



**Omnitrans**

Connecting Our Community.

# *Management Plan*

F I S C A L   Y E A R   2 0 1 4



# Omnitrans Family of Services



**Bus Rapid Transit (BRT)** Starting in early 2014 BRT service mirrors light-rail service with dedicated amenities, stations and significantly reduced travel times while utilizing dedicated BRT buses. sbX utilizes standalone stations with level boarding, pre-paid fares, dedicated lanes, signal prioritization, and limited stop spacing to achieve faster service.



**OmniTrans Local & Express**

**Local:** Traditional large bus service operating on a set route with a set schedule at defined frequencies. Routes travel in mixed flow traffic with stops placed approximately every 0.2 miles.

**Express:** Freeway large bus service on a set route with a set schedule and frequency. Routes typically travel mostly by freeway and stops are placed several miles apart.



**General Public Dial-a-ride**

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.



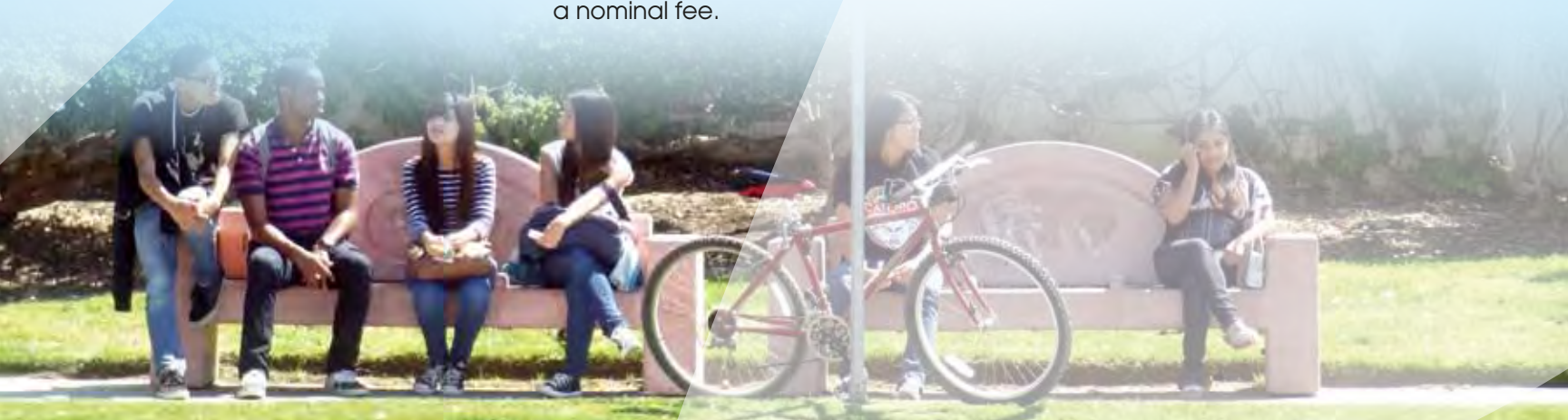
**ADA Paratransit**

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 3/4-mile of a fixed route. Beyond-the-boundary Access service extends Access past the 3/4-mile fixed route boundary to the edge of each JPA member city, for a nominal fee.



**Community Circulator**

Smaller bus service designed to offer lifeline mobility for areas with relatively low population and employment density. OmniGo provides service to key locations within Grand Terrace, Chino Hills and Yucaipa. The service operates in mixed flow traffic with frequent stop placement.





# A Letter from the CEO/General Manager



*Milo Victoria, CEO/General Manager*

Based on direction received from the Board of Directors and subsequent discussions with the Senior Leadership Team, we have prepared a short-term, results-oriented Management Plan that will maintain Omnitrans' momentum in Fiscal Year 2014 until the completion of the Comprehensive Operational Analysis (COA) and the preparation and adoption of our next 2035 Strategic Plan (Strategic Network and Policy Plan) and the FY 2015 - 2020 Short Range Transit Plan (SRTP).

The FY 2014 Management Plan describes our highest-priority projects and planning. The Omnitrans Board has been and will be considering major decisions about most of these plans and projects in the coming year.

As explained in the plan, some of the major questions facing Omnitrans today cannot be answered by technical analysis. They are questions about values and priorities, so they have no concrete answer. Our community's values, expressed through the elected leaders, should form the basis for transportation planning in the San Bernardino Valley.

The Board discussed and addressed some of the most urgent questions at the January and February 2013 Board workshops. The Board's vision for transit in the San Bernardino Valley was essential in preparing the FY 2014 Management Plan. It reaffirms policy guidance and direction previously provided to staff and strengthens Omnitrans' commitment to customers, the community and the quality of service. Furthermore, the Board's desire to maintain the 65/35 Productivity/Coverage standard provided much needed guidance as discussed further in the Management Element.

Other questions such as "Should Omnitrans expand its mission?" or "Should the governance structure of Omnitrans be changed to better meet the mobility challenges of the San Bernardino Valley?" have arisen more recently and are described in the Management Element as proposals for Board consideration. Still others are best answered as part of next year's Strategic and Short Range planning efforts which will guide the agency for the following twenty years and six years, respectively.

"We have prepared a short-term, results-oriented Management Plan that will maintain Omnitrans' momentum."

The Omnitrans management team is committed to providing the highest quality transit service in a safe and cost effective manner. We rely on the Board to set high-level values and make major decisions for the agency. This Management Plan is our proposal, based on the Board's guidance, for Fiscal Year 2014.

*Milo Victoria*  
Milo Victoria,  
CEO/General Manager

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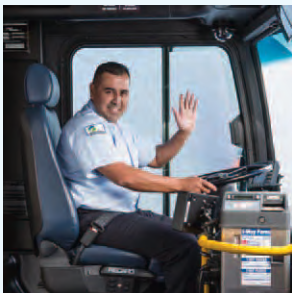
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# Vision

## **Vision for Transit in the San Bernardino Valley - A Values-Based, Customer-Based Transit System, where:**

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





# Mission, Values and Principles

## Our Mission

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

## Shared Values & Principles

Our institutional values define how we approach our work. These shared values help determine appropriate behavior and guide complex decision-making. Taken together, they create an overall operating philosophy. They complement the mission by explaining how we will go about implementing the mission.



### Shared Values

1. Integrity
2. Trust
3. Loyalty
4. Family
5. Learning and Growth
6. Ethics
7. Contribution to the Greater Good
8. Honesty
9. Community
10. Health
11. Treating Others with Dignity
12. Having Fun

### Shared Principles

1. Take responsibility for our own actions
2. Conduct all activities to develop and implement the highest degree of honesty, integrity, and consistency
3. Expect everyone to treat others with dignity and respect
4. Consistently display the highest level of ethical behavior
5. View all actions in relation to their contribution to the greater good
6. Create a pleasant atmosphere, which promotes learning, growth, and fun
7. Recognize responsibility to community and family
8. Quickly take action to correct problems and prevent them from reoccurring
9. Promote a positive, safe, and healthy work environment
10. Promote personal health and wellness
11. Make effective use of resources



# Summary

In the next year, the Omnitrans Board will need to address the following issues:

- SANBAG is completing a Comprehensive Operational Analysis (COA) of Omnitrans (Phase I & II report, January 11, 2013 and Phase III report on March 5, 2013). It proposes cuts to Omnitrans' funding and network design changes that are not supportive of Omnitrans Board established goals and performance measures.
- Omnitrans and SANBAG must seek an understanding of the overall transit funding resources in the San Bernardino Valley and the priorities for deploying them. Considerations such as ridership potential, mobility, equity and potential to generate

discretionary federal funding must be included in the discussion and analysis.

- A longer-term view of Omnitrans' future is needed, one that engages stakeholders and constituent cities in a vision for the future role of public transit in supporting the livability and economy of the San Bernardino Valley.

A number of American and global trends suggest the need to reconsider the role of local transit and to acknowledge the possibility that this role may need to expand in the future:

- Transit ridership nationally is rising and has now returned to levels not seen since the 1950s.
- Energy security and price will continue to be an area of concern, as will the environmental and climate consequences of unchecked carbon emissions.
- The combined costs of housing and transportation in the Inland Empire – both consequences of urban policies in particular – are rising and now consume 69% of disposable income for the moderate-income household<sup>1</sup>.



- Young adults are showing a strikingly low interest in relying on cars, one that differs from the previous generation's behavior at their age. For example, almost a third of Americans now wait until age 19 or later to get their first Driver's license, whereas 30 years ago only 12% did so.
- More people are showing interest in living in walkable communities, such as historic downtowns, that are naturally better suited to public transit than the car-oriented subdivisions that prevailed in the late 20th Century.

“Young adults are showing a strikingly low interest in relying on cars.”

<sup>1</sup> In the 25 largest metro areas in the U.S., the moderate-income household (which makes 50-100% of the median income) spends 59% of its income on housing and transportation. The Riverside-San Bernardino, CA metro area is the second most expensive metro area in the nation, where moderate-income households spend 69% of their income on housing and transportation. Homeowners in this metro area spend 73% of their income on housing and transportation, while renters spend 64%. In the San Francisco metro area, by comparison, moderate-income renter households spend 49% of their income on housing and transportation, one of the lowest figures in the nation's large metro areas. Source: Housing + Transportation (H+T) Affordability Index applied to 2006-2010 American Community Survey data [http://www.nhc.org/media/files/LosingGround\\_10\\_2012.pdf](http://www.nhc.org/media/files/LosingGround_10_2012.pdf)





*Omnitrans' freeway-running 215 express route provides an inter-county connection to downtown Riverside.*

- The relatively large number of people now moving into their senior years – the so called “aging of the baby boom” – could herald increased demand for expensive services for frail seniors. Fortunately, many people are reaching the point of frailty later in life, as life expectancy is slowly rising.

In the face of these changing trends and informed by the ambitions of the various communities in the San Bernardino Valley, Omnitrans will need to think about:

- The overall level of service quality and quantity that Omnitrans should aim for.
- The relative importance of productivity goals as opposed to coverage goals, discussed further below.
- The range of travel markets for which Omnitrans wishes to compete.
- The role of connections in the network and the level of investment needed to develop

connection points and protect timed connections.

These choices cannot be made rashly or based only on short-term cost savings, but should be made in the context of a long-term plan with agreed-upon objectives, which can be implemented consistently and treats all of the San Bernardino Valley's communities fairly. In that context, the future implications of these decisions can be made clearly and agreed upon by the Board. The appropriate forum for most of these choices lies in two planning tasks:

- The 2035 Strategic Plan (Strategic Transit Network and Policy Plan), which looks far into the future and articulates key policies that will guide Omnitrans in the scale, design, presentation, and monitoring of its services.
- The FY 2015 – 2020 Short Range Transportation Plan (SRTP), which guides the agency for six years.

As documented in Omnitrans staff's comments during the two-year Comprehensive Operational Analysis (COA) process, the COA reports released thus far contain only part of the data and analysis needed to support the development of the SRTP and Strategic Plan. The COA analysis and reports did not consistently apply the Board's policies and priorities or justify recommendations with supporting data.

However, with several updates, some of the data collected by the COA will be a good resource for Omnitrans staff and the Board in their work on the Strategic and Short-Range Transit Plans. While the Board ad-hoc committee oversees the completion of the COA, this ongoing dialogue with the Board of Directors will help staff prepare the necessary analysis for the Board to make important transit policy and investment decisions.

To this end, the following Board actions are proposed.

1. **Extend the current Short Range Transit Plan so that Omnitrans can continue to use Federal Transit Administration (FTA) funds.**

The current SRTP expires on June 30, 2013. An amendment to the plan that extends it for one more year will allow Omnitrans to continue investing FTA funds, while writing the new Short Range Transit Plan described above.

## 2. Program a Strategic Plan (2035) and Short Range Transit Plan (FY 2015-2020) for completion during FY 2014.

In addition, we recommend that the Board reaffirm or approve the following items to provide clearer values-based guidance on service development and priorities. Decisions on these issues will be an important dimension of the Strategic Plan and SRTP to be concluded, as well as completion of the COA.

“Choices cannot be made rashly or based only on short-term cost savings, but should be made with agreed-upon objectives.”



### 1. Reaffirm Omnitrans' allocation of resources between the productivity goal and the coverage goal for 2014 through 2020.

In the past, the Omnitrans Board has set a policy of devoting at least 65% of agency resources to services designed to maximize productivity (ridership/service cost). The remaining 35% of resources are devoted to predictably low-productivity service that provides basic access to areas that would otherwise not have transit at all.

These two competing goals are called the Productivity Goal and the Coverage Goal, respectively. The Productivity Goal leads to intense service in areas of high demand, typically direct links between major destinations through areas with higher density. The Coverage Goal justifies services in low density areas where ridership is predictably low. The two goals reflect two different purposes of transit, so the balance between them is a pure value

judgment with no technical answer. Staff's role is to facilitate Board discussion but not recommend a policy.

The policy is a powerful one. The percentage apportioned to productivity determines the ridership outcomes because it governs the resources that go toward competing for ridership. These services tend to be concentrated in areas where ridership potential is greatest. Meanwhile, the percentage apportioned to coverage determines the resources available for “lifeline” access to low-density communities where some people have transportation needs but overall ridership is expected to be low.

Recent Board discussions in January and February 2013 reaffirmed maintaining the current policy (65% toward productivity, 35% toward coverage) through 2020. For future years beyond 2020, the Strategic Plan and SRTP will provide an opportunity for the Board to review this issue in detail and either reaffirm or adjust the policy.

### 2. Improve Omnitrans' on-time performance standards.

In the recent COA and in Omnitrans' operations today, on-time performance is measured using an outdated measurement ill-suited to this transit system. Recently, the Transportation Development Act (TDA) triennial audit proposed lowering Omnitrans' on-time performance standard.



Instead, based on Board’s direction we propose to make our on-time performance standard more precisely reflective of the customer experience of reliability (Spagnolo Doctrine). To this end, for reasons explained in detail on subsequent pages, we propose the following course of action for FY 2014:

- a. Maintain Omnitrans’ (90%) standard for on-time performance, given how integral reliability is to the usefulness and appeal of any transportation mode (The Board reaffirmed current standard – 2/28/2013).
- b. Enhance Omnitrans’ on-time performance measurement by measuring reliability at timed transfer points (90%) – where a small delay can become an adverse event if it results in a missed transfer (Board endorsed expanding the on-time performance measure – 2/28/2013).
- c. Enhance Omnitrans’ on-time performance measurement by measuring reliability of headway (90%) on frequent service lines. (Board endorsed expanding the on-time performance measure – 2/28/2013).

The new measurement processes will be used as a basis for a proposed standard for the reliability of timed connections and frequent headways. These decisions will guide the type of analysis that should be conducted

to complete the COA and the preparation of the SRTP. The actual application of these measures will be tied to the implementation of the new SRTP.

### 3. Evaluate the relative priority of transportation investments.

The Omnitrans Board of Directors must work with the SANBAG Board of Directors to evaluate the current funding priority order with respect to bus transit, in light of high and growing bus ridership in the San Bernardino Valley, and the need for transit services at various levels to work together.

SANBAG currently allocates funds to eligible projects using the priority order listed below.

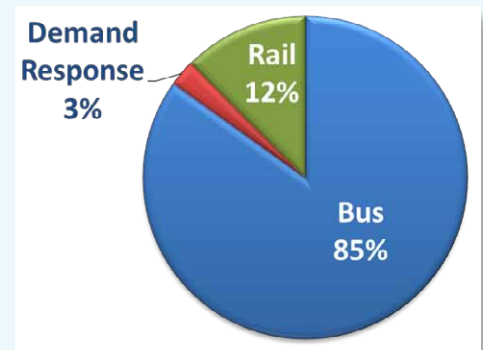
1. Administration.
2. Planning and programming.
3. Pedestrian and bicycle projects.
4. Passenger rail projects (Metrolink, Redlands Rail, and other regional rail activities).
5. Consolidated Transportation Service Agency (VTrans).
6. Transit Operations (Omnitrans).

This priority order is based upon the sequence outlined in Public Utilities Code (“PUC”) Section 99233<sup>2</sup> for allocating local transportation funding under the Transportation Development Act, but the legislation does not specify a certain percentage allocation of funding for bus or rail transit. Priorities for

allocation amounts are left up to the SANBAG Board of Directors.

Bus transit is currently serving the majority of transit trips in the San Bernardino Valley (see chart below) and as such is a key player in the transit network. An adequate level of funding is needed for bus transit to continue growing ridership and meeting regional mobility goals.

**FY 2011 San Bernardino Valley Public Transportation Trips by Mode (17.2 Million Trips)**



### 4. Decide whether to seek an expanded role for Omnitrans in alternative transportation.

The San Bernardino Valley needs leadership in non-motorized transportation (pedestrians, bicycles, etc) and other shared-vehicle modes (carpool/van pools, car sharing, etc.). Related to this topic, the following two questions were raised by Board members during the workshops: “Should Omnitrans expand its mission to embrace these areas?” and “Should the governance structure of Omnitrans be changed to better meet the mobility challenges of San Bernardino Valley?”

<sup>2</sup> Pursuant to Public Utilities Code (“PUC”) Section 99233, the LTF (Local Transportation Funds) shall be allocated by the designated transportation planning agency (“TPA”) for the purposes specified in PUC sections 99233.1 to 99233.9, inclusive, in the sequence provided in those sections. San Bernardino Associated Governments (“SANBAG”) is the TPA and the county transportation commission for San Bernardino County.

