



Management Plan

FISCAL YEAR 2014

About the Management Plan

Four Elements of the Management Plan

- 1. Management Element**
- 2. Service Element**
- 3. Marketing Element**
- 4. Budget Element**



Management Element

F I S C A L Y E A R 2 0 1 4

Primary Objective

Move Omnitrans forward through this period of uncertainty resulting from the COA and the lack of a short-term or a long-term investment strategy for transit in the San Bernardino Valley

Objectives

In the absence of a SRTP, the plan also serves as our primary communication document with:

- **Stakeholders**
- **Federal Transit Administration**
- **Elected officials**
- **Employees**
- **Passengers**
- **Other interested parties**

Process

- **Board Workshops**
- **SWOT Analysis**
- **Review of Plans**
- **Omnitrans Mission, Values and Principles**
- **Detailed Action Plans**
- **Quarterly Reports to the Board**
- **Reports to Board Committees**
- **12 Strategic Goals for FY 2014**

Goal 1: Complete the sbX Construction & Grand Opening Plan

**Outcome - Start of Revenue
Operation, which will enhance
economic development, the
environment, and quality of life
in the San Bernardino Valley, no
later than April 2014**

GOAL 2: Operation, Management and Marketing Plan of sbX Program

Outcome – A comprehensive operations and management plan that ensures the highest quality of service delivery that will meet or exceed ridership projections

GOAL 3: Complete the Comprehensive Operational Analysis (COA)

Outcome - Omnitrans and SANBAG are to reach an agreement on the estimated funding

GOAL 4: Prepare 2035 Strategic Plan and FY2015-2020 Short Range Transit Plan (SRTTP)

Outcome – A comprehensive business strategy, policy, and funding plan to guide Omnitrans through FY2020 and beyond

GOAL 5: Bus Arrival Prediction Information System Phase II

Outcome – Highly accurate real-time bus arrival information display at key transit hubs

GOAL 6: SANBAG-Omnitrans Partnership

**Outcome - Strategic and
visionary mobility partnership**

GOAL 7: Create An Innovative Financing Strategy, Partnership, Policy and Structure

**Outcome – Innovative transit
business model that can deliver
vital projects and services,
generate revenue, and optimize
the potential of local funds**

GOAL 8: 2020 Employee Development Program

Outcome – A stable, well-trained, multidisciplinary workforce that operates and manages a sustainable state-of-the-art transit system to improve mobility, opportunity, and quality of life in this region

GOAL 9: sbX Bus Rapid Transit (BRT) Program

Outcomes - Complete the planning studies necessary to identify locally-preferred alternatives that will make corridors competitive for federal funding in the future

GOAL 10: Explore Fare Collection Technologies

Outcome – Recommend a highly reliable fare collection system that improves operational efficiencies, increases customer satisfaction, and enables inter-agency transfers

GOAL 11: Explore ITS solutions to manage operations

Outcomes

- **Reduce route running costs and improve service reliability**
- **Improved customer amenity and transit experience**
- **Improved system control and quality of service**
- **Increased ridership**

GOAL 12: Explore Options for Future Governance Structure of Omnitrans

**Outcome – An Omnitrans
position on ideal governance
structure**



Service Element

FISCAL YEAR 2014

Ridership Growth Trend National v. Omnitrans

(Calendar Year 2012, APTA)

- **National ridership grew by 1.20%**
- **Peer ridership grew by 2.05%**
- **Omnitrans ridership surged 4.0%**

