



ADMINISTRATIVE AND FINANCE COMMITTEE

THURSDAY, APRIL 9, 2020– 8:00 A.M.

OMNITRANS METRO FACILITY

1700 WEST 5TH STREET

SAN BERNARDINO, CA 92411

GUIDANCE FOR PUBLIC ACCESS TO THE BOARD OF DIRECTORS MEETING

MEETING ACCESSIBLE VIA ZOOM AT: <https://us04web.zoom.us/j/759856880>

TELECONFERENCE

Dial: 1 669 900 6833

Meeting ID: 759 856 880

*This meeting is being conducted in accordance with Governor Newsom's
Executive Orders N-25-20, N-29-20 and N-35-20*

There will be no physical location for this meeting. Members of the public wishing to participate via teleconference, can do so by dialing the following number: 1 669-900-6833, Meeting ID: 759 856 880. If you wish to make public comment, call the number above during the meeting or submit your comments in writing to BoardSecretary@omnitrans.org by Wednesday, April 8, 2020 at 5:00 p.m. Written comments will be read into the record. If you wish to address the board during the meeting, you must mute your phone until called upon by the Chair to speak. If you do not wish to speak, please silence/mute your device during the meeting.

Any member of the public requiring a reasonable accommodation to participate in this meeting in light of this announcement shall contact the Board's Secretary prior to April 8, 2020 at 5:00 p.m. The Board Secretary's telephone number is 909-379-7110 (voice) or 909-384-9351 (TTY).

A. CALL TO ORDER

1. Pledge of Allegiance
2. Roll Call

B. ANNOUNCEMENTS/PRESENTATIONS

1. Next Committee Meeting: Thursday, May 14, 2020, 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.



ADMINISTRATIVE AND FINANCE COMMITTEE

THURSDAY, APRIL 9, 2020– 8:00 A.M.

OMNITRANS METRO FACILITY

1700 WEST 5TH STREET

SAN BERNARDINO, CA 92411

E. CONSENT

- | | |
|---|----|
| 1. Approve Administrative & Finance Committee Minutes – March 12, 2020 | 3 |
| 2. Recommend the Board of Directors Provide Guidance Regarding Omnitrans Fiscal Year 2020-21 Annual Budget – <i>Maurice Mansion</i> | 7 |
| 3. Recommend the Board of Directors Adopt an Oppose Position on AB 2011 (Holden) and SB 1390 (Portantino). – <i>Erin Rogers</i> | 24 |
| 4. Receive and Forward Equal Employment Opportunity Program, 2020 through 2024 – <i>Suzanne Pfeiffer</i> | 26 |
| 5. CEO/General Manager's Report – <i>Erin Rogers</i> | |

F. ADJOURNMENT

ITEM # E1

**ADMINISTRATIVE & FINANCE COMMITTEE
MINUTES, MARCH 12, 2020**

A. CALL TO ORDER

Committee Chair Sam Spagnolo called the regular meeting of the Administrative and Finance Committee to order at 8:00 a.m., Thursday, March 12, 2020.

1. Pledge of Allegiance
2. Roll Call

Member Hagman arrived at 8:01 a.m.

COMMITTEE MEMBERS PRESENT

Council Member Sam Spagnolo, City of Rancho Cucamonga – Committee Chair
Mayor David Avila, City of Yucaipa
Council Member Ron Dailey, City of Loma Linda
Mayor John Dutrey, City of Montclair
Supervisor Curt Hagman, County of San Bernardino
Council Member John Roberts, City of Fontana
Council Member Alan Wapner, City of Ontario

OTHERS PRESENT

Tom Lichterman, Senior Planning Manager, WSP

BOARD MEMBERS NOT PRESENT

None

OMNITRANS ADMINISTRATIVE STAFF PRESENT

Erin Rogers, Interim CEO/General Manager
Shawn Brophy, Director of Operations
Alex Chen, Director of Information Technology
Aaron Moore, Deputy Director of Operations/Special Transportation Services
Suzanne Pfeiffer, Director of Human Resources
Nicole Ramos, Director of Marketing
Connie Raya, Director of Maintenance
Don Walker, Director of Finance
Omar Bryant, Maintenance Manager
Melissa Castillo, Customer Service Manager
Angelica Jara, Contract Review Analyst
Maurice Mansion, Treasury Manager
Harry Morck, Network Administrator
Krystal Turner, Contract Administrator
Frank Holland, Senior Contract Administrator

LEGAL COUNSEL

Steve DeBaun, Legal Counsel

B. ANNOUNCEMENTS/PRESENTATIONS

The next Committee Meeting is scheduled Thursday, April 9, 2020, at 8:00 a.m.

C. COMMUNICATIONS FROM THE PUBLIC

There were no communications from the public.

D. POSSIBLE CONFLICT OF INTEREST ISSUES

There were no Conflict of Interest Issues.

E. DISCUSSION ITEMS

1. Approve Administrative and Finance Committee Minutes – February 13, 2020

M/S (Dailey/Avila) that approved Administrative & Finance Committee Minutes February 13, 2020. Motion was passed unanimously by Members present.

2. Recommend the Board of Directors Authorize the Interim CEO/General Manager to Announce Call for Projects – Measure I Specialized Transportation for Fiscal Years 2021 and 2022

Deputy Director of Operations/Special Transportations Services, Aaron Moore, provided a brief background on this item as detailed in the staff report.

Member Roberts arrived at 8:04 a.m.

Vice Chair Dutrey referred to the Call for Projects funding that was not utilized and asked what measures could be taken to better promote the program. Ms. Rogers provided additional information regarding the outreach process and stated that some workshops would be offered to assist the agencies applying for funding.

Member Hagman referred to the \$250,000 per-year maximum noting that certain projects could potentially have a higher upfront capital cost. Ms. Rogers provided additional information regarding the program guidelines and noted that there is some flexibility related to the funding.

M/S (Dutrey/Hagman) that recommended the Board of Directors Authorize the Interim CEO/General Manager to announce a Call for Projects – Measure I Specialized Transportation Programs for Fiscal Years 2021 and 2022. Motion was passed unanimously by Members present.