In many places comparable to the San Bernardino Valley, transit agencies grow beyond their founding mission to provide leadership, if not direct services, in multi-modal and non-motorized transportation (such as walking, bicycling, carpooling and vanpooling). In other places, that leadership comes from the regional, county or city governments. As the Board begins work on the next Strategic Plan for Omnitrans, it should consider whether Omnitrans has a role to play in multi-modal and non-motorized transportation.

This decision is not an easy one. Agencies whose missions grow too diverse often have trouble focusing on each part of their mission and especially on the transit element which is likely to still dominate the budget. Omnitrans must also avoid the appearance of simply expanding its “turf” for its own sake, but must instead be able to argue that it is ideally positioned to take on whatever new roles it proposes to assume, and that delegating those roles to Omnitrans will deliver the best value for the customer and taxpayer. (This action area is discussed in detail in Goal 12.)

No matter where this leadership comes from, it is critical for coordination to take place between public transit, planned pedestrian and bicycle facilities, and highway/street improvement projects. The average Omnitrans passenger walks ½ mile to and from each bus stop and has to contend with disconnected or broken sidewalks, speeding traffic, impossibly wide crossings at intersections, and drivers who fail to yield at crossings. While responsibility for walkways is often left up to adjacent property owners, Omnitrans in some cases can be liable for injuries or fatalities at or near bus stops. On the other hand, a friendly environment for pedestrians and bicyclists will broaden the transit rider “catchment area,” increase ridership, and make the overall transportation system more efficient.

#### 5. Review the 1976 goals of the agency.

The 1976 goals statement on which the agency was founded assigns the agency a narrow role of serving the transit dependent, particularly seniors and the disabled. This description may no longer be appropriate to the

more complex demands arising today, nor does it capture the fact that transit dependence is a matter of degree, as discussed next. (This action area is discussed in detail in Goals 4 and 12.)

The remainder of this summary reviews recent events in the context of changing demands and makes the case for the need to focus on the decisions described above in order to create the framework for preparing the 2035 Strategic Plan and the FY 2015 – 2020 SRTP.

“Omnitrans will deliver the best value for customers and taxpayers.”



# Changing Goals for a Changing Valley



*Montclair Transit Center provides Omnitrans riders with connections to Metrolink trains, Foothill Transit, and Riverside Transit.*

“A more subtle statement of goals which considers the possibility that riders may want options, is worth considering.”

The Fiscal Year 2014 Management Plan is written in the context of a changing San Bernardino Valley. Some of the major changes seen in San Bernardino Valley development, transit demand and transit operations are:

1. Demand for intra-San Bernardino Valley transit services is growing, due to infill development, discontinuation of school bus services, and the rising costs of automobile ownership and fuel.
2. Downtowns are redeveloping as young and elderly people move back to them, in part because they value walkable communities and transit that can meet some of their travel needs. These styles of redevelopment and infill-development make transit more viable and have the potential to build and diversify Omnitrans' ridership, but only if the agency can respond with appropriate service and infrastructure.

3. Local economic development is increasingly understood to depend on reliable and affordable transportation within the San Bernardino Valley, among residential, employment, commercial, and educational centers.
4. Intermodal transit connections within the San Bernardino Valley are now understood to be vital to making the transportation system work efficiently. While the Redlands Rail project should not have been placed in conflict with Omnitrans for funding, the increasing interest in rail projects in general signals an increase in overall support for transit that will inevitably lead to an increased demand for bus services as well.
5. State policy is increasingly concerned with the alignment of transport investments with land use planning. Senate Bill 375, for example, mandates increased integration in the planning of transportation and land use, due to the proven effectiveness of such “sustainable communities planning” in achieving large scale results for mode share and carbon emissions. High frequency bus services, such as the planned sbX system, can contribute to the viability of land use outcomes at an appropriate scale.

Given these trends, it may be appropriate to review the 1976 Goals that were adopted at the founding of Omnitrans. These are as follows:

1. To provide mobility for transit-dependent persons. Whereby first priority is given to the provision of work-to-home transportation, then civic, cultural, educational, shopping, and medical needs.
2. To provide transportation, equality of benefit, and services that are designed to meet the special needs of seniors and persons with disabilities.
3. To provide mass transportation services to all groups including choice riders in support of local, regional, state, and national goals, such as relief of traffic congestion, in major corridors, energy conservation, and air quality management.

It may be appropriate to revise these goals in light of the trends outlined above. In particular, the implied division of the population into “transit dependent” and “choice” riders is too rigid. In reality, people are in a range of situations on a spectrum between the extremes of “dependent” and



*sbX station under construction at E Street and Rialto Avenue.*

“choice.” For example, a lower-income family may feel compelled to own a car for every adult because of a lack of transit options. But if transit enabled the family to own fewer cars, they might experience that opportunity as financially liberating. It is not irrational in these situations to *choose to be transit dependent*, and a more subtle statement of goals, one that reconsiders the possibility of

greater relevance to riders to have options, may be worth considering by the Board.

With further input from the Board of Directors, staff will develop a goal statement to more accurately reflect the Board’s vision for transit in the San Bernardino Valley as part of Goals 4 and 12.



# Board's Vision for Transit in the San Bernardino Valley: A Values-Based, Customer-Based Transit System

The development of the San Bernardino Valley's transit system must start with the Board's vision and values. The Strategic and Short-Range Transit Plan provide an excellent opportunity for the Board's vision and values to lead the agency and the San Bernardino Valley.

At the January and February 2013 workshops, the Omnitrans Board discussed its vision for transit. Among the vision statements captured at the workshops were many that could form the basis of a principled, sophisticated reimagining of the San Bernardino Valley's multimodal transit network. Four of these stood out as the basis for policy:

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

The endorsement of the above vision (February 2013 Board Workshop) and the approval of



said ambitions will allow staff to conduct the necessary analysis and engage the Board to formulate and adopt specific objectives and policies. The proposed Strategic Plan (Strategic Network and Policy Plan), to be completed in FY 2014 (Goal 4), will provide a framework for further analysis of strong policy choices that the Board can make. The following are some of the key issues to be addressed, both now and through the Strategic Plan. Achieving the region's mobility, livability, economic, energy, and sustainability objectives should be a long-term strategy supported by well thought-out policies.

## Focusing on the Customer: Reliability and Connections

For example, a transit service plan that started with the vision

of providing reliable service and a high-quality experience would consider the following:

1. In 2011, 64% of trips on Omnitrans involved a transfer.<sup>3</sup> For most riders, then, what matters is not just the reliability of individual transit routes but also the reliability of connections between them. It is only through reliable connections at safe and comfortable transfer facilities that Omnitrans can offer access from a wide range of residential areas to an equally widely dispersed set of destinations and activity centers.

Any service analysis must consider the impact of service changes on travel time, reliability, and customer experience for trips that involve connections. (In the recent COA, the reliability of each route is measured like an isolated product; frequency cuts are proposed on the most productive routes without

<sup>3</sup> The 2011 Attitude and Awareness Survey was based on statistically-valid phone interviews of riders and non-riders.



analysis of how these would affect connections.)

2. An analysis of reliability should specifically examine *timed* connections.<sup>4</sup> Where a timed connection is intended in the schedule between two infrequent routes, analysts can compare the actual arrival and departure times of buses to determine how often the departing bus left before the arriving bus arrived. (Timed connections are critical where routes are infrequent, such as every 30 or 60 minutes, because without them, waiting times for a connection would make reasonable travel times impossible. Reliability of timed connections was not evaluated in the COA, and the COA proposed frequency cuts without evaluating their extensive impact on timed connections.)

3. An analysis of On-Time Performance (OTP) and lateness should measure their impact on *riders* as well as on *vehicles*. For example, a full bus running late at 8:00 am on a weekday has a bigger (negative) impact on riders than a nearly-empty bus running late at 10:00 pm. A rigorous analysis would reflect the difference between these two buses. (With an old-fashioned OTP indicator like that used in the COA, these two late buses count the same.



*Pomona Transit Center provides Omnitrans riders with connections to Metrolink trains and Foothill Transit.*

This is an outdated practice, ill-suited to the Omnitrans network, and tells us little about the real reliability of Omnitrans service as customers experience it.)

4. A network of frequent bus routes (running every 15 minutes or less) provides the backbone of the Omnitrans system. Reliability of these routes is most thoroughly understood if we evaluate not just on-time performance but also *the accuracy of frequency*.

To measure the accuracy of frequency, we ask not just "Were the buses on time?" but also "Were the buses consistently spaced at 15 minutes?"<sup>5</sup> At high frequencies, the accuracy of

frequency matters more than On-Time Performance because customers start using the service without consulting a timetable. They just go to the stop and know a bus will be along soon. Because frequency is so integral to reliability, customer experience, and overall travel time, Omnitrans should rigorously study how well it is delivering on that promise. (Reliability of frequency was not evaluated in the COA.)

<sup>4</sup> At a timed connection, buses from multiple routes arrive at a transfer point at the same time, so that riders may transfer among them. Because timed connections are often used on routes with low frequencies (every 30 or 60 minutes) a missed timed connection can be disastrous for riders.

<sup>5</sup> To understand this very simply: If a route runs every 15 minutes and all buses on the route are 15 minutes late, that would mean that on-time performance is 0% and yet the service would be just fine; in fact, no customer would notice that anything was wrong. On the other hand, if just one bus is 5 minutes late and all other buses are on time, then the maximum waiting time has gone up by 33%.



# Telling the Story: How Transit Services the Economy

A transit plan that prioritizes supporting the local economy must consider the following:

1. Public transit of a certain quality causes *voluntary* transit dependence. A family that can sell a car may be able to send a kid to a college as a result. A couple that can get by with one car can invest in a nicer house in an urban area. A teenager who can ride the bus to school relieves his parents of a double-commute. These people's transit "dependence" is a good thing for the Valley, but they are only "dependent" if the transit service is reliable and of a high enough quality.
2. When transit service is reliable not just day-by-day but also over *many years*, it supports strategic investments by employers, developers, and cities. These investments can leverage the reliable presence of transit service *and* the adjacent investments of other parties.

When the backbone of the transit network is well-planned and its funding is stable: local cities can plan adjacent land uses, developers can make nearby investments, and employers know where to expand or relocate to take advantage of transit service. A transit system that is stable



over time supports investment in the economy through smart land use and development.

3. A transit system that prioritizes the local economy bases investment decisions on current demand, future growth and concentrations of employment. Productive routes get additional investment to maintain their reliability as they attract even more riders. Span of service (how early and late a service runs) is given appropriate weight when it serves workers who don't work 8-to-5. (In the COA, some of the most productive transit services were cut, and span of service was treated as an unimportant "detail.")

## Maximizing the Value of Every Dollar

A transit service plan that prioritizes **maximizing value with every transit dollar** must

begin with the following considerations:

1. The goal of maximum productivity and the goal of providing some service to everyone ("coverage") are always tense, if not in conflict. The Board has in the past established that 65% of resources should go to productive services and 35% to coverage services, and new revenues should be used to enhance the productivity of the system. (The COA proposed to cut productive services, after failing to diagnose their chronic lateness that was caused in part by over-crowding due to growing ridership. The COA also proposed additional coverage service above the level set by the Board, while faulting the low ridership of "coverage" services as though it were not an intrinsic feature of said services.)
2. Transit services are most efficient when they serve

# Development of the transit system must start with vision and values.



*The E Street sbX project created 220 construction-related jobs.*

high-density residential and employment areas. Transit planners and land use planners can work cooperatively and iteratively, bouncing transit network, and land use maps back and forth repeatedly until their respective plans maximize transit productivity and mobility for residents and workers.

3. Adding frequency to an already-productive bus line is one of the most efficient ways to meet environmental goals, improve reliability, and provide a higher-quality experience for riders. Frequent services justify the cost of their investment because so many people ride them that, even weighed against the higher cost of running more buses

more frequently, they are still highly productive.<sup>6</sup>

4. In Omnitrans' system, one of the most efficient ways to use new revenues is likely to increase the frequency of already-productive services. (In contrast, the COA proposed cuts to some of Omnitrans most frequent and productive services.)
5. To deliver major capital projects and infrastructure improvements, every local dollar (local transit funds, in-kind contributions, staff time, private contributions, etc.) must be invested wisely to generate the maximum

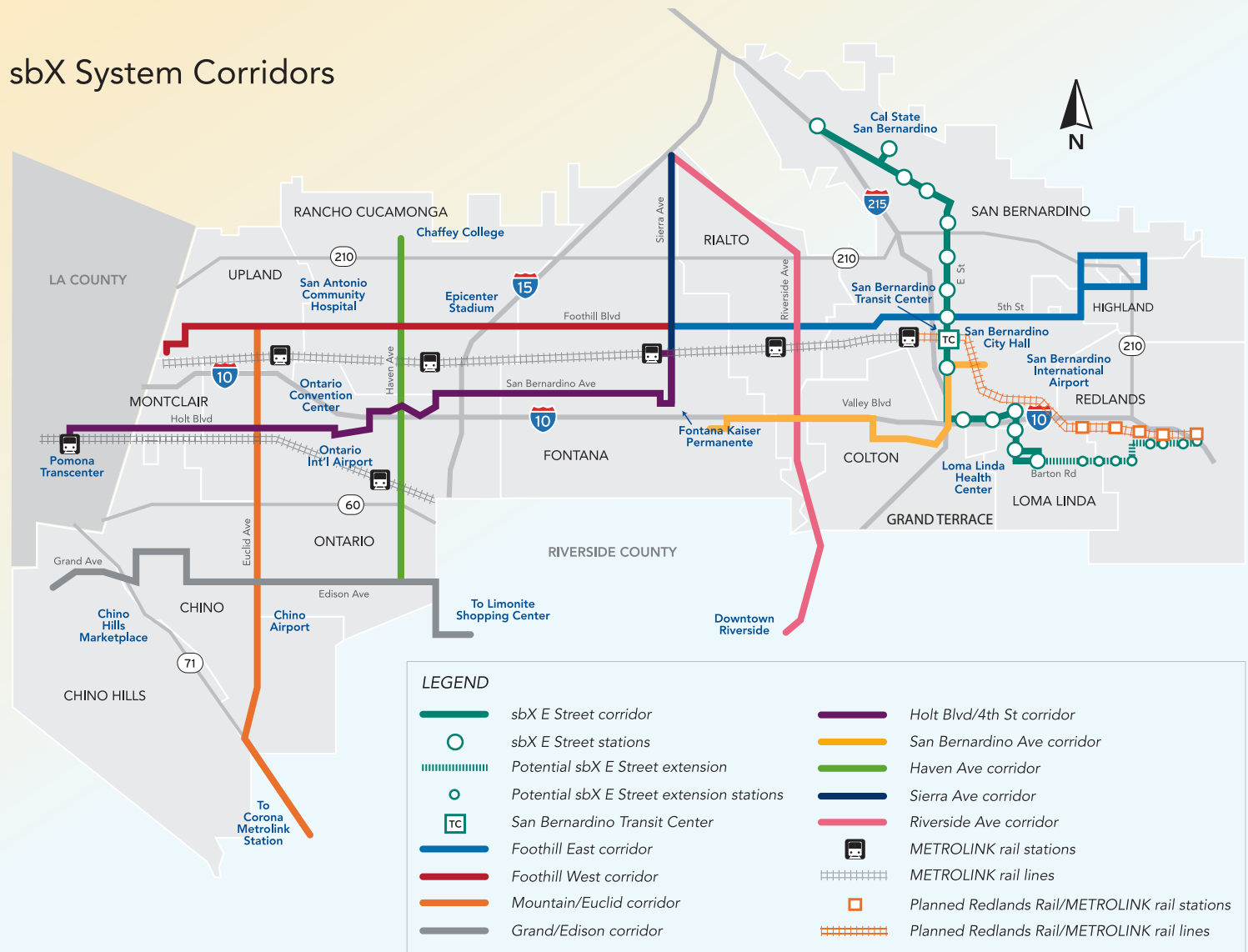
amount of federal discretionary funds. Investing local dollars on projects that meet federal cost effectiveness and performance standards can deliver 80% more economic value to this region and enable us to deliver multiple transit projects of regional significance by bringing in more federal dollars.

<sup>6</sup> For example, Route 2 (Cal State-Loma Linda) runs every 15 minutes, and carries 34.8 passengers per revenue hour. Route 5 (San Bernardino – Del Rosa – Cal State) runs half as frequently – every 30 minutes – and carries 30 plus passengers per revenue hour. This despite the fact that Route 2 has many more revenue hours over which its ridership is divided in the productivity calculation. Frequency is so attractive that the difference in ridership exceeds the difference in service.



# Next Steps: A Strategic Network and Policy Plan

## sbX System Corridors



With rising ridership and farebox recovery, local and other revenues, and Omnitrans' track record of effective management of the business, Omnitrans has a rare opportunity to build on success and make strategic, smart investments for the future.

The Board's vision is the place to start that process, and the process should include a sophisticated analysis of the data.

The 2035 Strategic Plan (Strategic Network and Policy Plan) and the SRTP are essential

to realizing the Board's vision for transit in the San Bernardino Valley. A suggested scope for the plan appears under Goal 4 in the Management Plan.



