Board of Directors approve the transfer to the City of San Bernardino of capitalizable assets related to the sbX E Street Corridor Project through February 28, 2015, valued at \$72,050,046.18.

**BACKGROUND**

Through February 28, 2015, the total expenditures associated with the sbX E Street Corridor BRT Project (without the Vehicle Maintenance Facility or the purchase of vehicles) have totaled \$135,943,483.35. Of said total, \$72,050,046.18 has been expended on work in areas that are within the public Right of Way and therefore, are attributed to and must be transferred to the City of San Bernardino. The remaining \$63,893,437.17 is associated with work at the stations and park and rides, which is physical property that is to be retained and maintained by Omnitrans.

The remaining capitalizable assets will be transferred to the City of San Bernardino at the completion of the 10<sup>th</sup> to Highland street repairs.

In accordance with the Master Cooperative Agreement Between and Among Omnitrans, City of San Bernardino, and Redevelopment Agency of the City of San Bernardino for the “E” Street Corridor sbX Bus Rapid Transit Project, although these assets shall be assigned to and maintained by the City of San Bernardino, section 5.1.3 states that “..the City will allow exclusive sbX BRT lanes, as denoted in the Plans, to be designated for and exclusively used by sbX BRT buses, and to be restricted from use by any non-sbX related traffic...” In addition Exhibit D, Section 6.3 of the Master Cooperative Agreement requires that, prior to final site plan approval of Transit Oriented Development along the corridor which includes a major change to the transit facilities, an Omnitrans public hearing is required.

## **CONCLUSION**

Recommend the Board of Directors approve the transfer to the City of San Bernardino of capitalizable assets related to the sbX E Street Corridor Project through February 28, 2015 valued at \$72,050,046.18.

PSG:AR