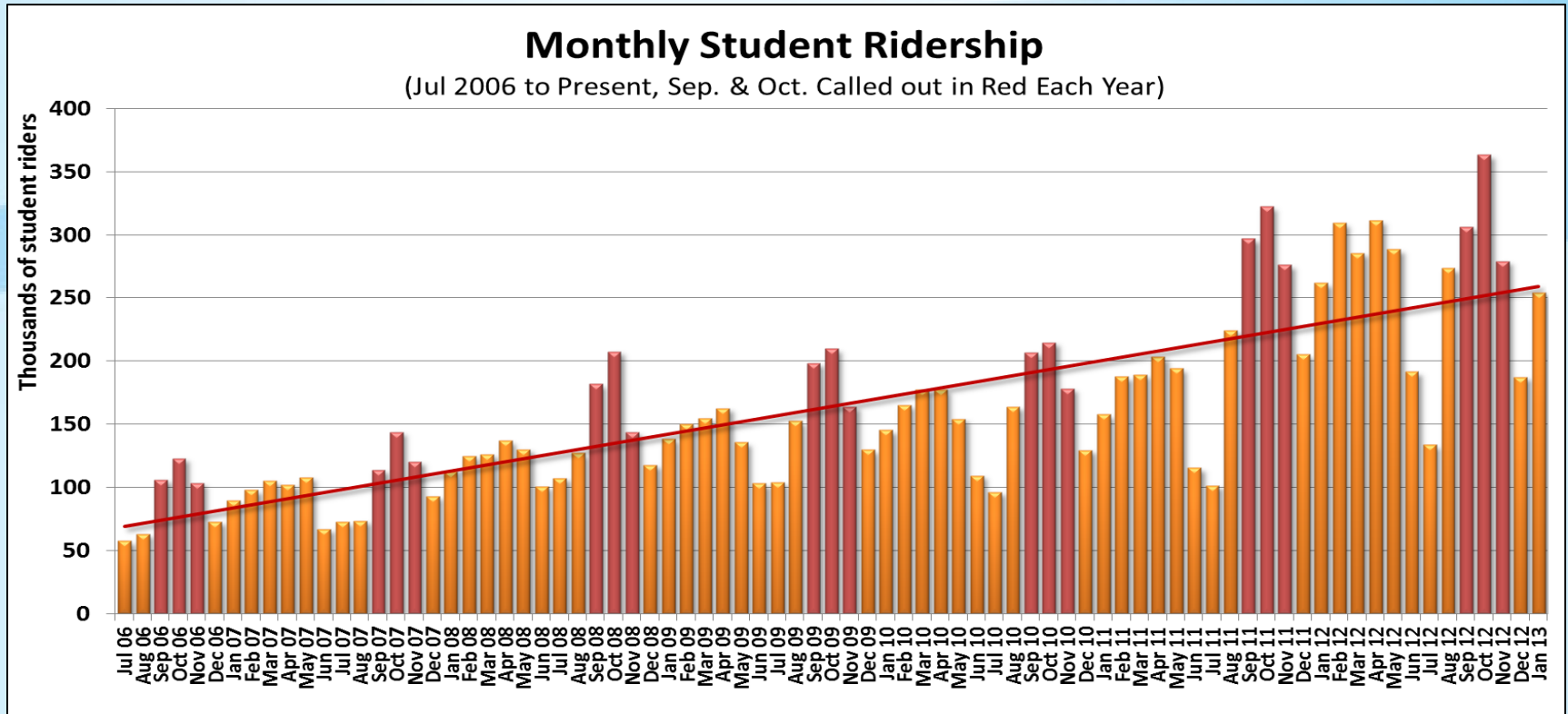
3 years of Consecutive Ridership Growth

Omnitrans Annual Systemwide Ridership

(Historical for Fiscal Years 2010-2012, 2013 estimate, 2014 Forecast)