3. Receive and Forward to the Board of Directors, Consolidation Study and Innovative Transit Review

Director of Strategic Development, Jeremiah Bryant, provided a brief background on this item and introduced Sr. Planning Manager, Tom Lichterman from WSP to review the Consolidation Study presentation, which included a summary of Task 1.2 “Updated Agency Functional Assessment and Pros/Cons of Consolidation” and Task 1.3 “Performance Review.” The presentation concluded with a qualitative summary of challenges and opportunities from consolidation.

The Committee engaged in a robust discussion regarding the study and had several questions. Mr. Bryant and Mr. Lichterman responded to the Committee’s questions.

Member Daily left the meeting at 8:52 a.m. and returned at 8:55 a.m.

Member Wapner left the meeting 8:54 and did not return.

In the interest of time, Vice Chair Dutrey made a motion to Receive and Forward Items 4 and 5 to the Board. Seconded by Chairman Avila.

M/S (Dutrey/Avila) that received and forwarded this item to the Board. Motion was passed unanimously by Members present.

4. Receive and Forward to the Board of Directors, Agency Management Report FY20 Second Quarter Report.

M/S (Dutrey/Avila) that received and forwarded this item to the Board. Motion was passed unanimously by Members present.

5. Receive and Forward to the Board of Directors, 2020 Management Plan Strategic Initiatives and Key Performance Indicators, Second Quarter Report

M/S (Dutrey/Avila) that received and forwarded this item to the Board. Motion was passed unanimously by Members present.

6. CEO/General Manager’s Report

Interim CEO/General Manager, Erin Rogers provided the CEO/General Manager’s Report.

Ms. Rogers reported on the following items:

- A tentative agreement was reached with the Amalgamated Transit Union (ATU), after a year of negotiations. An update will be provided to the Board in a Closed Session at its April Meeting.
- An updated was provided on the Agency’s mitigation efforts in response to the COVID-19 situation.

The Members shared how the Coronavirus was affecting their respective cities and the County. They announced potential event cancellations.

F. ADJOURNMENT

The Administrative and Finance Committee meeting adjourned at 9:00 a.m.

The next Administrative and Finance Committee Meeting is scheduled Thursday, April 9, 2020, at 8:00 a.m., with location posted on the Omnitrans website and at Omnitrans' San Bernardino Metro Facility.

Prepared by:

Liz Gutierrez
Executive Staff Assistant

ITEM # E2

DATE: April 9, 2020

TO: Committee Chair Sam Spagnolo and
Members of the Administrative and Finance Committee

THROUGH: Erin Rogers, Interim CEO/General Manager

FROM: Maurice Mansion, Treasury Manager

SUBJECT: FISCAL YEAR 2020-21 ANNUAL BUDGET – EXECUTIVE SUMMARY

FORM MOTION

Recommend the Board of Directors provide guidance regarding Omnitrans Fiscal Year 2020-21 Annual Budget.

BACKGROUND

Staff developed the Fiscal Year 2020-21 Budget prior to the onset of the COVID-19 virus and the impacts this unprecedented crisis is having on Omnitrans' ridership and the national economy. Prior to this occurrence, staff developed a balanced budget that included a 11% service reduction and other cost-saving measures.

Staff is confident in the ability to deliver on the budget presented below, however, we are aware that the current situation presents many new challenges that cannot be fully predicted at this time. Staff will continue to work on scenarios as more information becomes available and work with the San Bernardino County Transportation Authority to monitor all available funding sources to update and present any changes to the Fiscal Year 2020-21 budget.

The Fiscal Year 2020-21 budget proposal includes a decrease in the Operating Budget of \$3,878,928 or 4.2%, and an increase in the Capital Budget of \$2,296,206 or 10.0%. The total budget is as follows:

Budget	FY 2020-21	FY 2019-20	\$ Change	% Change
Operating Budget	\$ 87,578,041	\$ 91,456,968	\$ (3,878,928)	-4.2%
Capital Budget	\$ 25,265,742	\$ 22,969,536	\$ 2,296,206	10.0%
Less Capital Used For Operating	\$ (16,741,200)	\$ (17,566,874)	\$ 825,674	-4.7%
TOTAL BUDGET *	\$ 96,102,583	\$ 96,859,630	\$ (757,047)	-0.8%

*Numbers may be slightly off due to rounding

The proposed budget for FY 2020-21 includes an operating budget of approximately \$87.6 million (excluding depreciation) and a capital budget of approximately \$25.3 million. The capital budget includes \$16.7 million used to pay for operating expenditures. Thus, the total proposed expenditures for Omnitrans are budgeted at \$96,102,583.

OPERATING BUDGET:

The proposed FY 2020-21 operating budget of \$87,578,041 is down \$3,878,928 or 4.2% compared to FY 2020. The decrease in the FY2020-21 budget is largely contributed to the service reduction and managing ongoing expenses for the agency.

OPERATING	FY 2020-21 Proposed	FY 2019-20 Budget	Change	% Change
Salaries and Benefits	\$ 50,973,454	\$ 54,461,826	\$ (3,488,372)	-
Services	\$ 3,436,667	\$ 3,961,842	\$ (525,175)	-
Materials and Supplies	\$ 6,254,287	\$ 6,633,175	\$ (378,888)	-5.7%
Occupancy	\$ 4,814,940	\$ 5,683,023	\$ (868,083)	-
Casualty and Liability	\$ 8,450,752	\$ 8,024,836	\$ 425,916	5.3%
Taxes	\$ 40,000	\$ 55,000	\$ (15,000)	-27.3 %
Purchased Transportation	\$ 12,396,890	\$ 11,831,424	\$ 565,467	4.8%
Printing and Advertising	\$ 789,300	\$ 850,033	\$ (60,733)	-7.1%
Miscellaneous	\$ 421,750	\$ (44,191)	\$ 465,941	1,054.4%
TOTAL OPERATING *	\$ 87,578,041	\$ 91,456,968	\$ (3,878,928)	4.2%

* Numbers may be slightly off due to rounding

CAPITAL BUDGET:

The proposed FY 2020-21 Capital Budget includes funding for revenue vehicles, preventative maintenance, pass-through funding and facility infrastructure improvements.