# *Management Element*

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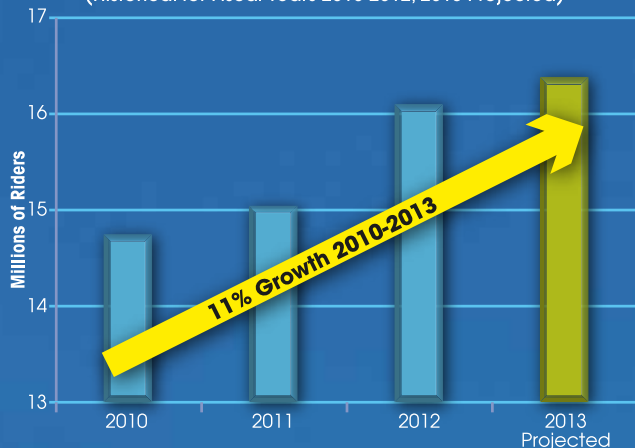
# The California Eureka Award For Performance Excellence 2012

The California Awards for Performance Excellence (CAPE) program is California's equivalent to the prestigious Malcolm Baldrige National Quality Award which recognizes achievement in organizational excellence and demonstrates a commitment to continuous improvement. The Eureka award uses the same Criteria for Performance Excellence as used for the National Quality Award. The application process and extensive feedback report accelerates organizational learning, highlights the organizations' strengths and identifies opportunities for improvement. Award recipients use the application process in their journey to organizational improvement and in the strategic planning process.

## Omnitrans Ridership Booming Since 2010

Omnitrans is in the midst of three years of consecutive ridership growth. Since FY2010, ridership has jumped 11%. Omnitrans has not experienced this level of growth in over a decade.

**Omnitrans Annual Systemwide Ridership**  
(Historical for Fiscal Years 2010-2012, 2013 Projected)



## Omnitrans Benchmarking Shows Results

Omnitrans costs are lower and growing slower than the peer benchmark. In fact, Omnitrans is "is close to the best 25% of the industry" in this measure.

**Total Modal Operating Expenses (DO + PT)**  
(From 2013 Multidimensional Benchmarking Report)



# Management Element



*sbX station under construction at CSUSB.*

Within the context described above, the Senior Leadership Team has identified 12 key goals to accomplish in FY 2014 and the people who will lead those tasks. The Board of Directors reviewed and endorsed these goals during the February Board of Directors workshop.

The Board's vision for transit in the San Bernardino Valley, reaffirming policy guidance and direction previously provided to staff and strengthening Omnitrans' commitment to customers, the community and quality of service were essential to preparing the Management Element. Furthermore, the Board's desire to maintain a productivity-oriented, high performance transit system, as opposed to increasing the amount of a less productive, higher cost coverage oriented system recommended in the COA provided much needed guidance as well.

The leadership team also reviewed Omnitrans' 2008 Strategic Short Range Transit Plans, the County/SANBAG Vision, the Draft Regional Transportation Plan & Sustainable Communities Strategy, the Statewide Transit Strategic Plan, the Federal Transit Administration's Strategic Plan, customer and stakeholder input, and numerous regulations and initiatives that call for action.

Coupled with the findings of the Board and staff's SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and review of Omnitrans' Mission, Core Values and Principles, staff identified those goals that are strategic in nature and require special attention. These are critical issues, opportunities, and challenges facing Omnitrans and are above and beyond the day-to-day operational and management goals.

"These are challenges facing Omnitrans that are above and beyond the day-to-day operational and management goals."

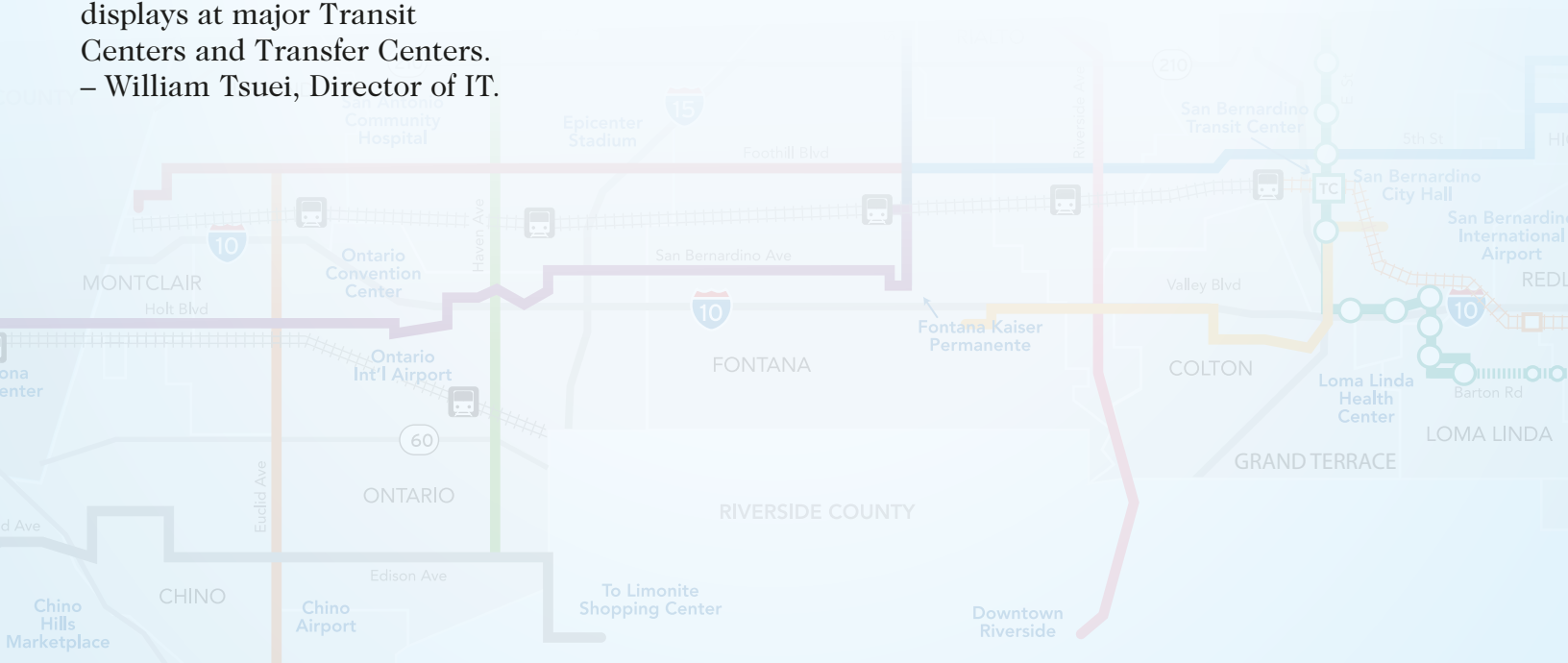
Upon approval of the FY 2014 Management Plan, the teams assigned to each goal will develop detailed Action Plans consisting of a scope, schedule, resources, and project management plan (who, when, how, what, etc.)

The task leaders named below will regularly update the CEO/ General Manager and will report each quarter to the Board of Directors. The Board committees responsible for various functional areas will provide policy guidance and oversight during the course of the year.



# Fiscal Year 2014 Management Goals

1. Complete the E Street sbX construction & grand opening plan – Milind Joshi, Director of IPMO (Integrated Project Management Office).
2. Prepare the E Street sbX Service: Operations, Management and Marketing Plan – Scott Graham, Director of Operations.
3. Complete the Comprehensive Operational Analysis (COA) Process – Milo Victoria, CEO/ GM of Omnitrans and Ray Wolfe, Executive Director of SANBAG.
4. Prepare the 2035 Strategic Plan and FY 2015 – 2020 Short Range Transit Plan (SRTP) – the implementation plan of the COA recommendations – Rohan Kuruppu, Director of Planning & Development Services.
5. Implement Bus Arrival Prediction Information System Phase II: Install information displays at major Transit Centers and Transfer Centers. – William Tsuei, Director of IT.
6. Build a strategic partnership between Omnitrans and SANBAG - Milo Victoria, CEO/ GM of Omnitrans and Ray Wolfe, Executive Director of SANBAG.
7. Create an innovative financing strategy, partnership, policy and structure – Robert Miller, CFO.
8. Update Omnitrans' 2020 Employee Development Program – Marjorie Ewing, Director of HR.
9. Advance sbX Bus Rapid Transit (BRT) Program – Rohan Kuruppu, Director of Planning & Development Services
  - a. Complete Holt Boulevard Corridor Project Alternatives Analysis (AA) study.
  - b. Participate in SCAG/ SANBAG Foothill Corridor BRT Study and other regional BRT-related studies.
10. Explore fare collection technologies to meet customer needs and reduce dwell time and administrative and maintenance costs – William Tsuei, Director of IT.
11. Explore information technology system (ITS) solutions to manage operations – Scott Graham, Director of Operations.
12. Explore options for future governance structure of Omnitrans – Milo Victoria, CEO/General Manager.



# Goal 1

## Complete the E Street sbX Construction & Grand Opening Plan

**TEAM:** Milind Joshi, IPMO, Donald Walker, Jack Dooley and Maurice Mansion

Complete construction of E Street sbX Corridor Bus Rapid Transit (BRT) Project as stipulated in Project Construction Grant Agreement (PCGA) and hold Grand Opening to celebrate launch of sbX BRT Service.

### 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.

### Strategies

1. Evaluate cost performance on a monthly basis to forecast estimate at completion (EAC) and take appropriate steps to complete the project within the approved budget of \$191.7 M.
2. Monitor construction schedule on a monthly basis and take appropriate steps to ensure the start of Revenue Operations no later than April 2014.
3. Conduct monthly Risk Management meeting to identify and evaluate project risks to mitigate them appropriately and in a



- proactive manner.
4. Manage scope changes closely within the project contingency budget.
5. Work closely with Construction Management Consultant (Jacobs) to ensure day-to-day construction oversight of contract scope, cost, schedule, quality, and safety.
6. Partner with Jacobs, designer (Parsons/STV) and the contractors to develop creative and practical approaches to handle unforeseen conditions or scope changes in a cost effective and timely manner.
7. Continue to work with Project Management Oversight Consultant (PMOC) and FTA to review project progress and issues, to seek their guidance/directions, and to build strong relationship with FTA to enhance future partnership potential.
8. Maintain safety as the top priority for the workers and community in general.

### Performance Indicators

Performance indicators according to the FTA Project Construction Grant Agreement (PCGA):

1. Complete the project within the approved budget of \$191.7M.
2. Start trial service operations no later than February 2014.
3. Construction approval by City of San Bernardino and City of Loma Linda no later than February 2014.
4. Start the sbX BRT Revenue Operations no later than April 30, 2014.
5. Ensure safety to achieve “zero loss time” injury accidents during construction.

### Tasks

1. Commence startup and commissioning activities on corridor in September 2013.
2. Complete corridor construction by December 2013.
3. Commence startup and commissioning activities at Vehicle Maintenance Facility (VMF) before December 2013.





4. Complete VMF construction by December 2013.
5. Start 60-Foot Articulated bus testing in September 2013.
6. Complete “Punch List” items on corridor, VMF, and buses by February 2014.
7. Start Revenue Operations no later than April 2014.

## Goal Statement

With the introduction of sbX BRT service in the City of San Bernardino and City of Loma Linda, Omnitrans can accomplish many agency objectives such as improving transit service to accommodate growing bus ridership, attracting new riders by providing a time-competitive alternative to the automobile, and enhancing the efficiencies by lowering Omnitrans’ operating costs per rider.

The E Street Corridor project supports local and regional goals to organize development along transit corridors and around transit stations, and is the first of ten proposed corridors in a system-wide program.

The goal of the Integrated Project Management Office (IPMO) is to complete construction of the E Street Corridor Bus Rapid Transit (BRT) project with zero accidents and within the FTA approved budget of \$191.7 million so that the revenue operations can begin no later than April 2014, as stipulated in the Project Construction Grant Agreement



(PCGA) with the FTA.

The sbX project success largely depends on the cooperation and the “partnering” spirit between Omnitrans, various consultants and contractors working on the project, and the key stakeholders (City of San Bernardino, City of Loma Linda, SANBAG, Caltrans, California State University San Bernardino, Loma Linda University, and Veterans Administration, etc.) to address the project issues in a timely and cost effective manner.

The IPMO ensures that the team works closely with Project Management Oversight Consultant (PMOC) and the Federal Transit Administration (FTA) to maintain transparency and to meet FTA expectations on contract compliance.

In consultation with FTA, the IPMO team has taken recommended steps such as conducting Peer Reviews, Value Engineering, Constructability Review, Partnering Meetings, and monthly Risk Review Meetings to ensure successful execution of the project. Additionally, IPMO has formed a Change Control Board to process changes to the

project per FTA guidelines, and a Dispute Resolution Board to address any disagreements between Omnitrans and the contractors.

IPMO staff keeps Omnitrans’ Board of Directors informed of the project status, progress, and issues on a monthly basis. The project team also conducts various outreach activities to keep the public and the various stakeholders informed of the project progress. A 24/7 hotline (1-855-sbX-News) has been established for the public to notify the IPMO of any complaints and concerns so that they can be addressed promptly. In addition to the project Newsletter and the Construction Alerts, the project team extensively utilizes social media tools to ensure proper communications.

The entire project team, including Omnitrans, Consultants, and Contractors, treat safety as their number one priority to ensure the overall safety of the workers and public in general.

Through the sbX project, Omnitrans can achieve its long range goals to cost-effectively enhance mobility and accessibility, improve transit operations, support economic growth and redevelopment, conserve non-renewable resources, and improve corridor safety.

# Goal 2

## Operation, Management and Marketing (O&M) Plan of sbX Program

TEAM: Scott Graham, Jack Dooley, Wendy Williams, Jennifer Sims, Milind Joshi, Mark Montgomery, Ray Lopez, Mark Crosby and Allen Wild

Develop and implement a comprehensive operations plan for the new E Street sbX program.



### Outcome

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

### Strategies

1. Develop an O&M plan that assigns responsibilities and provides instructions for all sbX operations, to include any capital equipment purchases and forecasted operating budget requirements.
2. Review all MOUs between Omnitrans and stakeholders (City of San Bernardino, City of Loma Linda, SANBAG, etc.) to ensure consistency with the O&M plan.
3. Develop labor agreement to support O&M of the sbX system.
4. Conduct monthly O&M progress meetings.
5. Deliver optimum service of the system.

6. Maintain a continuous assessment of customer needs.
7. Develop Marketing Plan for service launch.
8. Reduce Route 2 service by 12,000 hours on an annualized basis following the implementation of sbX, shifting 10 coach operators to augment sbX manpower requirements in FY 2014.

### Performance Indicators

1. Develop sbX O&M Plan by August 2013 in order to provide supporting departments with guidance on infrastructure requirements for review and contributions.
2. The final plan is to be completed by September 2013 and will include all FTA requirements, internal responsibilities, and system operation procedures.
3. 5,600 sbX average weekday boardings.

### Tasks

1. Complete “hand-off” between contractor and Omnitrans on infrastructure management including training, operations & training manual, drawings, warranties, etc. no later than December 2013.
2. Letter of Agreement for sbX with Amalgamated Transit Union (ATU) Local #1704 or proceed with an alternative service plan not later than July 2013.
3. Submit Operations and Management Plan to Senior Leadership Team (SLT) with any proposed stakeholder MOU changes with completion no later than July 2013.
4. Develop and implement a marketing plan for the launch of a revenue service to maximize community awareness and ridership.
5. System integration training/testing by Omnitrans personnel no later than September 2013.





6. Explore budgetary options with law enforcement and contract security to improve the overall safety and security of the sbX system. This hybrid approach includes both technology and personnel assets.
7. Develop validating solutions for daily Ticket Vending Machine (TVM) sales by credit card, debit card, and any other payment options, along with TVM operational and maintenance cost by July 2013.

### Goal Statement

The sbX Operations, Maintenance and Marketing Plan (O&M Plan) serves the following purposes: to ensure FTA compliance, define internal responsibilities, develop system operation procedures, ensure dedication to customer service and system reliability, and deliver a flagship service that provides the community with safe and secure rapid transit.

The sbX O&M Plan provides for coordinated maintenance and

operations of technology to afford the sbX bus rapid transit service a competitive edge in vehicular traffic. A transit signal priority system, on board passenger wireless network service, ticket vending machines, and on-board/platform surveillance will support the advanced rapid transit system. In addition, the plan will develop the workforce to meet the challenges of new technologies featured in the equipment and infrastructure.

"This plan will deliver a flagship service that provides the community with safe and secure rapid transit."



*Conceptual vision for sbX station at E Street and Court Street.*

# Goal 3

## Complete the Comprehensive Operational Analysis (COA)

**TEAM:** Milo Victoria, Ray Wolfe (SANBAG), Jeremiah Bryant, Maurice Mansion, Justin Fornelli (SANBAG), Carrie Schindler (SANBAG) and Nancy Strickert (SANBAG)

Conclude the Comprehensive Operational Analysis (COA) of Omnitrans conducted by SANBAG and the consultant team (AECOM).

"The COA was meant to produce a comprehensive transit investment strategy and policy guidance to develop Omnitrans' plans."



### Outcome

The COA was meant to produce a comprehensive transit investment strategy and policy guidance to develop Omnitrans' 2035 Strategic Plan and FY 2015 – 2020 Short Range Transit Plan (SRTP). The major positive outcome of the COA was a compilation of data on Omnitrans operations. As discussed in the Summary above, most of the recommendations thus far do not offer a complete enough analysis to facilitate a business decision.