Student Ridership Growth

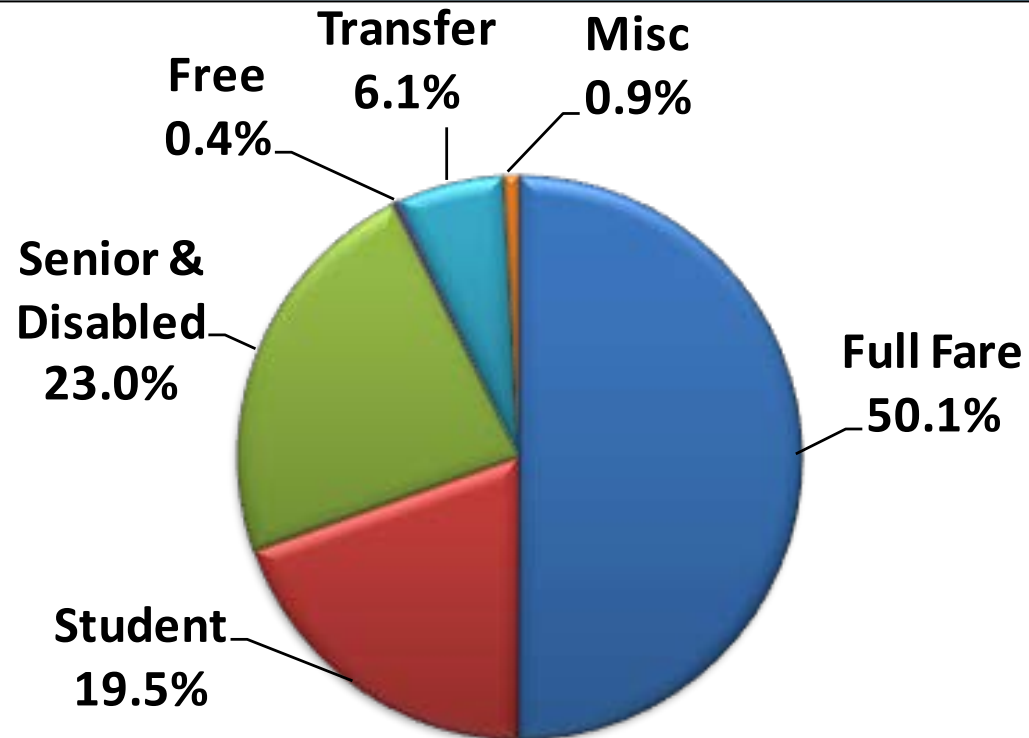


- 17.6% annualized growth 2006-2013
- 19.5% of ridership FY2013 YTD

Seniors & Disabled (S&D)

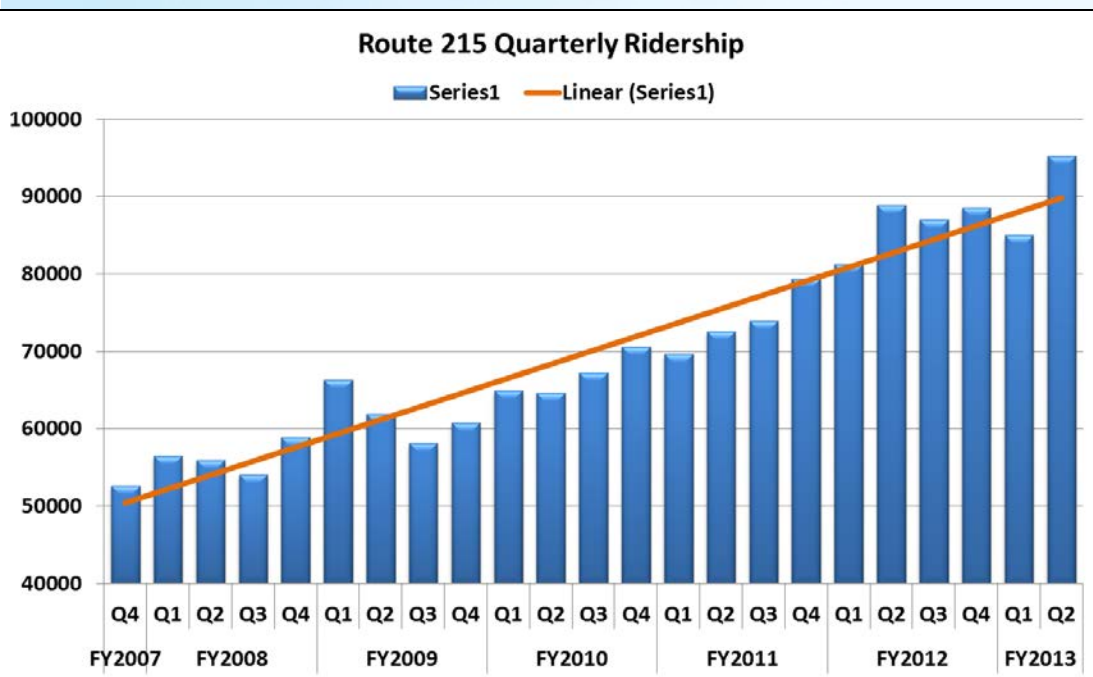


FY2013 Year-to-Date



**S&D: 23% of ridership on Fixed Route
Growing at $\approx 7\%$ each of last three years**

Express Service



- San Bernardino – Riverside

- More than double the growth rate of the system.