CAPITAL	FY 2020-21 Proposed	FY 2019-20 Budget	Change	% Change
Facilities	\$ 200,000	\$ 1,482,905	\$ (1,282,905)	-86.5%
Revenue Vehicles	\$ 6,383,448	\$ 2,697,000	\$ 3,686,448	136.7%
Pass-Through	\$ 1,941,094	\$ 1,222,757	\$ 718,757	58.8%
Operating / Other	\$16,741,200	\$ 17,566,874	\$ (825,674)	-4.7%
TOTAL CAPITAL EXPENSES*	\$25,265,742	\$ 22,969,536	\$ 2,296,206	10.0%

* Numbers may be slightly off due to rounding

Overall, Omnitrans' management continues a fiscally sound approach to Omnitrans' finances ensuring that expenditures do not exceed the resources available. Our goal is to enhance financial stability with an emphasis on cost reduction and operational efficiency.

ER:dw:mm

Attachment A: Summary of Programs

DEPARTMENT

SUMMARY OF PROGRAMSOMNITRANS CONSOLIDATED

The Agency's consolidated report is the summary look at all department costs from actuals charges for FY 2018-2019, adopted budget for FY 2019-20, Year-End Estimate FY 2019-20 and proposed budget costs for FY 2020-21.

FISCAL SUMMARY BY PROGRAM

	2018-2019 ACTUAL	2019-2020 ADOPTED	2019-2020 YE EST	2020-2021 PROPOSED	\$ / % Change FY 2020YE-2021	
Salaries and Benefits	55,356,401	54,461,826	52,326,348	50,973,454	(1,352,894)	-2.59%
Services	3,783,584	3,961,842	2,933,601	3,436,667	503,066	17.15%
Material and Supplies	7,585,990	6,633,175	6,720,735	6,254,287	(466,448)	-6.94%
Occupancy	5,096,134	5,683,023	4,579,825	4,814,940	235,115	5.13%
Casualty and Liability	7,812,623	8,024,836	7,865,747	8,450,752	585,005	7.44%
Taxes	13,627	55,000	37,755	40,000	2,245	5.95%
Purchased Transport	10,764,903	11,831,424	11,936,551	12,396,890	460,340	3.86%
Printing and Advertising	893,427	850,033	755,568	789,300	33,732	4.46%
Miscellaneous Expenses	3,507,694	(44,191)	100,326	421,750	321,424	320.38%
Leases and Rentals	-	-	-	-	-	
SUBTOTAL	94,814,382	91,456,968	87,256,455	87,578,041	321,585	0.37%
Depreciation	18,797,140	18,844,776	19,054,910	19,124,076	69,166	0.36%
Capital Purchase	9,061,090	-	2,802,496	-	(2,802,496)	
SUBTOTAL	122,672,612	110,301,744	109,113,861	106,702,117	(2,411,744)	-2.21%
GRAND TOTAL **	103,875,472	91,456,968	87,256,455	87,578,041	321,585	0.37%

** Less Depreciation and Capital Purchase

DEPARTMENT

SUMMARY OF PROGRAMS

OPERATIONS: 1100

The Operations Department is responsible for organizing, implementing, coordinating and directing service delivery for all of the Agency's fixed routes and all fleet safety and training programs. Our State and Federal DOT certified Instructors provide initial and periodic training for our operating personnel in all aspects of agency policy and procedure, legal requirements, vehicles and related equipment as well as administer our National Safety Council fleet safety program.

FISCAL SUMMARY BY PROGRAM

	2018-2019 ACTUAL	2019-2020 ADOPTED	2019-2020 YE EST	2020-2021 PROPOSED	\$ / % Change FY 2020YE-2021	
Salaries and Benefits	30,586,329	33,883,384	31,230,352	29,830,645	(1,399,708)	-4.48%
Services	18,641	12,000	-	10,000	10,000	
Material and Supplies	127,223	124,049	105,988	109,000	3,012	2.84%
Occupancy	-	-	-	-	-	
Casualty and Liability	-	-	-	-	-	
Taxes	-	-	-	-	-	
Purchased Transport	-	-	-	-	-	
Printing and Advertising	4,411	8,133	-	8,000	8,000	
Miscellaneous Expenses	53,194	74,710	68,346	73,750	5,404	7.91%
Leases and Rentals	-	-	-	-	-	
SUBTOTAL	30,789,797	34,102,276	31,404,686	30,031,395	(1,373,291)	-4.37%
Depreciation	-	-	-	-	-	
SUBTOTAL	30,789,797	34,102,276	31,404,686	30,031,395	(1,373,291)	-4.37%
GRAND TOTAL **	30,789,797	34,102,276	31,404,686	30,031,395	(1,373,291)	-4.37%

** Less Depreciation

DEPARTMENT

SUMMARY OF PROGRAMS

MAINTENANCE: **1200**

The Maintenance Department administers three areas of responsibility: Administration, Maintenance and Building/Engineering. The major program is the maintenance of the revenue vehicles to meet operating schedules, the repair and body work for the revenue fleet, passenger vehicles and vans, as well as light and heavy duty trucks. The program in addition maintains and repairs Omnitrans generators, compressors, and power equipment as well as performing specific tasks relating to general welding and fabrication for the department. The Building/Engineering/Construction program assists with and ensures Omnitrans facilities meet City, State, and Federal regulations and standards. All major remodels, repairs and maintenance of all facilities and buildings are managed through the Maintenance Department. Omnitrans Maintenance Department Mission Statement: To provide clean, safe, and reliable vehicles, equipment, and facilities to Omnitrans internal and external customers.

FISCAL SUMMARY BY PROGRAM

	2018-2019	2019-2020	2019-2020	2020-2021	\$ / % Change FY 2019YE-2020	
Salaries and Benefits	8,520,908	9,117,134	8,671,416	8,776,890	105,473	1.22%
Services	495,548	472,000	471,673	444,783	(26,890)	-5.70%
Material and Supplies	6,157,200	5,675,778	5,518,395	5,390,579	(127,816)	-2.32%
Occupancy	2,496,557	2,907,500	1,968,736	1,978,500	9,764	0.50%
Casualty and Liability	-	-	-	-	-	
Taxes	-	-	-	-	-	
Purchased Transport	-	-	-	-	-	
Printing and Advertising	-	-	-	-	-	
Miscellaneous Expenses	(51,091)	(59,445)	(7,294)	(44,812)	(37,518)	514.40%
Leases and Rentals	-	-	-	-	-	
SUBTOTAL	17,619,123	18,112,967	16,622,927	16,545,940	(76,987)	-0.46%
Depreciation	-	-	-	-	-	
SUBTOTAL	17,619,123	18,112,967	16,622,927	16,545,940	(76,987)	-0.46%
GRAND TOTAL **	17,619,123	18,112,967	16,622,927	16,545,940	(76,987)	-0.46%