The remaining outcome of this goal is to support the completion of the report and the closeout of SANBAG's contract with the consultant. In concluding the report, Omnitrans and SANBAG are to reach an agreement on the estimated funding environment.

### Strategies

1. SANBAG/AECOM to conduct a comprehensive independent review of Omnitrans operations and management.
2. Identify areas within the COA reports with sufficient policy guidance and information that will support the development

of Omnitrans' 2020 Strategic Plan and Short Range Transit Plan (SRTP).

3. Active participation by the Board ad-hoc committee and staff in reviewing reports, providing input to SANBAG staff, and keeping the Board of Directors informed.
4. Collaboration between SANBAG and Omnitrans to develop an agreed-upon funding scenario between Fiscal Years 2014 and 2020.
5. Collaboration between SANBAG and Omnitrans to vet reasonable outcomes from the COA and determine through the SRTP process which recommendations are reasonable to implement.
6. Develop "lessons learned" from this COA to ensure a collaborative outcome in future Omnitrans/SANBAG endeavors.

### Performance Indicators

Originally scheduled to be completed in January 2012, as of March 2013 Omnitrans received a final COA Phase I and Phase II Report. In March 2013, Omnitrans received the first draft



"On a very telling and simple ratio, cost per hour, Omnitrans ranks fifth best of all the systems, and best of all the western systems."<sup>1</sup>

of the Phase III Implementation report; Omnitrans communicated Phase III shortcomings to SANBAG and the Board COA Ad-hoc committee.

Omnitrans expects the COA to be completed as followed:

1. Completion by AECOM and SANBAG of all COA phases prior to the beginning of Fiscal Year 2014.
2. SANBAG and Omnitrans to agree to funding projections for FY2014-2020 for Omnitrans by August 2013, following SANBAG's Board direction on Transit Investment Priorities expected in spring 2013.
3. Completion of an evaluation of specific usable recommendations in the COA by July 2013.
4. Begin to utilize the COA to

prepare the Strategic Plan and Short Range Transit Plan by August 2013.

### Tasks

1. Funding projections agreement between Omnitrans and SANBAG by August 2013.
2. Complete evaluation of usable COA results by July 2013.
3. Utilize COA to begin Strategic Plan and SRTP presented in Goal 4 by August 2013.

### Goal Statement

When it began in 2010, the SANBAG-led Comprehensive Operational Analysis (COA) was meant to be a complete and thorough evaluation of Omnitrans that covered all aspects of the agency including evaluations of: Omnitrans' service offerings and policies, staffing levels,

expectations for future services, historical financials, projected operating, capital revenue streams, and costs through 2020; and alternative service delivery options.

The outcome of the COA was to provide detailed information about the community, funding environment, and proposed policy changes for a Strategic Plan and a Short Range Transit Plan that would carry the agency through 2020.

Omnitrans' responsibility in the COA process was to provide data to the consultant team leading the COA and to objectively review all recommendations.

After reviewing the proposals, Omnitrans was to provide input and guidance. Lastly, Omnitrans was to verify that the COA team delivered recommendations that were vetted and based on reliable analysis.

These outcomes have not yet been realized; thus Omnitrans recommends that Omnitrans undertake its own planning process, outlined in Goal 4.

<sup>1</sup>Source: AECOM's *Comprehensive Operational Analysis of Omnitrans for SANBAG* dated January 11, 2013, page 5-11.

# Goal 4

## Prepare 2035 Strategic Plan and FY2015-2020 Short Range Transit Plan (SRTP)

**TEAM:** Rohan Kuruppu, Directors and Technical Advisory Committee (TAC)

With the completed COA and direction from the Board of Directors, develop Omnitrans' 2035 Strategic Plan (Strategic Network and Policy Plan) and FY 2015 – 2020 SRTP.

### Outcome

A comprehensive business strategy, policy, and funding plan to guide Omnitrans through FY2020 and beyond. The SRTP would cover the years FY 2015-2020. The Strategic Plan (Strategic Network and Policy Plan) would cover the years 2015 – 2035 and include key policy guidance that would guide the SRTP as well as transit and mobility investments in the San Bernardino Valley.

### Strategies

1. Formulate long-term policy with stakeholder involvement, leading to a Strategic Transit Network and Policy Plan document adopted by the Board.
2. Develop innovative strategies to deliver major projects and transit services.
3. Develop financially constrained



and unconstrained plans to realize Omnitrans' full vision.

### Performance Indicators

1. Board approved Strategic Vision (Strategic Network and Policy Plan) for transit by December 2013.
2. Board approval of the FY2015-2020 SRTP by March 2014.

### Tasks

1. Start the project by July 2013 or completion of the COA.
2. Completion of Omnitrans' Strategic Network and Policy Plan by December 2013.
3. Complete Draft SRTP by December 2013.
4. Board approval of the 2035 Strategic Plan and FY2015-2020 SRTP by March 2014.

### Goal Statement

**Strategic Plan (Strategic Transit Network and Policy Plan)** The Strategic Plan will lay out a broadly appealing vision for services in the San Bernardino Valley and build the argument for this vision based on widely shared values such as economic growth, financial stability, and compliance with state and federal

law. It would feature graphically rich and readable documents that present the plan's ideas in friendly and accessible ways. The outline would be roughly as follows:

#### 1. Where We Are

A discussion of existing Omnitrans service, using the material assembled by the COA but with an emphasis on showing how various aspects of service design and performance are related to each other.

#### 2. How We Got Here

A brief review of Omnitrans' history, with emphasis on patterns of change that are visible in historic data and can be extrapolated into the future.

"The Strategic Plan will lay out a broadly appealing vision for services in the San Bernardino Valley."





*Preliminary conceptual vision for sbX stations.*

### 3. Managing Change

- a. A look at the San Bernardino Valley's economic and demographic trends, with an eye toward projecting how demands and expectations of public transit are likely to change.
- b. A detailed study of the same trends, observing how various parts of the San Bernardino Valley are evolving differently.
- c. A peer assessment that looks in detail at how similar communities elsewhere are adapting or have adapted.

### 4. Goals and Vision

- a. An update of the 1976 goals statement reframing the mission of the agency in light of the increasing complexity of the idea of "transit dependence" and the need to highlight sustainability goals reflecting state legislation

such as SB 375 and AB 32.

- b. A structured set of policies and objectives that sit under this main statement and that answer key policy questions.

### 5. Building a Basic Product

Background for Network Design and Policy. This section would look at the key policy choices and evaluate their potential consequences. A key source would be the experience of other agencies in similar contexts. Questions to be explored include:

- a. What balance between productivity and coverage goals should the agency aim for at various future dates? The plan would include a high-level analysis of key conceptual scenarios:
  1. Current split: 65% productivity/35% coverage.
  2. 80% productivity/20% coverage.

3. 100% productivity. While this extreme position is unlikely to be adopted, it is helpful to have as a scenario because it illustrates the kind of network that tends to arise from a pure productivity focus, and thus helps clarify the nature of the productivity vs. coverage choice.

- b. How should transit services respond to new development? Can denser development expect better service? Under what circumstances should Omnitrans expand the extent of service, as opposed to increasing the quality and usefulness of service covering the existing area? Can Omnitrans provide more useful advance guidance to land use planners about the likely transit service consequences of various land use choices?
- c. What are the agency's intentions to plan for reliability, including the potential for standards around the three kinds of reliability measurement discussed above?
- d. What new areas of activity (including new types of transit services) does Omnitrans want to explore?
- e. What overall level of subjective quality (e.g. comfort) should Omnitrans be aiming for?
- f. What can a transit agency reasonably do to help make passengers feel safe and secure while waiting for the service?

## 6. Strategic Transit Network and Policy Plans.

Four scenarios showing Omnitrans' intentions for the long-term evolution of the network. The scenarios would consider two study years (2020 and 2035) along with two financial scenarios: one a projection of current resources and the other an expansion of resources to match projected needs and Board intentions.

Financial Assumptions		
Study Year	Projection of current sources	Resources expanded to meet needs and Board intentions.
2020	Scenario 1	Scenario 3
2035	Scenario 2	Scenario 4

The scenarios would show detailed alignments for all-day frequent services (every 15 minutes or better), which are a useful input to land use planning, along with more general strategies and levels of investment for less frequent services. They would also describe the conditions under which that frequent network might be expanded in unforeseen ways. Programmed or likely capital projects completed in each study year would form part of the background assumption for each scenario.

## 7. Governance review.

An overview of governance options for Board consideration (Goal 12).

## 8. Next Steps.

### a. Short Range Transit Plan (SRTP)

The Strategic Plan will form the structure to guide the Short Range Transit Plan (SRTP) and transit and

mobility investment decision in the San Bernardino Valley. It will be based on the Strategic Transit Network and Policy Plan but will add greater detail about the path from 2015 to the Strategic Network vision of 2035.

Federal and state transportation statutes require that transit agencies develop and periodically update their Short Range Transit Plan (SRTP) in order to be eligible for transportation funding. The SRTP is the guiding policy document that lays out the six-year roadmap for Omnitrans' services, finances, and capital projects.

The current FY 2008 – 2013 SRTP is set to expire June 2013. It is already too late to prepare the FY 2014 – 2020 SRTP; as a result we will have to amend (extend) the current SRTP, that expires on June 30, 2013, by one year to enable Omnitrans to access FTA funding in FY 2014.

Meanwhile, staff will prepare a new SRTP to cover FY 2015 to FY 2020.

This particular SRTP will follow the Strategic Plan so that long-term results and findings can be incorporated as appropriate into the shorter-term planning. This ensures that the detailed recommendations of the SRTP are moving Omnitrans toward the longer term goals of the Strategic Plan.

The new FY 2015-2020 SRTP will contain the following elements:

1. Existing Conditions Overview, including:
  - a. An overview of Omnitrans, the communities we serve, and the local regional plans driving transportation policies.
  - b. A catalog of the services that Omnitrans provides, along with the performance factors that are associated with each service.
  - c. A description of Omnitrans' interconnectivity and interactions with neighboring transit agencies.
  - d. A detailed description of the areas Omnitrans serves along with a projection of how these areas are expected to change over the planning horizon.
2. A review and development of Service Goals, Policies and Standards designed to direct and prioritize the deployment of resources.
3. A detailed fare policy that considers the impact on both Omnitrans' finances and customers.
4. A financial operating and capital plan.
5. A prioritized list of unfunded projects and services with enough detail to seek additional funding.
6. A comprehensive service plan.
7. An implementation plan that allows for a transition to any proposed changes set forth within the SRTP.



# Goal 5

## Bus Arrival Prediction Information System Phase II: Install Information Displays at Major Transit Centers and Transfer Centers

**TEAM:** Bill Tsuei, Wendy Williams, Rohan Kuruppu, Jack Dooley, Scott Graham, Alex Chen, Maurice Mansion and Eugenia Pinheiro

Provide advanced technology solutions to riders to enable information sharing, enhance rider experience, attract new riders, and build brand trust for Omnitrans via signs at major transit centers and stations.

### Outcome

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

### Strategies

1. Work with external stakeholders, such as cities, hospitals, and educational institutions to identify locations at transit centers and transfer centers to incorporate the display signs.
2. Work with staff from Planning, Marketing, Operations, Maintenance, Procurement, and Finance to identify proper resources to prepare RFP, evaluate proposals, and award the project.
3. Create a project plan which includes major milestones and deliverables.
4. Maintain open and regular communication between the Project Team.

### Performance Indicators (Specifies measures TBD)

1. No cost overruns.
2. No scope creep.
3. No schedule delays.
4. No major quality problems.
5. No major safety issues.

### Tasks

1. Form project teams by July 2013.
2. Complete existing blueprints identification by October 2013.
3. Complete the RFP creation by December 2013.
4. Award the contract by April 2014.
5. Substantial completion of the construction and begin testing by August 2014.
6. Close project by September 2014

### Goal Statements

Introduction of bus arrival display signs at major transit centers, bus stops, and business partners' facilities, such as hospital lobbies, educational institutions' student centers, book stores, libraries, or main buildings, will allow Omnitrans to provide real-time information to the riders. This service enhancement targets riders with no access to mobile devices. This will allow Omnitrans not only to build a closer relationship with the existing riders by providing



accurate bus arrival prediction information, but also to attract new riders.

Omnitrans presently provides bus arrival prediction information via website, mobile devices, and customer service call center. Recognizing that a significant portion of Omnitrans riders do not have access to these technological solutions, it is important and critical to provide the same accurate bus arrival prediction information to all riders. The best way to accomplish this goal is to introduce the bus arrival display signs at different locations. These display signs can be used primarily to present the real-time bus arrival information. They can also function as information-sharing devices to publish detour information, delay in services, push out advertisements, and serve as an emergency message board in cases of predicaments or natural disasters. The establishment of new display signs throughout the service area signifies Omnitrans' commitment to the region and to the riders.

# Goal 6

## SANBAG- Omnitrans Partnership

**TEAM:** Milo Victoria, Ray Wolfe and Senior Leadership of SANBAG and Omnitrans

Build a strategic mobility partnership between SANBAG and Omnitrans with each agency's technical skills and expertise to bring about an effective and equitable multimodal mobility solution for the San Bernardino Valley.

### Outcome

Strategic and visionary mobility partnership

### Strategies

1. Continue the dialogue between the two Executive Directors.
2. Facilitate partnering sessions with key staff of SANBAG and Omnitrans (get an understanding of the situation to develop solutions).
3. Build a strategic partnership based on a valuable and productive working relationship between the two agencies in order to deliver mobility and quality of life benefits to this region.
4. Establish roles, responsibilities, and expectations of each party as well as changing duties in the future based on expertise.
5. Promote balanced and equitable transportation investments based on performance, with minimal disruption to passengers who depend on transit, i.e.,



- students, seniors, the disabled and working poor.
6. Align San Bernardino Valley's transit goals and objectives with federal, state, and regional goals and objectives.
  7. Ensure compliance with federal and state regulatory requirements.

### Performance Indicators

1. Establish a comprehensive San Bernardino Valley-wide transit performance report.
2. Maintain a respectful professional working relationship at all levels.
3. Jointly develop a comprehensive public transit service, financing, and investment plan for the San Bernardino Valley (policy direction for transit operators).
4. Communication and coordination strategy between SANBAG and transit operators in the County, such as quarterly planning coordination meetings and

active participation in project development teams.

5. Establish key performance indicators for transit projects and tasks undertaken by each party (e.g. completion of San Bernardino Transit Center – Bus Facility by 2014 and completion of the Comprehensive Operational Analysis by May 2013.)
6. Update the Memorandum of Understanding (MOU) between the two agencies, clearly defining each agency's duties and expectations.

"Omnitrans is an efficient, cost-effective, and well-managed agency that is recognized nationally for its accomplishments, leadership, and innovations."





## Tasks

1. Continue Executive Directors' meetings.
2. Facilitate a partnering session between key staff of SANBAG and Omnitrans.
3. Establish Board-recommended communication protocol of initially channeling key issues through the two Executive Directors.
4. Develop a San Bernardino Valley-wide transit investment strategy, including a capital allocation plan to reach regional mobility goals and to optimize local transit financial resources.
5. Quarterly meetings to review progress.

## Goal Statements

Omnitrans is an efficient, cost-effective, and well-managed agency that is recognized nationally for its accomplishments, leadership, and innovations. In San Bernardino County, Omnitrans is the largest provider of transit services, accounting for over 86% of transit trips. Twice, Omnitrans was recognized as the Outstanding Transit System in North America by the American Public Transportation Association (APTA). Recently, Omnitrans received the Eureka Award for excellence in management.

Rebuilding a strategic partnership between SANBAG and Omnitrans is essential to maximizing each agency's technical skills and expertise. This will improve our ability to leverage federal funds and influence transit policy. Collectively, SANBAG and Omnitrans will lead the effort to bring about an effective and sustainable, multimodal mobility solution that will act as a catalyst for realizing mobility, economic,

environmental, and quality of life goals of this region.

This goal attempts to reestablish the communications, resources, and policy framework necessary to accomplish the overarching mobility and quality of life goals for this region. Currently, these elements are not in alignment and have resulted in conflict. With strategies, tasks, and mutually acceptable performance standards, both parties are confident that a strategic business partnership can be established. Regardless of which agency is responsible for leading various efforts, performance standards and policy framework will ensure accountability and full disclosure.



*Employees celebrating 100 million Clean Natural Gas miles, removing tons of emissions from the air.*

# Goal 7

## Create an Innovative Financing Strategy, Partnership, Policy and Structure

**TEAM:** Bob Miller, Milo Victoria and Rohan Kuruppu

Develop an organizational structure, policies, and programs to foster public-private and public-public partnerships to deliver projects, leverage technologies, generate revenue, or offset operating costs.

### Outcomes

1. Manage the portfolio of Omnitrans' human capital as well as physical and technological assets to develop an effective infrastructure to efficiently operate transit operations in the San Bernardino Valley.
2. Develop a transit business model that delivers vital projects and services, generates revenue, and optimizes the potential to leverage local funds.
3. Maximize Omnitrans' contribution toward economic development, mobility improvements, technology development, and quality-of-life enhancements.
4. Collaboratively planned projects based on shared assumptions to ensure long-term capital commitments.
5. Omnitrans recognized as a national leader for innovative financing and partnerships.