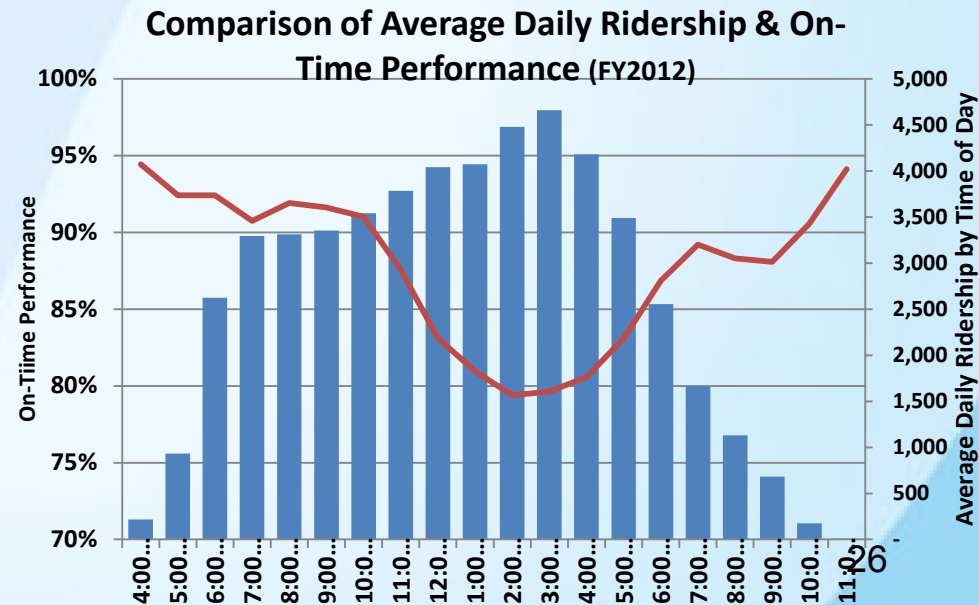
FY 2014 Ridership Forecast

(in Thousands)

	2010	2011	2012	2013 (estimate)	2014 (estimate)	%Δ
Fixed Route	14,307	14,320	15,523	15,672	15,783	0.7%
OmniGo*	--	117	150	155	157	1.5%
sbX	--	--	--	--	724	--
OmniLink	46	24	19	18	18	0.0%
Access	399	431	459	470	498	6.0%
System	14,751	14,891	16,152	16,315	17,180	5.3%

Challenges

- Uncertainty resulting from the COA
- On-time performance
- Reliability of Timed transfer connections
- Impact of travel time






Proposed Fare Policy Modification



(Fare Definitions)

- **Student Pass Converted to Youth Pass**
- **Redefine Go Smart**
- **Access Subscription Service Available at Access Cash Fare**

Summary

Type	Brand	Image	Description
Bus Rapid Transit (BRT) Early 2014	sbX		BRT service mirrors light-rail service with dedicated amenities, stations & significantly reduced travel times while utilizing dedicated BRT buses. sbX utilizes numerous technical treatments to achieve faster service.
Local	Omnitrans		Traditional large bus service operating on a set route with a set schedule at defined frequencies.
Express	Omnitrans		Freeway bus service using a traditional large bus on a set route with a set schedule and frequency that is designed to connect two or more areas of highly concentrated activity.
Community Circulator	OmniGo		Smaller bus service designed to offer lifeline mobility for areas with relatively low population and employment density.

Summary

Type	Brand	Image	Description
ADA Paratransit	Access		Curb-to-curb service provided to comply with the Americans with Disabilities Act (ADA) that is complementary to fixed-route service, and is provided within ¾-mile of a fixed route. Beyond-the-boundary Access service extends Access past the ¾-mile fixed route boundary to the edge of each JPA member city, for a nominal fee.
General Public Dial-a-ride	OmniLink		Curb-to-curb general public lifeline service in Chino Hills and Yucaipa for cities where traditional fixed route service have not historically been efficient due to the intensity of activity and the lack of directness of the road network.