** Less Depreciation

DEPARTMENT

SUMMARY OF PROGRAMS

ADMINISTRATION: 1300

The Administration department budget currently includes budgets for the CEO/General Manager, Deputy CEO/General Manager and their administrative support staff. The CEO/General Manager serves as the Chief Executive Officer for Omnitrans. Appointed by the Board, the CEO/General Manager is responsible for the overall administration of all Omnitrans departments and oversees the enforcement of all pertinent State/Federal laws. This office is responsible on a day-to-day basis for the efficient performance of all operations, responsible for implementing Board policy and formulating staff recommendations for Board review on policy matters. Included in this program are legislative relations/policy analysis, administrative analysis, and general oversight of operations. The CEO/General Manager oversees the preparation of the budget and is responsible for the administration of the budget once adopted by the Board. Administration carries out the duties assisting in preparation of Board agendas, minutes, maintaining all official documents of the Omnitrans records of proceedings, deeds, agreements, contracts, filing annual disclosure statements, and coordination of board committees.

FISCAL SUMMARY BY PROGRAM

	2018-2019 ACTUAL	2019-2020 ADOPTED	2019-2020 YE EST	2020-2021 PROPOSED	\$ / % Change FY 2020YE-2021	
Salaries and Benefits	1,074,031	891,591	759,819	832,938	73,118	9.62%
Services	349,979	620,225	270,618	600,225	329,607	121.80%
Material and Supplies	9,984	14,500	7,556	10,000	2,444	32.35%
Occupancy	-	2,500	-	-	-	
Casualty and Liability	-	-	-	-	-	
Taxes	-	-	-	-	-	
Purchased Transport	-	-	-	-	-	
Printing and Advertising	9,163	15,300	-	-	-	
Miscellaneous Expenses	171,547	167,000	150,831	166,100	15,269	10.12%
Leases and Rentals	-	-	-	-	-	
SUBTOTAL	1,614,704	1,711,116	1,188,824	1,609,263	420,438	35.37%
Depreciation	-	-	-	-		
SUBTOTAL	1,614,704	1,711,116	1,188,824	1,609,263	420,438	35.37%
GRAND TOTAL **	1,614,704	1,711,116	1,188,824	1,609,263	420,438	35.37%

** Less Depreciation

DEPARTMENT

SUMMARY OF PROGRAMS

INFORMATION TECHNOLOGY SERVICES 1320

The Information Technology Services department is charged with managing all technology deployed at Omnitrans to include onboard bus systems, surveillance systems, data storage systems, regional network infrastructure, 70+ key business applications, datacenter and company computer hardware as well as functional support for all technology related systems. Additionally, the ITS Department supports Omnitrans with custom development of reports and programs in support of company functions.

FISCAL SUMMARY BY PROGRAM

	2018-2019 ACTUAL	2019-2020 ADOPTED	2019-2020 YE EST	2020-2021 PROPOSED	\$ / % Change FY 2020YE-2021	
Salaries and Benefits	1,258,515	1,322,637	1,277,580	1,248,686	(28,894)	-2.26%
Services	-	-	-	-	-	
Material and Supplies	43,832	41,500	41,000	41,500	500	1.22%
Occupancy	2,273,286	2,436,670	2,325,585	2,574,140	248,555	10.69%
Casualty and Liability	-	-	-	-	-	
Taxes	-	-	-	-	-	
Purchased Transport	-	-	-	-	-	
Printing and Advertising	-	-	-	-	-	
Miscellaneous Expenses	6,047	27,853	746	20,225	19,479	2609.67%
Leases and Rentals	-	-	-	-	-	
SUBTOTAL	3,581,680	3,828,660	3,644,911	3,884,551	239,640	6.57%
Depreciation	-	-	-	-	-	
SUBTOTAL	3,581,680	3,828,660	3,644,911	3,884,551	239,640	6.57%
GRAND TOTAL **	3,581,680	3,828,660	3,644,911	3,884,551	239,640	6.57%

** Less Depreciation

DEPARTMENT

SUMMARY OF PROGRAMS

MARKETING

1400

At Omnitrans, the marketing, public relations, communications and customer service functions fall within the Marketing Department. The marketing/public relations section is responsible for all community outreach efforts, internal and external communications, both printed and electronic, paid advertising, publicity and media relations. Omnitrans utilizes an advertising agency to provide advertising and design services including creative development, graphic design, and media buying responsibilities. The customer service section provides customer assistance in the Agency's call center and San Bernardino Transit Center seven days a week. This section also manages fare media sales, reduced fare ID cards, lost and found and reception. The department director oversees advertising revenue contracts, the advertising agency and serves as the Agency's public information officer.

FISCAL SUMMARY BY PROGRAM

	2018-2019 ACTUAL	2019-2020 ADOPTED	2019-2020 YE EST	2020-2021 PROPOSED	\$ / % Change FY 2020YE-2021	
Salaries and Benefits	2,308,689	1,232,526	1,213,436	1,056,892	(156,544)	-12.90%
Services	64,684	65,000	60,228	65,000	4,772	7.92%
Material and Supplies	9,662	4,700	4,797	4,700	(97)	-2.03%
Occupancy	67,670	9,500	9,000	9,500	500	5.56%
Casualty and Liability	-	-	-	-	-	
Taxes	-	-	-	-	-	
Purchased Transport	-	-	-	-	-	
Printing and Advertising	851,670	748,300	725,000	731,600	6,600	0.91%
Miscellaneous Expenses	150,076	136,275	192,620	202,650	10,030	5.21%
Leases and Rentals	-	-	-	-	-	
SUBTOTAL	3,452,450	2,196,301	2,205,082	2,070,342	(134,740)	-6.11%
Depreciation	-	-	-	-	-	
SUBTOTAL	3,452,450	2,196,301	2,205,082	2,070,342	(134,740)	-6.11%
GRAND TOTAL **	3,452,450	2,196,301	2,205,082	2,070,342	(134,740)	-6.11%

** Less Depreciation

DEPARTMENT

SUMMARY OF PROGRAMS

STRATEGIC DEVELOPMENT

1500

The Strategic Development Department prepares the Agency's short range transit plan, annual service plan, development of new service, and monitors existing service to recommend changes. They also handle public outreach related to service and fare changes and system development. The department will centralize performance measurement and monitoring for continuous improvement, seek funding sources to support strategic advancement, and develop enhanced service offerings while continuing to improve upon and effectively manage existing services. The Department will be the primary liaison with regional partners such as San Bernardino County Transportation Authority, Southern California Association of Governments, neighboring transit agencies as well as industry groups such as American Bus Benchmarking Group.