### Strategies

1. Develop innovative financing and partnerships in accordance with Federal Transit Administration (FTA) guidelines.
2. Conduct a peer review and develop best practices.
3. Develop a value-based capital allocation program that directs funding to projects with the highest potential for efficiency, public benefit, and prominence.
4. Align resources for the commencement of the program.

### Performance Indicators

1. Approve plan and program by January 2014.
2. Organizational structure and policy framework by July 2014.
3. Launch three or more projects by October 2014.

### Tasks

1. FTA approval of structure, policies, and program by October 2013.

2. Board approval of organizational structure, policies, and program by July 2014.

"New partnerships with nonprofit organizations or private entities could make available new types of funding."





*Ultimate vision of the San Bernardino Transit Center to be built as a Public Private Partnership.*

## Goal Statements

According to the Federal Transit Administration (FTA) guidance, innovative methods for financing and delivering transit projects fall into the following general categories below. Goals for innovative financing or delivery methods usually include acquiring additional revenues for capital projects, programs, or operational costs but can also include a more efficient and streamlined project delivery process or increased ridership.

1. Public Private Partnership (PPP) – an innovative procurement method for major capital projects, typically fixed guideway transit systems, in which private capital is invested. In a PPP, a single private entity, typically a consortium of private companies, is responsible or

financially liable for performing all or a significant number of functions in connection with a project.

2. Joint Development (JD) or Transit Oriented Development (TOD) – a partnership between a transit agency and the private sector to promote real estate development in and around transit facilities. These partnerships provide access to additional capital and operating revenues for transit agencies through the receipt of lease payments, access fees, and increased fare revenues as well as direct private sector funding of capital facilities that promote access between transit and private development.
3. Other Innovative Financing Mechanisms – There are various methods that FTA grant recipients can use to

develop revenues for operating and capital projects. For example, transit agencies can earn revenues through various types of advertising, information technology applications, etc. While Omnitrans currently earns advertising revenues from bus wraps and transit shelters, there are other possibilities such as selling naming rights for transit facilities or selling airspace on the audio announcement system on the buses.

Transit agencies can charge a fee for providing services to outside agencies. Currently, Omnitrans reserves 4% of FTA funds passed through to partner agencies to cover indirect overhead costs for project oversight. Similarly, Omnitrans could charge a fee for providing services such as vehicle maintenance, auditing, and employee development and training to other agencies.

Expanding partnerships to leverage grant funding: As an FTA grant recipient, Omnitrans has access to competitive discretionary grant programs that require 10% to 20% local match funding, as well as other federal grant sources. The availability of local match funding is a common obstacle to meeting rigorous application deadlines for funding. New partnerships with nonprofit organizations or private entities could make available new types of local match funding.

# Goal 8

## 2020 Employee Development Program

**TEAM:** Marjorie Ewing, Ray Lopez, Sam Gibbs and Milo Victoria

Develop leaders, managers, and employees capable of assuming key responsibilities when called to lead during an unexpected or planned change in personnel.

### 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

### Strategies

1. Seek out departments and external agencies interested in creating a cross-training program.
2. Develop a budget and action plan.
3. Enhance the existing Leadership Action Program and deliver two programs per fiscal year. Seek continued internal support.
4. Research and review transit policies on tuition reimbursement and educate employees on how to use the process.
5. Research senior level inter-transit relations program.
6. Identify projects to present at conferences/workshops.

### Performance Indicators



*Employee giving a presentation on cost savings opportunities.*

1. Promoted personnel will possess the capacity and competence to operate, manage, and deliver services and projects with periodic feedback sessions and a performance evaluation of five months.
2. Lower average cost to hire key positions by 10%.
3. Lower time to hire and related loss of productivity by 10% (1 month).
4. Maintain Turnover Goal <7%.
5. Employee Satisfaction target 80%.

### Tasks

1. Identify potential participants of the program, including all existing employees and external agencies. Create Individual Development Plans by July 2013.
2. Utilize Workforce Development Grant to create a budget for developing skill base of employees by July 2013.
3. Continue to make Toastmasters available to all employees; continue to invite employees as guests.
4. Nominate employees for

Leadership APTA and other industry employee development programs.

5. Develop a template for presentations to showcase our best practices.
6. Complete applications for recognition awards.
7. Analyze and recommend revisions to Tuition Reimbursement Policy to the Administrative and Finance Committee by March 2014.
8. Utilize Employee Development Grant to create a budget for developing skill base of employees - completion by June 2014.

"The objective is to develop well-rounded leaders, managers, and employees who are capable when called to lead."





*Top and Right: Toastmasters Leadership Program in action*

## Goal Statements

The objective of Omnitrans' 2020 Employee Development Plan is to develop well-rounded leaders, managers, and employees capable of assuming key responsibilities when called to lead, in order to ensure the short and long-term success and stability of Omnitrans.

Annually, the agency loses about 44 employees, about 9 of whom retire. Over the next seven years, about 233 employees are eligible to retire and 175 employees are projected to separate from Omnitrans due to various reasons based on historic trends. Out of the 105 positions that are projected to become vacant, 42 could be classified as "key" (specialized technical) positions that are hard to fill and would require about 6-12 months to gain professional and technical competencies. The loss of productivity, recruiting costs, training costs, etc., is about \$75,000 per vacancy. Similarly, other positions that are less skilled and technical cost about \$55,000. Historically, Omnitrans loses about 6 key positions annually.

As a result of the investments

Omnitrans made in our employees over the years, the agency has emerged as an industry leader in the midsize category. Omnitrans has a well-trained, multidisciplinary workforce capable of operating and managing a state-of-the-art transit system to deliver mobility and quality of life to this region.

## The employee development programs currently in place:

1. Omnitrans Leadership Action Program
2. Tuition Reimbursement Policy
3. "Rolling Thunder" Toastmasters Club
4. American Public Transportation Association's Early Career Program, Leadership APTA Program and APTA Mid Manager Training Program
5. Southern California Regional Transit Training Consortium (SCRTTC)

## Proposed employee development programs:

1. Intra-agency/Inter-agency Cross-Training
2. Dedicated Funding
3. CTA & APTA Participation
4. Professional Development Certificate Program



# Goal 9



## sbX Bus Rapid Transit (BRT) Program

**TEAM:** Rohan Kuruppu, Anna Rahtz and Partner Agencies

Collaborate with other agencies and key stakeholders to determine regional priorities and locally-preferred alternatives for the corridors identified in the System-Wide Transit Corridor Plan for the San Bernardino Valley (2004, 2010).

### Outcome

Complete the planning studies necessary to identify locally-preferred alternatives that will make corridors competitive for federal funding in the future. Work with local jurisdictions and SANBAG to leverage future investment along the corridors, through such techniques as setback requirements and other zoning changes, land use and housing plans, right-of-way acquisition, and coordination with ongoing street improvement projects.

### Performance Indicators

1. Local and regional adoption of locally-preferred alternatives for the BRT corridors that were identified in the System-Wide



*One of the draft alternatives developed by KTU+A for the City of Ontario, Holt Boulevard Mobility and Streetscape Strategic Plan, developed with a Caltrans Community-Based Transportation Planning Grant, 2011-2013. The vision for Holt Boulevard is being developed collaboratively with Omnitrans and includes extensive outreach to residents and business owners. Once the final vision is approved by elected officials, the advanced planning process will allow the City of Ontario to begin aligning future projects and investments with the long-term vision.*

Transit Corridor Plan for the San Bernardino Valley (2004, 2010).

2. Local right-of-way preservation along the identified corridors.
3. Local policy changes and zoning changes that increase competitiveness for FTA New Starts/Small Starts funds (measured by points according to FTA New Starts/Small Starts evaluation criteria).

### Strategies

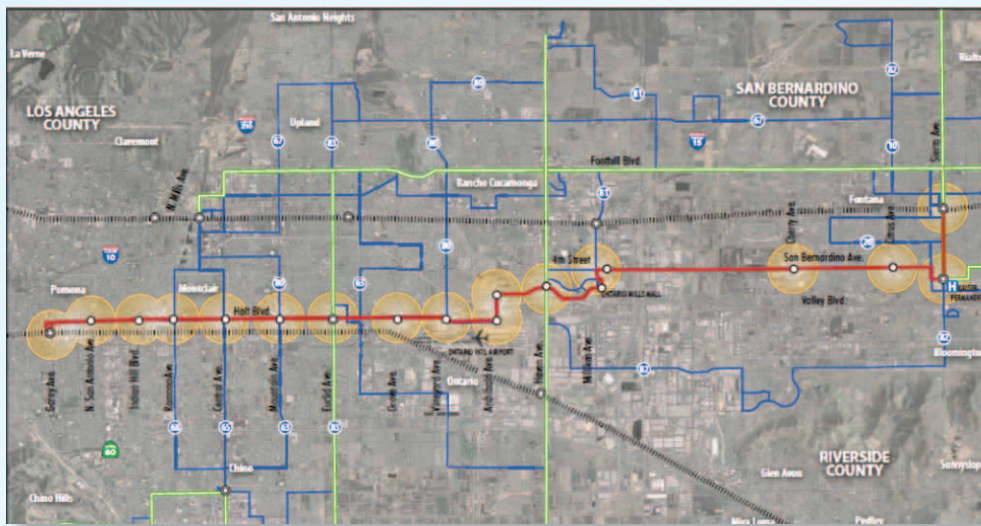
1. Participate in SCAG/SANBAG Foothill Corridor BRT Study. Expected completion in December 2013.
2. Participate in the completion of SANBAG's BRT Master Plan, Countywide Transportation Plan, and other plans/studies that will prioritize implementation of corridors in the Valley.
3. Complete Omnitrans Route 61

Alternatives Analysis (AA) study. Expected completion July 2014.

### Tasks

1. SANBAG/SCAG Studies and Plans.
2. Provide objective feedback on BRT or express bus alternatives being evaluated, based upon FTA regulations, FTA funding criteria, and Omnitrans' experience and perspective as a transit operator.
3. Provide coordination between SANBAG's plans and Omnitrans' policies related to BRT and express bus service (including Omnitrans' Transit Design Guidelines and the Short Range Transit Plan being prepared).
4. E Street sbX Service "After" Study – Collect and analyze data on the impacts of the E





*Proposed Route 61 BRT Corridor (shown in red)*

Street sbX project on the community including property values, demographic data, private investment along corridor, etc.

#### 5. Omnitrans Route 61 Alternatives Analysis (AA) study

- Hold monthly meetings of the Project Development Team (PDT), made up of the cities of Fontana, Montclair, Ontario, Pomona, and Rancho Cucamonga, the County of San Bernardino, the San Bernardino Associated Governments (SANBAG), the Southern California Association of Governments (SCAG), Ontario International Airport, and other key stakeholders.
- Create initial project definition (to be done by consulting team), with input from PDT members, for submission to FTA by July 2013.
- Complete detailed definition of alternatives and ridership analysis/patronage forecasting by August 2013.
- Conduct public and stakeholder outreach at key intervals throughout process.

- Conduct environmental screening by April 2014.
- Create financing plan for Route 61 Corridor by June 2014.

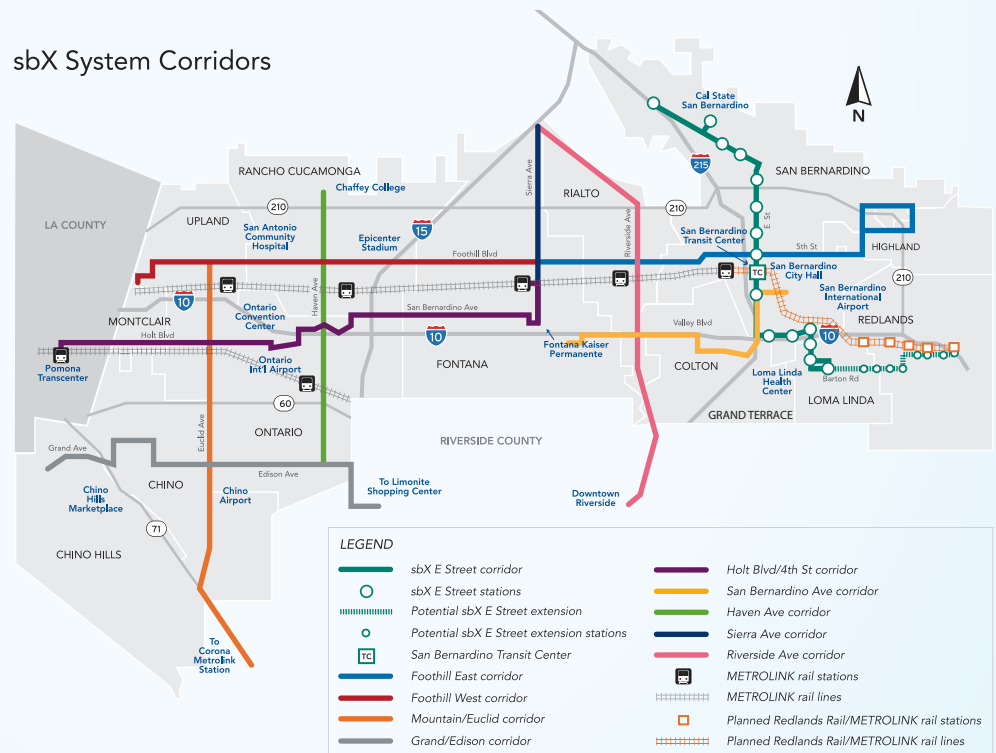
### Goal Statements

The System-Wide Transit Corridor Plan, adopted by Omnitrans (2004, 2010),

identified ten corridors with high potential for major transit investments. The corridors were evaluated based on potential for travel time savings, increased ridership, population/employment growth, transit-oriented development opportunities, economic development, cost-effectiveness, and qualifications for federal funding. Elements such as limited stops, dedicated lanes, transit signal priority, and improved stations will help to reduce travel times, attract new riders, and alleviate congestion along the corridors.

The corridors identified in the System-Wide Transit Corridor Plan are also included in

#### sbX System Corridors

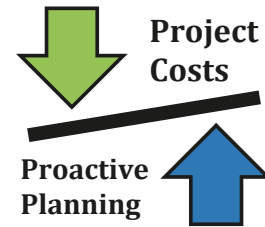


*Proposed sbX system corridors as shown in the System-wide Transit Corridors Plan for the San Bernardino Valley, prepared by Parsons for Omnitrans, December 2009. This vision was adopted by the Omnitrans Board of Directors (representing each of the 16 local jurisdictions) in 2010. A grid network of routes will allow for faster, efficient travel along straight, direct routes with convenient transfers at a series of transit centers and transfer hubs. Stations (stops) are spaced approximately 1 mile apart to allow for 1/2 mile walk.*



transit dollars with federal dollars and private investment to maximize benefits to the community. Through advanced

construction funding in the future.



By guiding public and private investment in the right direction over

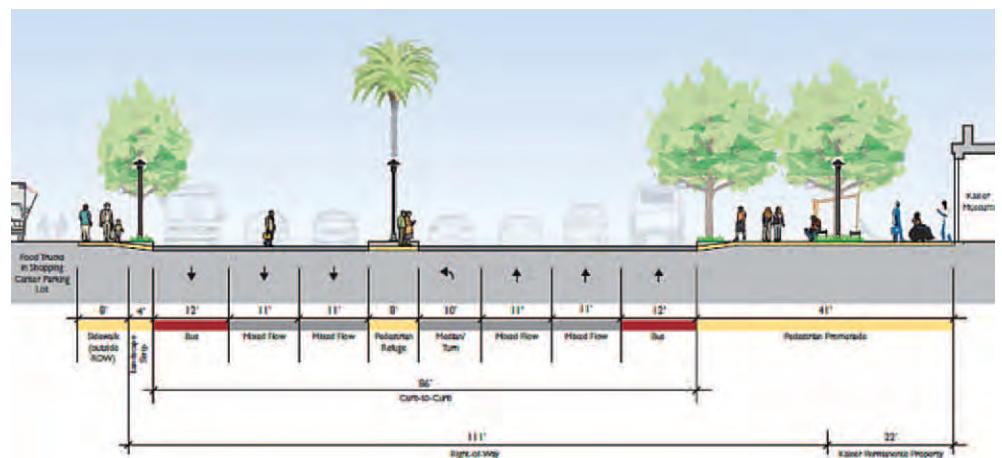
the next 20-30 years along the future corridors, communities can avoid the need to rebuild, relocate, and recompense in the future. If funding is leveraged efficiently, the corridors being planned in the San Bernardino Valley have the potential to connect to one another seamlessly to form a high-quality transportation network made up of local bus, express bus, bus rapid transit, commuter rail, light rail, bicycling, walking, carpooling, driving, etc. A good planning process today will lay the groundwork for realizing the vision tomorrow.

*Concept proposed by the Planning Center for the City of Highland in the Baseline Corridor VMT to BRT: A Vision for Sustainability final report, June 2012. The proposed vision integrates bicycles and transit into a shared lane, and modifies Omnitrans' standard station design to incorporate the City of Highland's local citrus history. As the City of Highland sees expected new growth, the City has the opportunity to partner with private property developers to implement the vision.*

SANBAG's San Bernardino County Long Range Transit Plan (draft 2009), SCAG's Regional Transportation Plan/Sustainable Communities Strategy (adopted 2012), and several of Omnitrans' member cities' General Plans. Several cities, including Highland, San Bernardino, Rancho Cucamonga, Fontana, Ontario, and Pomona, are completing focused studies/specific plans along the identified corridors, including studies of bus rapid transit and transit-oriented development opportunities. The work that proceeds will develop from prior efforts and will bring the corridors closer to implementation.