- Fare structure changes



Marketing Element

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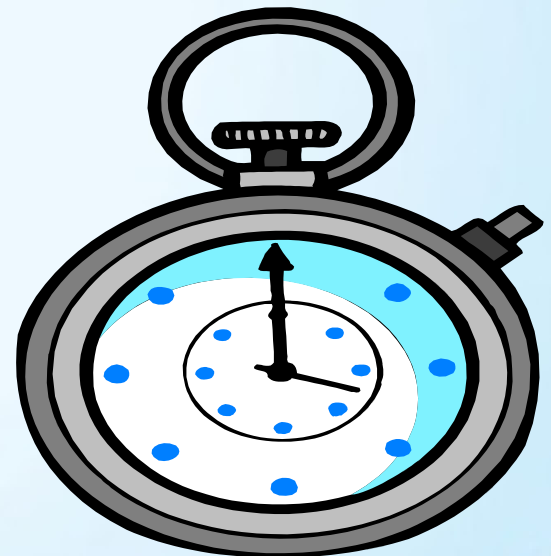
Strengths

- Satisfied Customers
- Safety
- On-time Performance
- Courteous Operators
- Cleanliness/Comfort
- Mobility for Disabled
- Bike Racks
- Transit Centers
- Website/Social Media
- Outreach
- Public Opinion



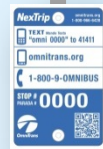
Weaknesses

- **Constrained Budget**
- **Uncertain Future Funding**
- **Travel Time**
 - Few non-riders want to add more than 15 minutes to commute
- **Low Market Share**



Opportunities

- sbX Launch
- NexTrip System
- Go Smart
- High
- High
- Impro
- Public Awareness
- Air Quality/Environment



Threats

- Unemployment (10.8%)
- High Auto Ownership
 - 89% always have a car available
- Free Parking
- Traffic Congestion
- Low Density



Target Markets

Fixed Route

- **Core**

- Young: 16-29 (43%)
- Ethnically Diverse
- Low Income
- Employed (55%)

- **Niche**

- Students (16%)
- Spanish Lang. (15%)
- Seniors, 62+ (9%)
- Commuters/Choice



Target Markets

Demand Response

- **Access:**

- Persons with Disabilities
- Entire Service Area



- **OmniLink:**

- Chino Hills, Yucaipa
- General Public
 - Seniors/Students



Strategies

- **Increase Ridership**
 - sbX launch campaign
 - Market to core and niche markets
 - Students, seniors, commuters, Spanish
 - Promote OmniGo/OmniLink
 - Promote fare media
 - Research/data



Strategies

Increase Customer Satisfaction

- **Improve customer communications**
 - NexTrip, Phase 2
- **Enhance passenger amenities**
 - Shelter Rehab Project
- **Customer service culture**



Strategies

Increase Awareness/Public Opinion

- Expand community outreach
- Public relations efforts
- Positive communications with stakeholders





Budget Element

FISCAL YEAR 2014

FY2014 Budget Highlights

- **Budget Increase Driven by sbX**
 - Up to 8 months of operating cost in budget
- **Major Cost Categories Frozen**
 - No Wage Increase
 - LNG fuel hedged
- **Service Maintained At Current Level**
 - Route 2 impacted by intro of sbX

Service Plan Assumptions

Revenue Hours of Operations

REVENUE HOURS OF OPERATION – Opt Statistics ('000')	FY 12-13 Projected	FY 13-14 Planned	% Change
Fixed Route OmniLink/OmniGo Revenue Hours of Operation	623	634	1.8
ACCESS Revenue Hours of Operation	177	161	(9.0)

Service Plan Assumptions

Passengers Carried

PASSENGERS CARRIED – Opt Statistics ('000')	FY 12-13 Projected	FY 13-14 Planned	% Change
Fixed Route OmniLink/OmniGo Passengers Carried	15,845	16,682	5.3
ACCESS Passengers Carried	470	498	6.0

sbX Service Headcount

23 Additional FTEs for FY14:

- **16 Coach Operators**
- **1 Field Supervisor**
- **2 Equipment Mechanics**
- **1 Facility Mechanic**
- **1 Utility Service Worker**
- **1 Maintenance Worker**
- **1 Systems Engineer**

FY 2014 Proposed Budget

Total Budget \$ 84,395,804

Operating	\$	71,566,092
Capital	\$	12,829,712

- **Excludes Depreciation**

Operating Budget: Revenue

	FY 12-13 (Adopted)	FY 13-14 (Proposed)	Variance
Fixed Route/OmniLink	\$13,487,267	\$13,237,663	(\$249,604)
Demand Response/Paratransit	\$1,505,612	\$1,520,209	\$14,597
Advertising and Auxillary Rev.	\$650,000	\$300,000	(\$350,000)
Interest and Non-Transp. Rev.	\$32,000	\$85,000	\$53,000
LTF Funds for Operations	\$33,939,980	\$36,349,720	\$2,409,740
FTA Section 5307 Maint. / Security	\$10,897,560	\$10,897,560	\$0
STA	\$826,913	\$1,744,044	\$917,131
JARC/NF	\$750,000	\$0	(\$750,000)
STA Maint. / Security	\$2,333,375	\$2,331,896	(\$1,479)
Measure I & Subsidy	\$4,850,000	\$5,100,000	\$250,000
Total Operating Revenues	\$69,272,707	\$71,566,092	\$2,293,385
Percentage Change			3.3%