FISCAL SUMMARY BY PROGRAM

	2018-2019 ACTUAL	2019-2020 ADOPTED	2019-2020 YE EST	2020-2021 PROPOSED	\$ / % Change FY 2020YE-2021	
Salaries and Benefits	-	1,310,242	1,224,458	1,436,969	212,511	17.36%
Services	-	10,000	-	125,000	125,000	
Material and Supplies	-	5,575	5,575	5,575	-	0.00%
Occupancy	11,057	73,500	70,000	73,500	3,500	5.00%
Casualty and Liability	-	-	-	-	-	
Taxes	-	-	-	-	-	
Purchased Transport	-	-	-	-	-	
Printing and Advertising	-	13,000	10,500	13,000	2,500	23.81%
Miscellaneous Expenses	-	12,675	13,923	12,375	(1,548)	-11.12%
Leases and Rentals	-	-	-	-	-	
SUBTOTAL	11,057	1,424,992	1,324,456	1,666,419	341,963	25.82%
Depreciation	-	-	-	-	-	
SUBTOTAL	11,057	1,424,992	1,324,456	1,666,419	341,963	25.82%
GRAND TOTAL **	11,057	1,424,992	1,324,456	1,666,419	341,963	25.82%

** Less Depreciation

DEPARTMENT

SUMMARY OF PROGRAMS

HUMAN RESOURCES: **1600**

The Human Resources Department plans, coordinates and administers a comprehensive human resources management program which subscribes to merit principles of personnel administration, fosters an organizational climate of trust and diversity, and promotes a proactive approach to manpower planning and resources administration. The Director and staff administer Omnitrans' claims for Workers' Compensation benefits, working with outside counsel to monitor, control and resolve litigated claims, and provide training for various departments in order to minimize the potential risk of future losses. Human Resources is responsible for staff development to provide an opportunity for employees to have a direct impact on the workplace through participation in joint problem-solving activities with management and support continuing education for professional growth.

FISCAL SUMMARY BY PROGRAM

	2018-2019 ACTUAL	2019-2020 ADOPTED	2019-2020 YE EST	2020-2021 PROPOSED	\$ / % Change FY 2020YE-2021	
Salaries and Benefits	4,735,829	1,768,509	2,918,477	3,563,785	645,308	22.11%
Services	565,386	527,500	534,355	459,400	(74,955)	-14.03%
Material and Supplies	6,910	10,500	5,892	8,000	2,108	35.79%
Occupancy	-	-	-	-	-	
Casualty and Liability	3,609,861	2,864,836	3,134,169	3,357,834	223,665	7.14%
Taxes	-	-	-	-	-	
Purchased Transport	-	-	-	-	-	
Printing and Advertising	17,330	30,000	10,570	15,000	4,430	41.91%
Miscellaneous Expenses	124,175	150,589	139,655	148,739	9,084	6.50%
Leases and Rentals	-	-	-	-	-	
					-	
SUBTOTAL	9,059,489	5,351,934	6,743,117	7,552,758	809,641	12.01%
					-	
Depreciation	-	-	-	-	-	
SUBTOTAL	9,059,489	5,351,934	6,743,117	7,552,758	809,641	12.01%
					-	
GRAND TOTAL **	9,059,489	5,351,934	6,743,117	7,552,758	809,641	12.01%

** Less Depreciation

DEPARTMENT

SUMMARY OF PROGRAMS

SAFETY AND SECURITY

1630

The Safety and Security Department is responsible for all physical plant/transit system safety compliance and Security/Public Safety Programs. Many of these programs are under the oversight of the Federal Transit Administration, Transportation Safety Administration/Department of Homeland Security as well as State, County, and Local Public Safety and Safety & Environmental Compliance agencies. Omnitrans has an ongoing internal process of reviewing operations, procedures, and processes, as well as interfacing with local public Law, Fire, and Emergency Service first response agencies for external coordination, support and feedback. The staff of this section meet routinely with San Bernardino County Public Safety and Emergency Services Organizations as well as regional and state public safety and transportation safety officials. The staff is responsible for the generation of various regulatory reports and records as well as monthly reporting of transit system and security events/incidents to the FTA - National Transit Database Reporting System.

FISCAL SUMMARY BY PROGRAM

	2018-2019 ACTUAL	2019-2020 ADOPTED	2019-2020 YE EST	2020-2021 PROPOSED	\$ / % Change FY 2020YE-2021	
Salaries and Benefits	409,678	527,133	383,050	654,734	271,684	70.93%
Services	1,304,615	1,523,026	1,084,001	1,209,938	125,936	11.62%
Material and Supplies	1,856	9,000	36	5,500	5,464	15186.27%
Occupancy	14,727	15,000	15,000	15,000	-	0.00%
Casualty and Liability	-	-	-	-	-	
Taxes	-	-	-	-	-	
Purchased Transport	-	-	-	-	-	
Printing and Advertising	808	3,000	840	3,000	2,160	-
Miscellaneous Expenses	13,255	42,250	20,291	30,125	9,835	48.47%
Leases and Rentals	-	-	-	-	-	
SUBTOTAL	1,744,940	2,119,409	1,503,218	1,918,296	415,078	27.61%
Depreciation	-	-	-	-	-	
SUBTOTAL	1,744,940	2,119,409	1,503,218	1,918,296	415,078	27.61%
GRAND TOTAL **	1,744,940	2,119,409	1,503,218	1,918,296	415,078	27.61%

** Less Depreciation

DEPARTMENT

SUMMARY OF PROGRAMS

PROCUREMENT

1700

It is Omnitrans's policy to ensure that Disadvantaged Business Enterprise (DBE), as defined in 49 CFR Part 26 (Code of Federal Regulations), have an equal opportunity to receive and participate in Department of Transportation (DOT) assisted contracts. The Procurement Department affords the same opportunity for all business enterprises to participate in our procurement and contracting solicitations by providing a fair and equitable bidding process. The Procurement Department ensures compliance with Omnitrans' Procurement Policies and Procedures, Federal Transit Administration (FTA) Circular 4220.1F, and best practices. Our mission is to serve, support and collaborate with internal and external customers to procure goods and services, assist in the development of solicitations, and contracts, champion inventory integrity, ensure parts availability in a cost effective, timely and accurate manner in support of the agency's best interests. Procurement assists departments in the development of technical specifications and scopes of work. Procurement is responsible for contract administration. The Director of Procurement leads the department in safeguarding the integrity of the procurement system, monitors procurements against contractual requirements, and identifies cost savings such as collaborative procurements and any other available cost savings/avoidance opportunities.