One of Omnitrans' goals of the BRT program is to leverage local

planning that evaluates all feasible alternatives and identifies the best station locations and alignments, communities can start setting aside space or right-of-way through setback requirements, development agreements, and other techniques. This will leverage private investment toward a more efficient implementation of the transit corridor project in the future. If communities start planning now for station areas that have good pedestrian and bicycle connections and transit-supportive land uses, they will achieve higher scores for FTA



*Preliminary concept proposed to the City of Fontana by Community Design + Architecture for the Sierra and Valley Land Use Study, funded with a SCAG Compass Blueprint grant, 2012-2013. The proposed concept would work in partnership with Kaiser Hospital to create a walkable, transit-friendly corridor along Sierra Avenue, with a new quasi-public space creating a pedestrian front door to the Kaiser campus.*



# Goal 10

## Explore Fare Collection Technologies to Meet Customer Needs, Reduce Dwell Time and Administrative and Maintenance Costs

**TEAM:** Bill Tsuei, Wendy Williams, Jack Dooley, Scott Graham, Donald Walker, Maurice Mansion and Jennifer Sims



Provide recommended resolutions to improve Omnitrans operations by evaluating new fare collection solutions that can meet future customer needs, speed up the boarding process, reduce administrative and maintenance costs, and provide inter-agency fare operability to the region.

### Outcome

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

### Strategies

1. Work with staff from Marketing, Operations, Maintenance, Procurement, Planning, and Finance to form the project team.

2. Create project plan that includes major milestones and deliverables.
3. Maintain open and frequent communication amongst the Project Team.
4. Evaluate existing available technology solutions.
5. Cooperate with regional agencies on technologies deployed.
6. Recommend solutions which best fit Omnitrans strategic goal.

### Performance indicators (Specifics measures TBD)

Recommendation for the most suitable fare collection technology solution

### Tasks

1. Form project teams by July 2013.
2. Complete the survey of fare collection solutions adopted by regional agencies by March 2014.
3. Complete the evaluation of fare collection technologies by July 2014.
4. Propose recommendations by September 2014 (Needed before January 2014 for SRTP).

### Goal Statements

Updating the existing fare systems throughout the fleets will allow Omnitrans to reduce administrative costs and efforts



in managing the existing system and to improve boarding times.

Omnitrans has been using the existing fare collection system for over ten years. Even though the solution provides adequate data about revenue, it is starting to show its age, especially from the software standpoint. As technology progresses and matures, many different solutions/alternatives are becoming available, such as open payment solution or Near Field Communications. This management goal will allow a task force to be formed by different functional areas and work as a group to conduct research on existing solutions, future technology trends, and regional interoperability. The final recommendation will set goals and a pathway for Omnitrans to introduce a robust fare system for the next decade.

# Goal 11

## Explore Intelligent Transportation Systems (ITS) solutions to manage operations

**TEAM:** Scott Graham, Bill Tsuei and Jeremiah Bryant

Identify current and emerging Intelligent Transportation Technologies opportunities that can improve the flow of the transit system and enhance the customer experience with a minimal capital investment.

### Outcome

1. Reduce route running costs and improve service reliability.
2. Improved customer amenity and transit experience.
4. Improved system control and quality of service.
4. Increased ridership.

### Strategies

1. Explore expansion of signal prioritization to selected local routes.
2. Study future fare media alternatives and technology necessary to support the media.
3. Deployment of wireless hotspots on transit vehicles and at stations.
4. Investigate the benefits of full deployment of APC (Automated Passenger Counting) units into an overall vehicle Intelligent Transportation Systems (ITS) monitoring system, including

integration with the AVL (Automated Vehicle Location) and TSP (Transit Signal Priority) system.

5. Study effectiveness of a collision avoidance system (CAS).

### Performance Indicators

1. Completed ITS review and recommendations of ITS options that would best reduce cost per revenue hour and provide increased customer mobility.
2. Increased ridership.
3. Decrease in accidents.

### Tasks

1. Establish project team.
2. Identify technologies that would best benefit our customers.
2. Analyze ITS options.

### Goal Statements

Identify current and emerging Intelligent Transportation Technologies opportunities that can improve the flow of the transit system and enhance the customer experience with a minimum capital investment. This goal attempts to expand our current use of ITS and integrate selected technologies to reestablish the public bus system as a viable means of transportation in the 21st century.

There are a wide variety of individual ITS elements that can be considered for inclusion in our infrastructure. In many cases, insertion of ITS types of technologies will provide transit travel improvements with minimal capital investment. The

"This goal attempts to reestablish the public bus system as a viable means of transportation in the 21st century."

merits of each must be weighed to determine what element offers the most benefit to Omnitrans as well as the customer, and provides the highest return on investment. Those strategies considered viable will be developed and reflected in the Short Range Transit Plan (SRTP)





# Goal 12

## Explore Options for Future Governance Structure of Omnitrans

**TEAM:** Milo Victoria, Rohan Kuruppu, Bob Miller and Board Ad-hoc Committee

Identify alternative governance structures for Omnitrans that could improve the agency's ability to deliver on the full spectrum of transit demands and possibly other alternative transportation needs that can be foreseen given local, national, and global trends.

### Outcome

An Omnitrans position on ideal governance structure.

### Strategies

1. Explore options for a transit authority, of which many examples exist in California's urban areas. Such an authority would have the power to:
  - a, Take on a more diverse range of roles in fostering complete multimodal solutions to transportation
  - b. Maintain reserves and engage in more sophisticated financial management.
  - c. Through control of own funding sources, convey to the public a higher level of confidence about the permanence of service – crucial for encouraging transit-oriented land use.
  - d. Engage with the land use authority of cities to help optimize accordance between transit and development. This yields both better utilization of transit and also reduced environmental impacts from denser development.
  - e, Levy taxes or fees, usually with voter approval, although the main purpose of an authority would be to maximize benefits to the taxpayer.
  - f. Engage in Public Private Partnerships (PPP).
2. Consider how the business model and governance systems might need to change to support a transit authority.
3. Maintain the current Board structure/representation to implement Board's Vision for

Transit in the San Bernardino Valley – A Values-Based, Customer-Based Transit System.

4. Keep San Bernardino Valley's transit policy and investment decisions local. Avoid elected officials from the high desert, Morongo Basin, Victor Valley, Needles, Barstow area, etc., making key transit policy decision for the Valley without sufficient understanding of local transit needs.

### Performance Indicators

An Omnitrans policy on a proposed transit authority structure, with action items to pursue, by June 2014.

### Tasks

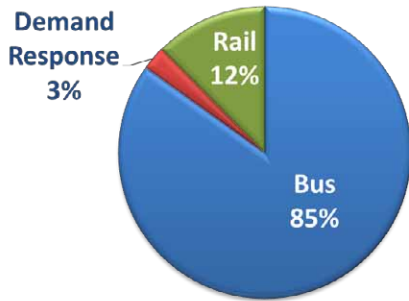
1. Form a Board Ad-hoc committee.
2. Develop the framework and principles approaching this task.

### Goal Statements

Under the current structure, Omnitrans relies on allocations through SANBAG for operating funds. SANBAG currently assigns bus operations as its lowest priority for funding. While this enables SANBAG to pursue other new projects, it also implies that the agency sees little value in the bus services that are already providing good value for both vehicle trip reduction and social service needs. For example, priorities 4, 5, and 6 imply that passenger rail is highest priority among transit operations, with paratransit next, and bus service for the general public last. Yet bus service for the general public accounts for 85% of all transit

“The removal of barriers will enable Omnitrans’ Board of Directors to deliver maximum value to the customer and taxpayer.”

**FY 2011 San Bernardino Valley Public Transportation Trips by Mode (17.2 Million Trips)**



SANBAG's prioritization order for alternative transportation funding:

1. Administration
2. Planning and Programming
3. Pedestrian and bicycle projects.
4. Passenger rail projects
5. Demand-response service for seniors/disabled, i.e. VTrans
6. Bus Operations (Omnitrans)

"Bus service for the general public accounts for 85% of all transit ridership in the Valley."

**FY 2011 San Bernardino Valley Public Transportation Trips by Mode (17.2 Million Trips)**

ridership in the Valley, and will continue to play a major role no matter how much rail service is developed. Developing rail services at the expense of bus services yields rail service that has no connections for travel beyond the station area, and that pits bus-dependent areas against rail-station areas in competition for resources.

As a countywide organization, SANBAG's boundaries also make it difficult to focus on the needs of the San Bernardino Valley, as the county also includes so many other types of communities: the mountain communities, rural desert towns, and the high-desert urban area around Victorville. Within the San Bernardino County there are seven transit systems<sup>1</sup> and Omnitrans accounts for about 86% of ridership within these seven. These areas are very different

from each other and also relatively isolated from each other, so it is not necessarily logical that planning for all of them be done countywide.

Furthermore, as evidenced by the outcomes of the COA, specialized skills and technical capacity are needed to evaluate, plan, operate, and manage a major transit system. The simplification of the immensely complicated current structure and the removal of barriers will enable Omnitrans' Board of Directors to deliver maximum value to the customer and taxpayer.

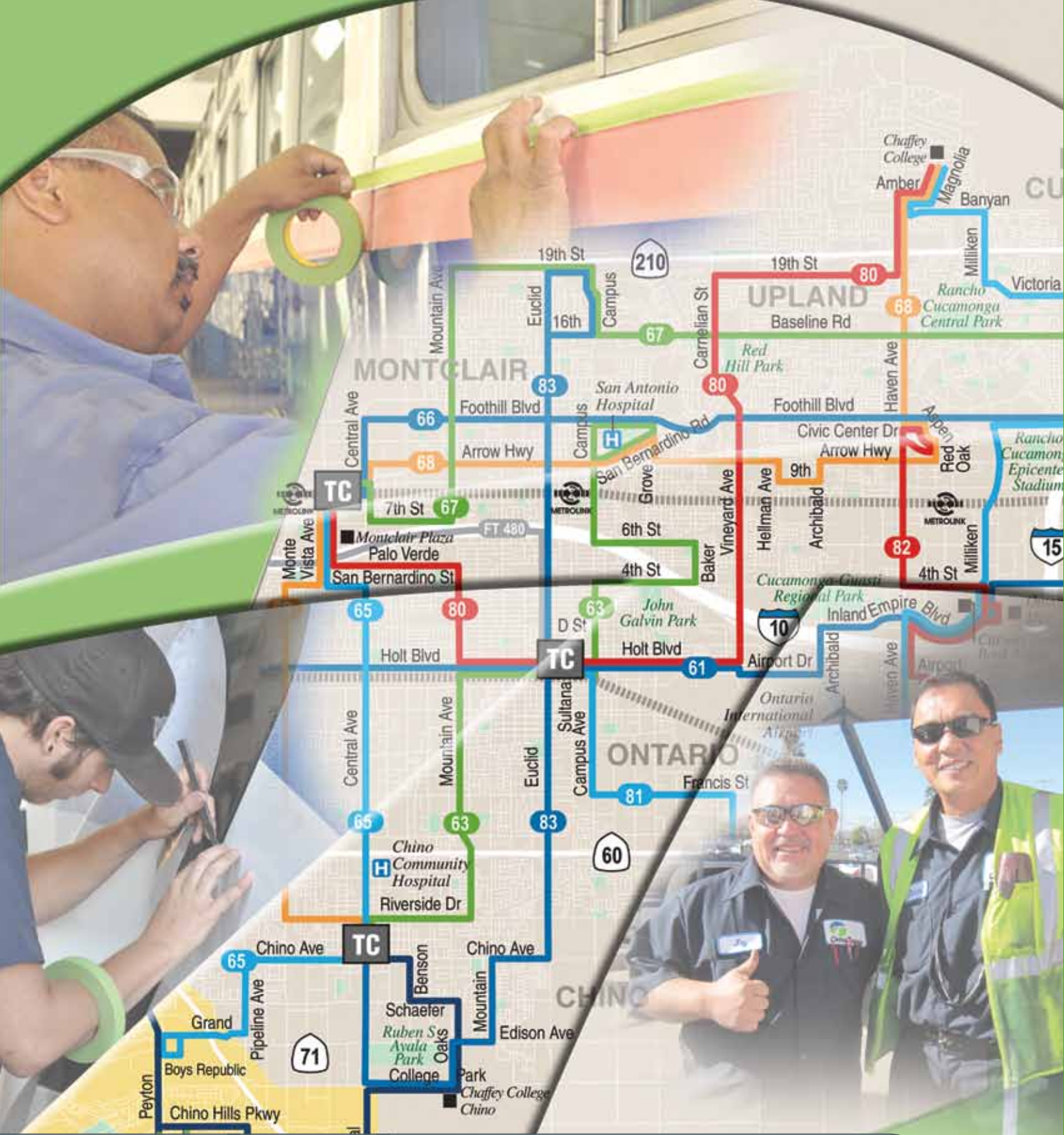
For these reasons, in the spirit of making decisions at the lowest possible level of government, a transit (and alternative transportation) agency focused on the San Bernardino Valley may be in order.

<sup>1</sup>Source: As defined in SANBAG Budget - Omnitrans, Valley Transportation Services (VTrans), Victor Valley Transit Authority (VVTa), Needles Area Transit (NAT), Mountain Area Regional Transit Authority (MARTA), Morongo Basin Transit Authority (MBTA) and Barstow Area Transit (BAT).









SERVICE ELEMENT

# Service Element

FISCAL YEAR 2014



# Public transit trial gains a new rider for Omnitrans



**Being a one-car family**, when you have to juggle appointments, schools and a job can be challenging, but ridesharing can definitely make things a bit easier. Silas Molina, an Eligibility Worker for the County of San Bernardino, lives in Mentone with his wife Anne and their four children. For the past 2 1/2 years he's been carpooling to the office in the morning with a co-worker, and his family has been picking him up in the afternoon.

When his co-worker went out on vacation a couple of weeks ago,



Silas was forced to look for an alternative means of transportation. "It was impossible for my wife to drop me off in the mornings because she had to get the kids to school. My only other option was to take the bus. So I started riding Omnitrans."

The experience was nothing like what he had expected. "I was intimidated at first," he admitted. "I expected tons of people and long travel times. But it worked out really well. It takes me exactly one hour to get to work every day, and the bus has always been on time. The trip is pleasant, and I can read, listen to music or even work on my computer."

In fact, his experience has been so good that Silas has made the decision to continue to use Omnitrans for the ride home once his co-worker returns.

"My wife and I calculated the expense and realized that it cost us \$6 a day just for her to pick me up from work," Silas explained. "And it's also more convenient for her to be able to stay home with the kids in the afternoon. The bus has been a positive experience for me, and the one-hour ride isn't bad. I'll generally listen to NPR or take a short nap. It's a good way to decompress from work before going home to be with my family. And you can't beat the savings!"





# 1. Service Element Introduction

This report provides an overview of Omnitrans' service offerings and fare policy for Fiscal Year 2014 (FY2014). Section 1 is this introduction. Section 2 examines Omnitrans ridership trends. Section 3 provides a brief update on the Comprehensive Operational Analysis (COA) of Omnitrans. Section 4 details the service levels and projected key performance indicators for each of the modes within Omnitrans' family of services. Lastly, Section 5 presents Omnitrans' fare structure, including three minor administrative changes proposed for FY2014.

Omnitrans is delivering ridership growth in multiple areas. The fastest-growing ridership segments are Student, and Senior and Disabled riders. Omnitrans' OmniGo and Express services are growing at over twice the overall system growth rate. Within the last year, ridership has picked up on weekends, early morning and late evening trips.



*Seniors from the Grand Terrace Senior Center Trying OmniGo*



*Students with bicycles are about to board an arriving bus outside of San Bernardino Valley College.*

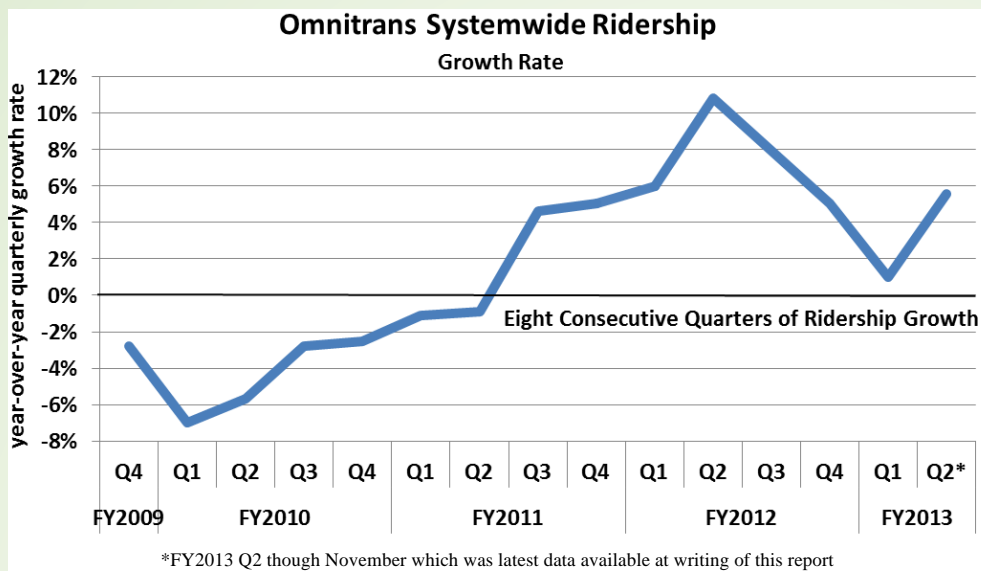
Some evening and weekend growth has been the direct result of Omnitrans staff identifying service efficiencies on weekend service. Midday weekend savings were reinvested into extending the evening span on five key routes as was described in the FY2013 service element.