Operating Budget: Expense

	FY 12-13 (Adopted)	FY 12-13 (Estimate)	FY 13-14 (Proposed)	Bud vs. Bud Variance
Labor and Benefits	\$41,715,416	\$40,572,550	\$41,504,738	(\$210,678)
Services	\$3,113,848	\$2,811,849	\$3,091,835	(\$22,013)
Materials & Supplies	\$9,626,859	\$8,242,612	\$9,303,479	(\$323,380)
Occupancy	\$2,806,839	\$2,511,247	\$3,219,474	\$412,635
Casualty & Liability	\$2,500,587	\$4,915,805	\$5,160,993	\$2,660,406
Taxes	\$60,000	\$10,731	\$49,282	(\$10,718)
Purchased Trans	\$8,896,180	\$8,997,409	\$9,123,745	\$227,565
Printing & Advert	\$948,600	\$906,477	\$909,558	(\$39,042)
Miscellaneous	(\$903,351)	(\$853,832)	(\$1,213,796)	(\$310,445)
Leases & Rentals	\$507,729	\$416,782	\$416,782	(\$90,947)
Total Operating Budge	\$69,272,707	\$68,531,630	\$71,566,092	\$2,293,385
Percentage Change				3.3%

Budget Comparison

Operating Budget Comparison

- FY 12-13 Budget \$ 69,272,707
- FY 13-14 Budget \$ 71,566,092

Variances

- Casualty & Liability \$ 2,660,406
- Salaries & Benefits \$ (210,677)
- Purchase Transportation \$ 235,874
- Materials and Supplies \$ (330,455)
- Miscellaneous Expense \$ (310,445)

Capital Budget: Revenue

	FY 12-13 (Adopted)	FY 13-14 (Proposed)	Variance
FTA 5307	\$16,941,200	\$16,941,200	\$0
CMAQ	\$5,098,500	\$5,197,506	\$99,006
FTA 5309	\$0	\$0	\$0
Measure I	\$1,697,693	\$0	(\$1,697,693)
STAF	\$762,000	\$2,506,773	\$1,744,773
LTF	\$2,371,862	\$0	(\$2,371,862)
Prop 1B	\$748,911	\$1,285,122	\$536,211
Prop 1B - Security	\$128,566	\$128,566	\$0
Total Capital Revenues	\$27,748,732	\$26,059,167	(\$1,689,565)
Percentage Change			-6.1%
Capital Used for Operating	\$13,269,422	\$13,229,455	(\$39,967)

Capital Budget: Expenses

	FY 12-13 (Adopted)	FY 13-14 (Proposed)	Variance
Facilities	\$4,426,467	\$1,417,000	(\$3,009,467)
Revenue Vehicles (FR/PT)	\$5,098,500	\$6,697,506	\$1,599,006
Service/Support Vehicles	\$470,000	\$565,000	\$95,000
Revenue Equipment	\$0	\$0	\$0
Computer Equipment/Software	\$2,684,343	\$3,385,000	\$700,657
Office Equipment	\$0	\$0	\$0
Shop Equipment	\$0	\$433,000	\$433,000
Other Capital	\$1,800,000	\$332,206	(\$1,467,794)
Total Capital Budget	\$14,479,310	\$12,829,712	(\$1,649,598)
Percentage Change			-11.4%
Capital Used for Operating	\$13,269,422	\$13,229,455	(39,967)

FY2014 Budget Summary

- **Balanced Budget**
- **Reviewed with SANBAG**
- **Fixed Route/OmniLink Farebox Ratio is 22.71%**
 - **Farebox ratio impacted by sbX**
- **Access Farebox Ratio is 13.25%**

Questions?

Thank You!

- Board direction & vision
- Move Omnitrans forward
- Only plan – until completion of COA and SRTP
- Launch sbX
- Continue to deliver outstanding service and value to the community