FISCAL SUMMARY BY PROGRAM

	2018-2019 ACTUAL	2019-2020 ADOPTED	2019-2020 YE EST	2020-2021 PROPOSED	\$ / % Change FY 2020YE-2021	
Salaries and Benefits	1,572,972	1,526,228	1,679,310	1,677,258	(2,052)	-0.12%
Services	3,110	17,500	29,460	125,000	95,540	324.30%
Material and Supplies	11,890	7,700	8,002	9,000	998	12.47%
Occupancy	-	-	-	-	-	
Casualty and Liability	-	-	-	-	-	
Taxes	-	-	-	-	-	
Purchased Transport	-	-	-	-	-	
Printing and Advertising	7,666	9,200	4,076	9,200	5,124	125.69%
Miscellaneous Expenses	7,389	8,375	6,023	8,775	2,752	45.68%
Leases and Rentals	-	-	-	-	-	
SUBTOTAL	1,603,026	1,569,003	1,726,872	1,829,233	102,361	5.93%
Depreciation	-	-	-	-	-	
SUBTOTAL	1,603,026	1,569,003	1,726,872	1,829,233	102,361	5.93%
GRAND TOTAL **	1,603,026	1,569,003	1,726,872	1,829,233	102,361	5.93%

** Less Depreciation

DEPARTMENT

SUMMARY OF PROGRAMS

FINANCE: 1800

The Finance Department is responsible for acquiring, managing, and reporting all financial transactions for Omnitrans, including the collection and disbursement of funds. Ensuring there is adequate resources available for ongoing operations is priority. The department has three (3) areas: Accounting, Grants Administration, and Disbursement.

Accounting: This area is responsible for collecting funds, recording transactions, and financial reporting through various reports on a daily, weekly, monthly, quarterly and yearly schedule.

Grants Administration: This area is responsible for preparing and submitting grant applications, tracking and reporting to federal, state and local agencies all activities associated with any grant awarded.

Disbursement: This area is responsible for the weekly payment of invoices from customers, and the biweekly payroll for employees.

FISCAL SUMMARY BY PROGRAM

	2018-2019 ACTUAL	2019-2020 ADOPTED	2019-2020 YE EST	2020-2021 PROPOSED	\$ / % Change FY 2020YE-2021	
Salaries and Benefits	1,076,713	1,122,940	1,108,713	1,165,187	56,474	5.09%
Services	175,117	185,600	211,052	215,000	3,948	1.87%
Material and Supplies	5,443	10,000	6,769	10,000	3,231	47.72%
Occupancy	-	-	-	-	-	
Casualty and Liability	4,011,707	5,155,500	4,731,578	5,088,418	356,840	7.54%
Taxes	13,627	55,000	37,755	40,000	2,245	5.95%
Purchased Transport	-	-	-	-	-	
Printing and Advertising	-	-	-	-	-	
Miscellaneous Expenses	3,004,629	(682,473)	(498,222)	(351,402)	146,820	-29.47%
Leases and Rentals	-	-	-	-	-	
Other - CAP Credit					-	
SUBTOTAL	8,287,236	5,846,567	5,597,645	6,167,203	569,558	10.17%
Depreciation	17,157,063	17,434,951	17,679,184	17,940,250	261,066	1.48%
Capital Purch Exp	9,061,090	-	2,802,496	-	(2,802,496)	
SUBTOTAL	34,505,388	23,281,518	26,079,325	24,107,453	(1,971,871)	-7.56%
GRAND TOTAL **	8,287,236	5,846,567	5,597,645	6,167,203	569,558	10.17%

** Less Depreciation

DEPARTMENT

SUMMARY OF PROGRAMS

ACCESS: 2110

Access is part of the Special Transportation Services Division of the Operations Department. Access Service is contracted out to a private transportation company to provide Americans with Disabilities Act (ADA) mandated public transportation service for those unable to independently use the fixed route bus service in southwestern San Bernardino County for all or some of their trips. Access operates with commercial cutaway minibuses.

FISCAL SUMMARY BY PROGRAM

	2018-2019 ACTUAL	2019-2020 ADOPTED	2019-2020 YE EST	2020-2021 PROPOSED	\$ / % Change FY 2020YE-2021	
Salaries and Benefits	366,476	368,275	315,805	323,861	8,056	2.55%
Services	99,139	108,214	103,850	112,321	8,472	8.16%
Material and Supplies	1,101,543	571,179	978,618	571,097	(407,521)	-41.64%
Occupancy	138,369	131,000	119,240	128,000	8,760	7.35%
Casualty and Liability	172,254	-	-	-	-	
Taxes	-	-	-	-	-	
Purchased Transport	9,231,464	10,207,078	10,324,327	10,144,376	(179,952)	-1.74%
Printing and Advertising	-	2,000	-	-	-	
Miscellaneous Expenses	2,902	7,500	-	3,100	3,100	
Leases and Rentals	-	-	-	-	-	
					-	
SUBTOTAL	11,112,147	11,395,246	11,841,840	11,282,754	(559,085)	-4.72%
Depreciation	1,640,078	1,409,825	1,375,726	1,183,826	(191,900)	-13.95%
SUBTOTAL	12,752,224	12,805,071	13,217,566	12,466,580	(750,986)	-5.68%
GRAND TOTAL **	11,112,147	11,395,246	11,841,840	11,282,754	(559,085)	-4.72%

** Less Depreciation

DEPARTMENT

SUMMARY OF PROGRAMS

Chino Hills /Micro Transit:

2400

Omnitrans is piloting a MicroTransit service in the City of Chino Hills. MicroTransit service is similar as on-demand, automatically dispatched service using smaller vehicles. This combination allows Omnitrans to better match real-time demand with service levels. The MicroTransit service will be branded as a new service within Omnitrans' Family of Services and will be operated by the same contractor that runs OmniAccess and OmniGo service.