These growth trends, coupled with Omnitrans' dogged determination to maintain service levels and fares while our service area continues a slow-paced economic rebound, culminated in Omnitrans setting a record high Systemwide ridership in October 2012. This was only the second time ever that Omnitrans fixed route service had topped the 1.5 million rider threshold.

As of November 2012, Systemwide ridership is up 2.9% during FY2013, this comes on top of the 7.4% gain experienced in FY2012. As seen in Exhibit 1, Omnitrans has delivered eight consecutive quarters of growth starting in mid-FY2011 and continuing today.

"Omnitrans is delivering ridership growth in multiple areas."





**Exhibit 1: Omnitrans' Recent Quarterly Systemwide Ridership Growth**

Omnitrans has the capability and plans to deliver enhanced mobility options to the San Bernardino Valley; however, a highly uncertain financial outlook reduces this agency's ability to further enhance growth. A symptom of the unresolved financial outlook remains the uncompleted COA of Omnitrans being conducted by SANBAG. It was originally slated for completion during FY2012, which extended into FY2013 and has no firm completion date as of the writing of this report in January 2013.

The COA has hampered Omnitrans' ability to make meaningful changes. This COA will lay the funding framework that will determine what Omnitrans will be able to deliver over the next five to seven years. While Omnitrans waits for the COA's results and recommendations, Omnitrans has worked to maintain service levels and has made small adjustments designed to match demand shifts.

During FY2014, Omnitrans plans for one significant increase in service: sbX. The opening of Omnitrans' first Bus Rapid Transit (BRT) Corridor is the sbX Green Line which will connect San Bernardino and Loma Linda on the E-Street Corridor.

The E-Street Corridor, now referred to as the sbX Green Line, is the first of 10 planned sbX BRT lines. Once the sbX Green Line is fully operational, it is expected to carry over 1.4 million passengers per year. FY2014 half year estimates for sbX are provided in Section 4. During the first half of FY2014, Omnitrans staff will deliver the Operations and Maintenance Plan for sbX to the board, which will provide greater detail to the sbX implementation, operations, maintenance and marketing plan for sbX for the opening year.

In looking at Omnitrans' other service offerings, Omnitrans anticipates a status quo FY2014. Traditional fixed route service, OmniGo, OmniLink and Access are expected to see the impacts

of demand changes in the estimates provided in this report, but there is no planned change in service delivery. Staff will continue to monitor system performance, customer contacts and new developments for service enhancement opportunities throughout the year.

In order to more efficiently distinguish which riders should pay which fare, Omnitrans staff recommends three minor administrative adjustments to the fare policy for implementation in FY2014: 1) Reclassifying the student fare as a youth fare; 2) Clarifying the definition of the Go Smart pass program; and, 3) Combining the Access repeater and subscription fares to eliminate confusion. Details of these proposals can be found in Section 5.

Omnitrans recognizes that there are many growth opportunities, but given the uncertain funding environment it is not in Omnitrans' or Omnitrans passengers' best interest to experiment with service enhancements that may not have the funding to last through a reasonable trial period.

Once the COA is complete and Omnitrans and SANBAG reach an agreement on the financial outlook, Omnitrans staff will deliver the next Short Range Transit Plan (S RTP), which will outline service strategies through FY2020. With reasonable funding growth, these strategies will lead to ridership and mobility growth for residents in the San Bernardino Valley.

## 2. Ridership Trends & Analysis

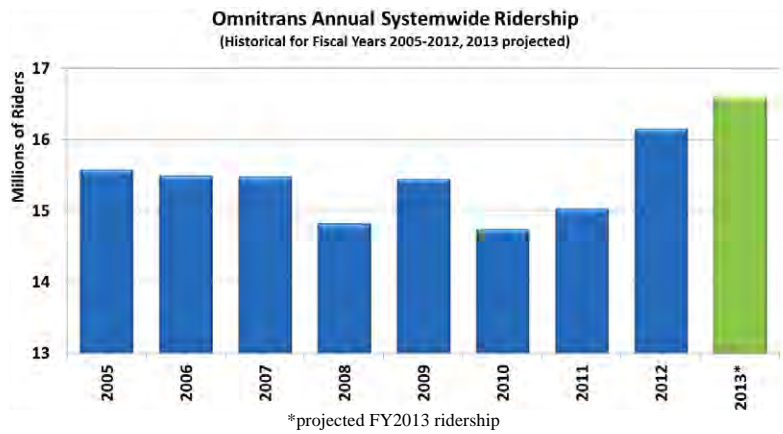


Exhibit 2: Systemwide Ridership 2005 to 2013

Omnitrans continues to see fast growth that is expected to be ramped up with the introduction of sbX in FY2014. During FY2012, Omnitrans Systemwide ridership surpassed 16.1 million riders on a gain of 7.4% from the prior year. This growth continued into 2013, which is now expected to see ridership grow to 16.3 million as year-to-date ridership is up 2.9% though November. In Exhibit 2, the growth experienced during the last two fiscal years can be seen in comparison to the ridership plateau and slight declines that were seen between fiscal years 2005 and 2013.

Similarly, average weekday ridership, the baseline stable ridership figure that takes into account holiday and calendar impacts shows strong growth. Historically, October is Omnitrans highest ridership month each year. Average weekday ridership in October 2012 was 59,217 riders per day, 14% higher than average weekday ridership during the previous seven years.

Despite the strong growth that Omnitrans experienced over

the last two years, growth could have been stronger had Omnitrans received funding growth in line with transit funding growth for the San Bernardino Valley. The lack of funding visibility clouds Omnitrans ability to take advantage of growth opportunities just as it still clouds the results in the COA.

Omnitrans has held a status quo approach as the COA has been underway because our riders prefer stability, rather than the potential for increases in the short term that are quickly followed by reductions in service. Rather than have our riders experience level of service yo-yoing, stable service has been delivered.

While Omnitrans has held service levels constant, several key trends have been identified. When acted upon with funding or at least with the understanding of future funding patterns, these allow

the last two years, growth could have been stronger had Omnitrans received funding growth in line with transit funding growth

Omnitrans to enhance the mobility needs of our passengers.

The primary trends identify growing demand for:

- Express service;
- Expanded weekend service; and
- Expanded span of service on both weekends and weekdays.

Similarly as ridership has grown over the last two years, Omnitrans seeks to improve service quality by improving travel times and on time performance. Increased ridership slows travel times, adversely impacting on-time performance and transfer ease unless adjustments are made.

Some of these trends have also been mentioned in the COA; however, the proposed service plan available in January 2013 does not allow for an improvement in any of these three key ridership generating categories.

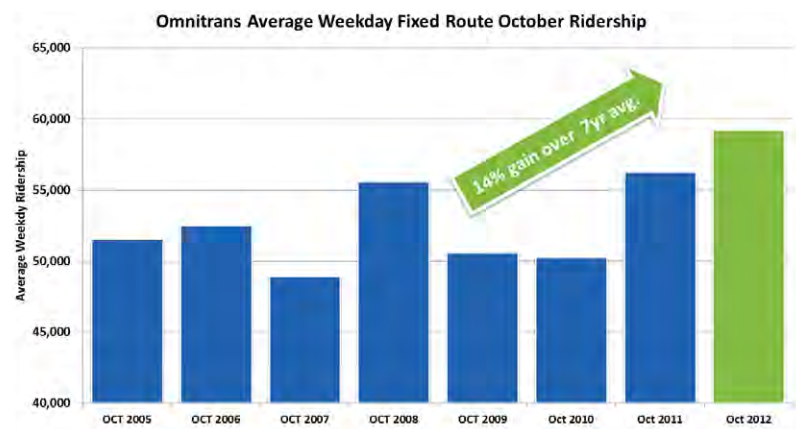


Exhibit 3: Systemwide Ridership 2005 to 2013



## 2.1 Express Service Growth Opportunity

Express service, which is the Route 215 connection between Downtown San Bernardino and Downtown Riverside, has been one of Omnitrans' fastest-growing mature routes over the last five years. During FY2012, the route grew at 17% over twice as fast as other routes. This came on the back of 8% and 10% growth in the previous years, when fixed route ridership was flat. During FY2013, growth has slowed to 5% as the route has reached near capacity. Quarterly growth on express service can be seen in Exhibit 4: Express Route Quarterly Ridership.

This continued growth has shown the demand that riders have for freeway-based express service. To further study this demand, Omnitrans conducted a survey of nearly 400 express route passengers during November 2012 to determine their appetite and willingness to pay for additional express services.

The Express Service survey indicated that 63.9% of current express riders were interested in additional express service operated by Omnitrans. Furthermore, 50.1% of riders surveyed indicated that they were willing to pay a premium for express service. Of those that said they would pay a premium for express service, 76% indicated a willingness to pay at least \$0.50 more per trip than current fare. This interest and strong willingness to pay coupled with the growth Omnitrans already sees in the offered express service are strong evidence that there is building demand for express service.

Omnitrans staff had believed that the key express freeway service corridors would connect the City of San Bernardino and Fontana to Ontario and Montclair. The

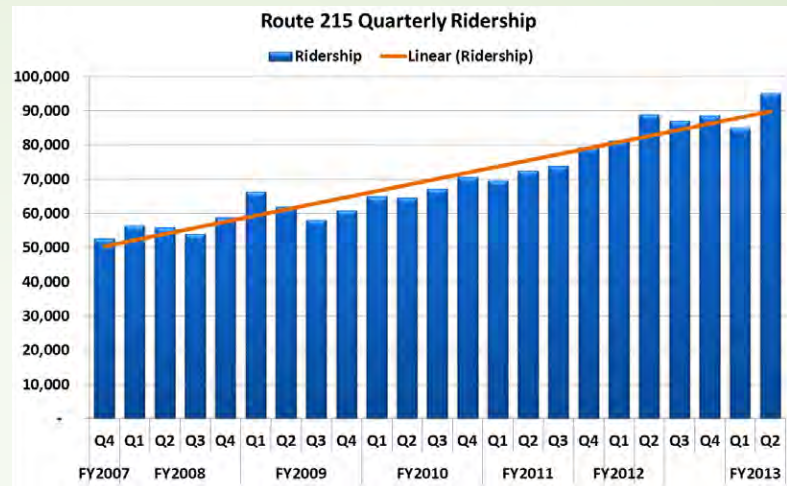


Exhibit 4: Express Route Quarterly Ridership

routing alternatives.

Unfortunately, the COA only identifies express service as a growth opportunity without delving into the details, even in the unconstrained plan which starts the planning process with an unlimited budget. With a limited investment in transit, express services growth could contribute several hundred thousand additional trips on Omnitrans and reduce travel times for Omnitrans passengers.

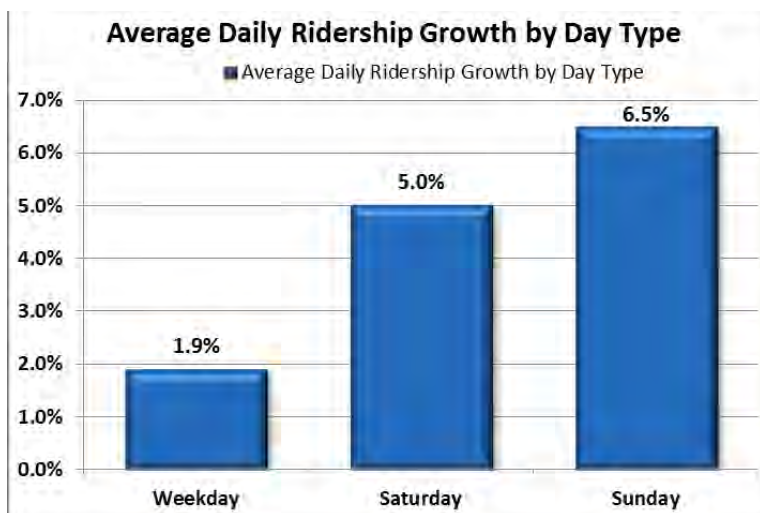
## 2.2 Weekend Service Opportunity

Passengers routinely ask for additional weekend service. The primary requests are tied to retail and hospitality workers that are trying to utilize transit to secure weekend access to work in addition to the weekday service that they already utilize. Omnitrans weekend service provides coverage service but the reduced frequency and span of service significantly elongate trips on weekends making weekend travel more cumbersome.



Omnitrans Express Riders Boarding Route 215 in Downtown Riverside

survey results indicated that the highest demand for additional services were primarily from east valley locations to Ontario. Another key location identified which had not been identified earlier was a desire to connect with Corona. Staff has prepared several



**Exhibit 5: FY2013 Ridership Growth Rate by Day Type**

During service reductions implemented in September 2010 in response to funding reductions tied to the economic downturn, weekend service was heavily curtailed. Two routes were completely eliminated on Saturdays and Sundays. These routes and these day types were selected due to declining ridership trends at the time.

During the last year, however, the trend has reversed as can be seen in Exhibit 5: FY2013 Ridership Growth Rate by Day Type to the right, Sunday ridership has grown at 6.5% over three times as quickly as weekday ridership which was growing at 1.9%. Saturday ridership is growing at 5%, more than double weekday ridership. The typical goal would be to further encourage ridership growth by at worst maintaining weekend ridership service levels, and at best strategically improving ridership on key weekend routes. In May 2012, staff utilized some internally found service efficiencies to expand service on five key routes on Saturdays.

significant reductions and further eliminations on weekend service. These reductions if implemented following the completion of the COA would reduce mobility and eliminate growth drivers from Omnitrans service. Instead, weekend service enhancement should be viewed as a potential growth driver rather than fodder for reductions.

## 2.3 Span of Service Opportunity

Similar to weekend service improvement requests, retail, hospitality and logistics workers have been steadfast in their requests for service both in the early AM and late PM. Omnitrans evaluates these requests as they come in, however, with the strained

The growth on weekend service needs to be developed with funding support based on proven growth opportunities. Unfortunately, the COA's service plan as presented through January 2013 shows

funding environment it has been difficult to dedicate resources to expanded service without some ability to get longer term visibility in the transit funding stream in the San Bernardino Valley.

While the request for extended service has been consistent over the last five years, riders are now demonstrating their desire with increased travel patterns particularly in the late evening. As seen in Exhibit 6 on the next page, average weekday ridership between FY2011 and FY2012 was 8%. Bars that are seen above the 8% redline represent time periods growing faster than the system average. The largest growth rates are after 8:00PM, which are growing at nearly twice the overall growth rate.

The morning period that is seeing the highest growth is at 5:00 AM. This growth can be further dissected to determine exact routes and locations that are driving the growth opportunities.



*Route 215 transports passengers at night. This route operates until 10:00 P.M. but regularly receives requests to operate later.*



### Ridership Growth by Time of Day

(FY2012 vs FY2011)

Ridership Growth by Time of Day Average Growth Rate

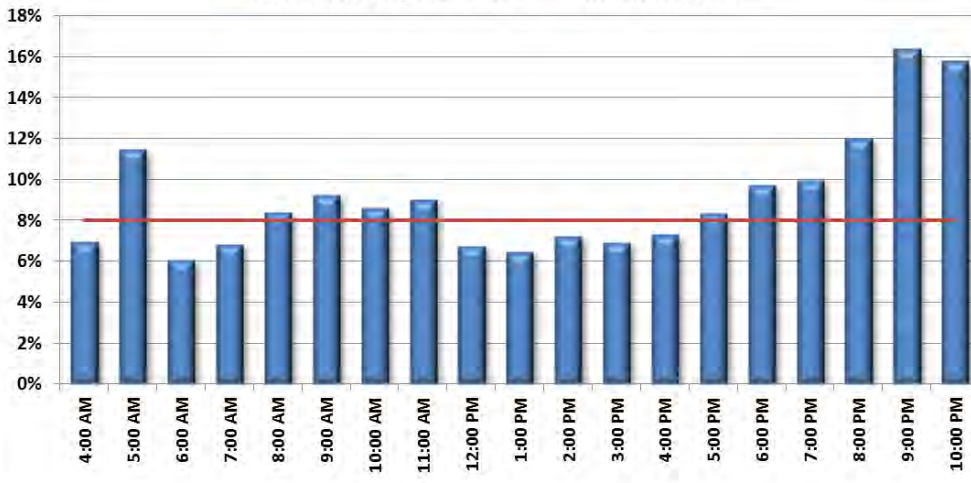


Exhibit 6: Average Weekday Ridership by Hour of Day

With retail, hospitality and logistics workers leading the demand for longer service span, the need to get workers from home to work by 8:00 AM and back at 5:00 PM is no longer the relevant metric. More relevant to these shift workers are early morning shifts starting at 6:00 AM and for evening shifts ending at 9:00 PM or later. Currently, 20.6% of residents in Omnitrans service area have access to transit that would get them to employment centers in San Bernardino by 6:00 AM; and 22.5% have access to get them to employment centers in Ontario & Montclair. Looking at the late evening trip home starting at 9:00 PM; 27.1% of residents have access to bus service to get home from an employment center in San Bernardino and 25.0% from an employment center in Ontario & Montclair.