FISCAL SUMMARY BY PROGRAM

	2018-2019 ACTUAL	2019-2020 ADOPTED	2019-2020 YE EST	2020-2021 PROPOSED	\$ / % Change FY 2020YE-2021
Salaries and Benefits	-	-	-	-	-
Services	-	-	-	-	-
Material and Supplies	-	-	-	-	-
Occupancy	-	-	-	-	-
Casualty and Liability	-	-	-	-	-
Taxes	-	-	-	-	-
Purchased Transport	-	-	-	619,754	619,754
Printing and Advertising	-	-	-	-	-
Miscellaneous Expenses	-	-	-	-	-
Leases and Rentals	-	-	-	-	-
					-
SUBTOTAL	-	-	-	619,754	619,754
					-
Depreciation	-	-	-	-	-
SUBTOTAL	-	-	-	619,754	619,754
					-
GRAND TOTAL **	-	-	-	619,754	619,754

** Less Depreciation

DEPARTMENT

SUMMARY OF PROGRAMS

OMNIGO/PURCHASED TRANSPORTATION: **2500**

OmniGo service is contracted out to a private transportation company to provide two types of fixed route service: 1) weekend service on routes that consistently have low weekend loads; and, 2) OmniGo local circulator service. Weekend OmniGo service matches a smaller commercial cutaway vehicle with a 16-18 passenger capacity to routes with low productivity. OmniGo local circulator service is a neighborhood shuttle service in fixed route mode, connecting with regular fixed route service using the same smaller vehicles to match capacity with lower demand areas.

FISCAL SUMMARY BY PROGRAM

	2018-2019 ACTUAL	2019-2020 ADOPTED	2019-2020 YE EST	2020-2021 PROPOSED	\$ / % Change FY 2020YE-2021	
Salaries and Benefits	3,102	-	3,244	-	(3,244)	
Services	-	-	-	-	-	
Material and Supplies	111,173	53,944	58,509	85,336	26,827	45.85%
Occupancy	5,127	5,473	5,281	5,300	19	0.36%
Casualty and Liability	18,801	-	-	-	-	
Taxes	-	-	-	-	-	
Purchased Transport	1,533,439	1,624,346	1,612,223	1,632,761	20,538	1.27%
Printing and Advertising	-	-	-	-	-	
Miscellaneous Expenses	-	-	-	-	-	
Leases and Rentals	-	-	-	-	-	
					-	
SUBTOTAL	1,671,642	1,683,763	1,679,258	1,723,397	44,139	2.63%
					-	
Depreciation	-	-	-	-	-	
SUBTOTAL	1,671,642	1,683,763	1,679,258	1,723,397	44,139	2.63%
					-	
GRAND TOTAL **	1,671,642	1,683,763	1,679,258	1,723,397	44,139	2.63%

** Less Depreciation

DEPARTMENT

SUMMARY OF PROGRAMS

CTSA: 3000

The Consolidated Transportation Service Agency (CTSA) is part of the Special Transportation Services (STS) in the Operations Department. Its mission is to promote the mobility of seniors and individuals with disabilities through increasing mobility options available to them. In addition to operating several in-house mobility programs: Travel Training; Volunteer Driver Mileage Reimbursement; RIDE-Taxi and RIDE-Lyft, CTSA develops funding partnerships with local government authorities, human and social services agencies, and private non-profit organizations to provide capital and operating assistance for programs that transport seniors and individuals with disabilities in the Omnitrans service area.

FISCAL SUMMARY BY PROGRAM

	2018-2019 ACTUAL	2019-2020 ADOPTED	2019-2020 YE EST	2020-2021 PROPOSED	\$ / % Change FY 2020YE-2021	
Salaries and Benefits	697,030	867,913	755,516	405,610	(349,906)	-46.31%
Services	668,112	212,600	166,929	70,000	(96,929)	-58.07%
Material and Supplies	(12,567)	81,750	(23,617)	4,000	27,617	-116.94%
Occupancy	89,341	101,880	66,983	31,000	(35,983)	-53.72%
Casualty and Liability	-	4,500	-	4,500	4,500	
Taxes	-	-	-	-	-	
Purchased Transport	-	-	-	-	-	
Printing and Advertising	2,380	21,100	4,581	9,500	4,919	-
Miscellaneous Expenses	9,681	41,500	1,976	152,125	150,149	7600.43%
Leases and Rentals	-	-	-	-	-	
					-	
SUBTOTAL	1,453,977	1,331,243	972,367	676,735	(295,632)	-30.40%
Depreciation	-	-	-	-	-	
SUBTOTAL	1,453,977	1,331,243	972,367	676,735	(295,632)	-30.40%
GRAND TOTAL **	1,453,977	1,331,243	972,367	676,735	(295,632)	-30.40%

** Less Depreciation

ITEM # E3

DATE: April 9, 2020

TO: Committee Chair Sam Spagnolo and
Members of the Administrative and Finance Committee

FROM: Erin Rogers, Interim CEO/General Manager

**SUBJECT: ASSEMBLY BILL 2011 (HOLDEN) AND SENATE BILL 1390
(PORTANTINO) – OPPOSE**

FORM MOTION

Recommend the Board of Directors adopt an opposed position on AB 2011 (Holden) and SB 1390 (Portantino).

BACKGROUND

On January 28, 2020 and on February 21, 2020, respectively, Assembly Member Chris Holden (AD41) introduced Assembly Bill (AB) 2011 and Senator Anthony Portantino (SD25) introduced Senate Bill (SB) 1390. These bills would create a construction authority that would oversee the design and construction of an extension of the Los Angeles County Metropolitan Authority's (Metro) Gold Line to Ontario International Airport (ONT). The construction authority would be governed by a seven-member Board of Directors consisting of representatives from Metro, the cities of Montclair, Upland, Ontario, Rancho Cucamonga, Ontario International Airport Authority (OIAA) and San Bernardino County Transportation Authority.

The following activities and actions related to these bills has occurred:

- On January 30th, the members of the SBCTA Legislative Ad Hoc Committee voted to take an oppose position on AB 2011.
- At the February 12th SBCTA General Policy Committee meeting, committee members approved to recommend the SBCTA Board of Directors adopt a Resolution reaffirming SBCTA's responsibility as the transportation planning agency and the voter approved steward of transportation funding in San Bernardino County. Additionally, reaffirming that SBCTA will not delegate its obligation to fund, plan, construct and deliver major transportation projects in San Bernardino County.
- On February 22nd, the SBCTA Legislative Ad Hoc Committee voted to take an oppose position on SB 1390.

- At its March meeting, the SBCTA Board of Directors approved an Ontario Airport Rail Access Alternatives Analysis. In addition, Assembly Member Holden and Senator Portantino attended this meeting to discuss their respective bills.
- At its March 27th Board meeting, the Southern California Regional Rail Authority (SCRRA, Metrolink) Board of Directors also voted to take an oppose position on the bills.
- Other agencies such as the Riverside County Transportation Commission (RCTC), the Ventura County Transportation Commission (VCTC), and cities represented on the SBCTA Board of Directors have sent letters of opposition to the Authors.
- Other self-help counties have expressed concern that this could send a message to voters that the state could remove local decision making regarding how to implement projects funded with voter-approved, local sales tax dollars.

Both bills mirror each other in that they would create a new entity, the Montclair to Ontario Airport Construction Authority (Authority), for the sole purpose of extending the Metro Gold Line to ONT. However, SB 1390 differs from AB 2011 in that it mandates Measure I and other unidentified funds be directed toward the project. Other provisions of the bills require an agreement with SBCTA for the Authority to hold in trust all real property interests held by SBCTA that are necessary for the planning, design and construction of the project at no cost to the Authority. Upon project completion, SBCTA would assume operational responsibility and the Authority would be dissolved.

Concerns have been raised related to the Author's approach to delivering the project. This type of regional transportation improvement project requires close coordination of all stakeholders and strong local leadership to implement local policy direction. The state-controlled approach proposed in these bills does not provide the necessary local planning and stakeholder buy-in. In addition, these bills do not consider alternative approaches to delivering the project. The SBCTA Board of Directors has authorized an Ontario International Airport Rail Access Alternatives Analysis, which will consider multiple approaches to providing this important rail connection to ONT.

SBCTA and Omnitrans have well defined missions and goals as partner transportation agencies in the region. In this partner relationship, SBCTA serves as the regional planning and funding agency and Omnitrans serves as a short-range planning and transit operating agency. Omnitrans is funded by a variety of local, State and Federal transportation funds. Some of these are allocated by and flow through SBCTA. The approach proposed in these bills could have unintended consequences in that the limited transportation funds available in the region could be used on other projects and ultimately impact Omnitrans future funding allocation. This could adversely impact Omnitrans ability to provide vital transportation services in the region.

CONCLUSION

Staff recommends the Board of Directors take an opposed position on Assembly Bill 2011 (Holden) and SB 1390 (Portantino).

ER

ITEM # E4

DATE: April 9, 2020

TO: Committee Chair Sam Spagnolo and
Members of the Administrative and Finance Committee

THROUGH: Erin Rogers, Interim CEO/General Manager

FROM: Suzanne Pfeiffer, Director of Human Resources

**SUBJECT: EQUAL EMPLOYMENT OPPORTUNITY PROGRAM – 2020 THROUGH
2024**

FORM MOTION

Receive and Forward to the Board of Directors the Equal Employment Opportunity (EEO) Plan effective March 1, 2020, through February 29, 2024.

BACKGROUND

The previous EEO Plan was due to expire with the Federal Transit Administration (FTA) on February 29, 2020. In 2018, the FTA changed the submission timeline from every three years to every four years. At that time, our 2015 – 2018 Plan submission was extended until February 29, 2020 and established the new submission date for Omnitrans as March 1, 2020.

Our Plan covers all the required elements of Federal Regulation 41 CFR Parts 60-2.15 and 60-2.16 Government Contractors, Affirmative Action Requirements: Final Rule and FTA Circular 4704.1A.

The Director of Human Resources serves as the EEO Officer and administers the program. It is the policy of Omnitrans to seek and employ qualified personnel at all locations and facilities, and to provide equal employment opportunities for all applicants and employees in recruiting, hiring, placement, training, compensation and benefits, promotion, transfer, and termination.

Our current and ongoing analysis of the workforce has identified some differences in the participation of:

- Minorities and Black in the Supervisor job group
- Females in the Clerical Support (Represented) job group
- Females, Hispanics, and American Indians in the Operators job group

Internal efforts to address these differences include promoting internal candidates (such as promoting Coach Operators to supervisor and professional positions), providing out of class training opportunities in higher-level positions, and appointing internal candidates as Relief Dispatchers and Relief Field Supervisors.

Additional measures in addressing these differences include carefully monitoring openings, recruitments and selections for positions in these job groups. Efforts also include engaging with, and advertising in, minority newspapers, websites, and networks, and good faith efforts as stated in the proposed plan.

Omnitrans has identified the following recruiting sources that might refer qualified female and minority applicants going forward:

Women's Job List (www.womensjoblist.com)
Tribal Employment Newsletter (www.nativejobs.com)
Conference of Minority Transportation Officials (www.comto.org)
Minorities & Success (www.mspg.org)
Hispanic-jobs.com (www.hispanic-jobs.com)

For a complete list of outreach partners/organizations to which we distribute recruitment information/flyers, see Exhibit 22 in the EEO Plan.

The Director of Human Resources reviews all personnel activity, including hiring, transfers, promotions, and terminations at all levels to ensure the policy is carried out. The Human Resources Analyst prepares and submits the EEO Quarterly Report to the Board.

Omnitrans reaffirms its policy that it is and shall be an Equal Opportunity Employer and will do its utmost to further these principles.

CONCLUSION

Receive and Forward to Board of Directors to ensure Omnitrans maintains compliance with the Federal Transit Administration (FTA), Executive Order 11246 as amended, Section 503 of the Rehabilitation Act, and the Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA).

Attachment A: Equal Employment Opportunity Program

Equal Employment Opportunity Program

For Minorities and Women

March 1, 2020 – Feb. 29, 2024




Erin Rogers, Interim CEO/ General Manager


Suzanne Pfeiffer, Director of Human Resources

PART I

**FULL REPORT PROVIDED AS A SEPARATE LINK
AND A HARD COPY WILL BE PROVIDED UPON REQUEST**