Riders have shown that they value expanded span because they have been using the latest and earliest trips in greater numbers. Omnitrans must work to extend these hours or at worst maintain service levels. However, if the COA recommendations are

implemented, service span is reduced.

## 2.4 Service Quality Improvements

While Omnitrans has benefited from rising ridership, Omnitrans passengers are faced with the corresponding consequences of rising ridership. These include a greater number of standees on board, crowding on buses, reduced on-time performance and slower travel times as the routes are slowed to pick-up and drop off the additional riders.

No service quality impact has been as evident at the tradeoff between increased ridership and on-time performance. Exhibit 7 shows tradeoff whereas ridership increases, on-time performance

falls. While this tradeoff is known, growing ridership will continue to place pressure on on-time performance.

Ultimately, the long-term solution to improve on-time performance requires additional resources. Staff has managed to use a series of patches to maintain on-time performance in the mid-80% range, which is strong compared to many industry peers but remains below Omnitrans own goal of 90% on-time.

During FY2013 year-to-date, on-time performance has fallen to 85.1%. While 85.1% is below Omnitrans on-time performance standard, it does match the closest available peer data available of 82%. The ability to seek improvements through patches and scheduling tweaks is narrowing, and future improvements in on-time performance will be tied to fundamental decisions to dedicate resources to the on-time performance goal.

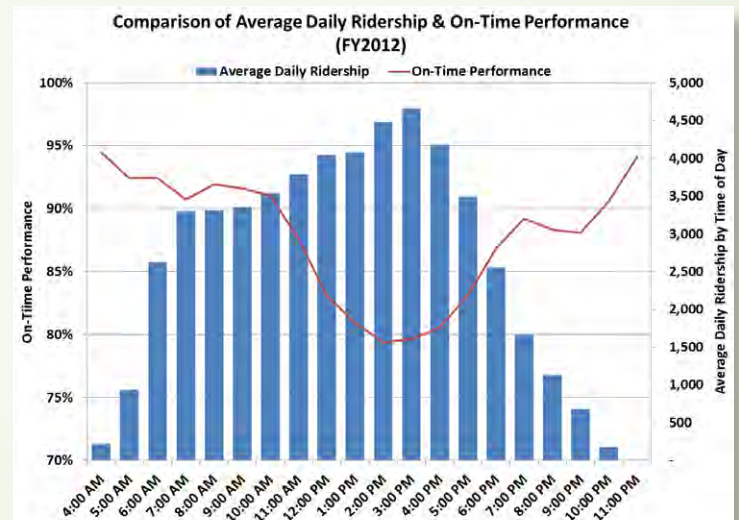


Exhibit 7: Trade-off Between On-Time Performance and Ridership

While the relative importance of on-time performance versus breadth of service would need to be discussed, the COA thus far remains generally silent on the ways to improve on-time performance. This has been a stated goal and must be addressed as the financial picture becomes clearer.

## 2.5 Productivity versus Coverage Service

The introduction of sbX is another step in Omnitrans reaching our 65%/35% split between Productivity-Oriented and Coverage-Oriented service.

Ridership on productivity-oriented routes has an average of 30.3 passengers per hour. Ridership on coverage-oriented services is 21.2 passengers per hour.

This increase in productivity with higher frequency helps to reduce the cost per passenger and the subsidy per passenger. The subsidy per passenger on higher frequency productive service is \$2.15 per passenger, which is 37% lower than the \$3.43 subsidy per passenger on coverage oriented service.

One of the primary drivers behind the higher ridership, higher productivity and lower subsidy per passenger of productivity-oriented services is the increased frequency of these services. Higher frequency service generates additional ridership because higher

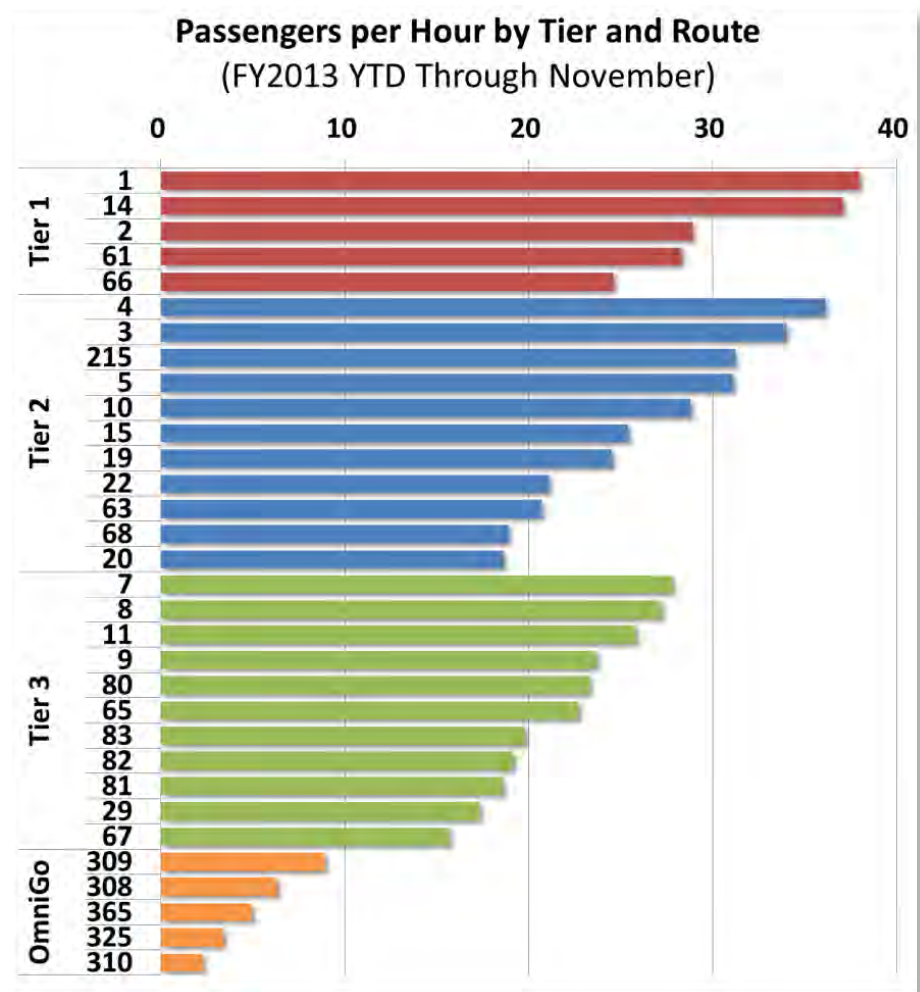


Exhibit 8: FY2013 YTD Passenger per Hour by Tier of Service and Route

frequency service reduces transfer and wait times, reduces the need to strictly coordinate schedules, improves the travel time of routes, and overall reduces customers time in transit between their origin and destination.

Looking at the productivity by route and tier as shown Exhibit 8: FY2013 YTD Passenger per Hour by Tier of Service and Route provides some guidance as to routes that are in line for increased frequency and straight-lining of the route in order to move the route to more productivity-oriented services. Routes that perform near the top

of their respective tiers are logical candidates for service enhancements. As funding improves in the San Bernardino Valley, consideration should be provided to expanding service on these few key corridors such as 3/4, 215 and 5 for tier 2 routes and 7, 8 and 11 for tier 3 routes.

While Omnitrans is not recommending any of these service enhancements for FY2014, these enhancements should be included as possibilities in the COA. Transit funding decisions within the Valley should consider these as viable opportunities to improve mobility options for our residents.



# 3. Comprehensive Operational Analysis (COA) Update

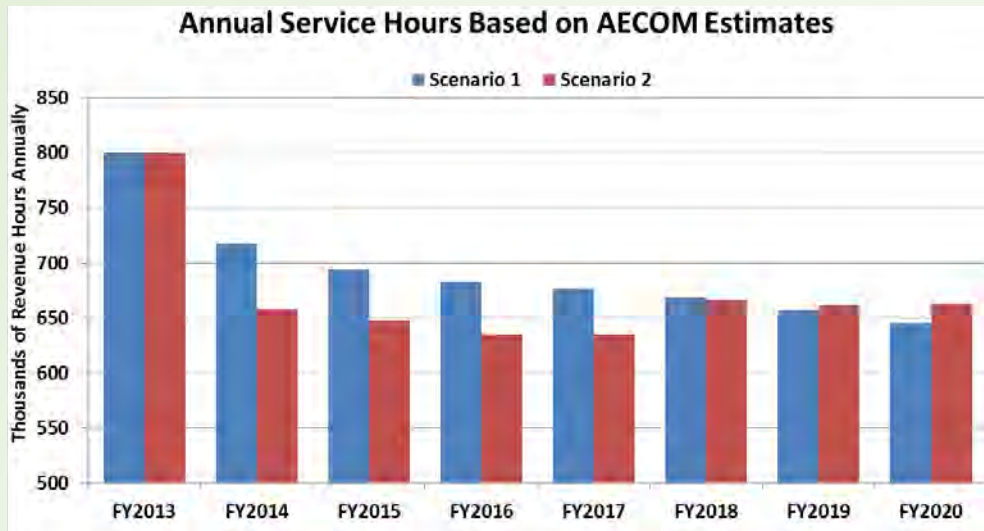


Exhibit 9: COA Recommended Service Reductions: Scenario 1 & 2<sup>1</sup>

SANBAG contracted AECOM to conduct a COA of Omnitrans. The project kicked off in March 2011. At that time, it was expected to be completed within a year. The project consists of three phases: Phase I Existing Conditions; Phase II Service Alternative Recommendations; and, Phase III Implementation Plan.

Phase I includes a review of Omnitrans services, financial projections, service policy evaluation, public outreach, a review of Omnitrans administrative functions and an analysis of alternative service delivery methods.

Phase II includes the development of service alternatives and public outreach. AECOM first delivered a series of routing changes, which were presented to the public as what appeared to be service increases.

Then, following the reported completion of the outreach portion of the project, AECOM recommended a series of frequency and hours of service



Omnitrans riders board a bus to Pomona.

reductions that have not been provided to the public. These will need to be presented to the public by AECOM.

Omnitrans staff continues to see significant flaws in the financial analysis, the alternative service delivery analysis and the reported service plan. The funding cuts and the elimination of any expected funding growth led to a service plan with persistent service reductions. The COA projected service levels are shown in Exhibit 9.

This service reduction will impact riders. AECOM's projection for ridership can be seen in Exhibit 10. While ridership will fall if the proposals are implemented, a larger impact will be noticed by riders who

<sup>1</sup>Data derived from AECOM's Phase II Report Chapter 1, dated December 7, 2012.

continue to ride Omnitrans. These riders will experience longer travel times, longer wait and transfer times, lower on-time performance and reduced ability to travel early in the day or late in the day.

Omnitrans staff holds that the COA has not identified any “low hanging fruit” that should be implemented. The COA has delivered no new key recommendations for improvements that were not already in Omnitrans’ pipeline. As such, Omnitrans staff reiterates that the recommendations do not represent improved mobility options for residents of the San Bernardino Valley, but instead represent a step backwards to where transit is only provided to the most transit dependent.

Even as Omnitrans reiterates the points above, SANBAG and Omnitrans are working together

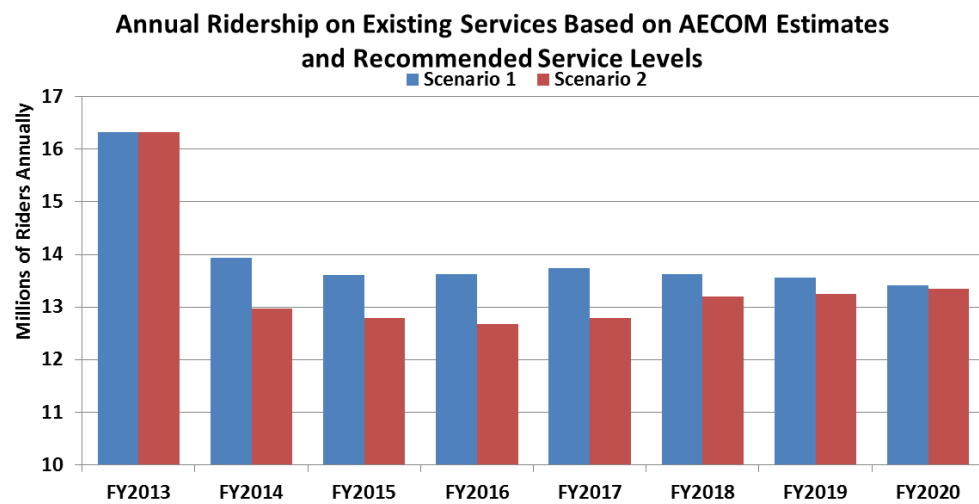


Exhibit 10: COA Estimated Ridership Based on Service Levels in Exhibit 9

to see the project reach an end. Once completed, Phase I and II materials will be provided to the respective policy boards. From there, some consistent financial projection will emerge so that AECOM can begin on Phase III. Phase III is AECOM’s recommended implementation plan for the plans outlined in the previous two phases.

Following the completion of the COA, Omnitrans will develop the 2015-2020 Short-Range Transit Plan (SRTP). The SRTP will take into consideration the COA recommendations, Omnitrans internal practices and a mutual agreement between SANBAG and Omnitrans on the funding environment over the next seven years.





# 4. Proposed FY2014 Service

Omnitrans staff proposes no changes to existing services during FY2014. This recommendation is based on the need to wait for the completion of the COA and to provide time for added clarity of the outcome of the funding choices that must be made within the San Bernardino Valley.

Omnitrans is pleased to bring the sbX Green Line into service in FY2014. This is expected to occur

during the third quarter. sbX will offer a new premium service to Omnitrans' family of services with faster travel times and higher-end amenities.

Omnitrans' full family of service offerings can be seen in Exhibit 11 below: "Omnitrans Family of Service Offerings." The following subsections are dedicated to providing service details by service offering.

## 4.1 Fixed Route Directly Operated Service

Omnitrans directly operates 27 weekday fixed bus routes in the San Bernardino Valley. Omnitrans' goal is to reach having 65% of fixed route service designated as productive service and 35% designated as coverage service. Coverage service provides lifeline service to communities that would not have bus service otherwise. Productive service is made up of trunk routes along major arterial corridors that operate higher frequencies. Omnitrans' system map is provided in Exhibit 17.

Service frequency on productivity-oriented service is every 15 or 20 minutes. Depending on ridership levels, coverage service is offered at service frequencies of every 30 or 60 minutes. Omnitrans weekday span of fixed route service is from 3:48 A.M. until 11:13 P.M., but varies by route.

For each service type, estimated year-end FY2013 fixed route service characteristics are compared to planned FY2014 service. Two versions of the planned FY2014 service are shown: 1) a projection for FY2014 that assumes a half year of sbX service, and 2) an annualized projections number which assumes that sbX service runs for an entire year. Effectively, the annualized FY2014 data shows a steady-state estimate for FY2015 and beyond.







Service	Type	Brand	Image	Description
Fixed Route	Bus Rapid Transit (BRT) Early 2014	sbX		BRT service mirrors light-rail service with dedicated amenities, stations and significantly reduced travel times while utilizing dedicated BRT buses. sbX utilizes standalone stations with level boarding, pre-paid fares, dedicated lanes, signal prioritization, and limited stop spacing to achieve faster service.
	Local	Omnitrans		Traditional large bus service operating on a set route with a set schedule at defined frequencies. Routes travel in mixed flow traffic with stops placed approximately every 0.2 miles.
	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. Route(s) typically travel mostly by freeway and stops are placed several miles apart.
	Community Circulator	OmniGo		Smaller bus service designed to offer lifeline mobility for areas with relatively low population and employment density. OmniGo provides service to key locations within Grand Terrace, Chino Hills and Yucaipa. The service operates in mixed flow traffic with frequent stop placement.
Demand Response	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 3/4-mile of a fixed route. Beyond-the-boundary Access service extends Access past the 3/4-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.

Exhibit 11: Omnitrans Family of Service Offerings

"Nationwide, the transit industry is seeing ridership gains of 1.2%."



*Students at Chino Hills High School board an OmniGo Tripper after school.*

Exhibit 12 shows that revenue hours are essentially unchanged with a projected decrease of 0.2% from 589,000 revenue hours to 587,000 hours between FY2013 and FY2014. The decrease is the result of a frequency reduction on Route 2 that is scheduled to occur alongside the introduction of the sbX Green Line. Conversely, revenue miles on traditional fixed route service edge up slightly as Route 2 service will be extended north of California State University, San Bernardino to mirror sbX service.

The total number of passengers

carried on directly operated fixed route service is projected to grow 0.7% from 15.6 million passengers to 15.7 million. Ridership is projected to have some organic growth during FY2014 because fuel prices are projected to remain high through at least the first few months of the fiscal year and most economic signs still point to only a gradual reduction in the unemployment rate in the area. Nationwide, the transit industry is seeing ridership gains of 1.2% during the 2012 calendar year and Omnitrans has over the last two years exceeded the industry average.

## 4.2 Fixed Route Purchased Transportation Service

Omnitrans contracts approximately 0.5% of fixed route service with the same contractor that operates Omnitrans' demand response service offering. Omnitrans uses purchased transportation 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. The use of purchased transportation on weekends is designed to match a smaller cutaway vehicle with a 16-18 passenger capacity to routes that rarely see more than 16 passengers on board at one time. OmniGo is a neighborhood shuttle service that uses these same smaller vehicles in regular fixed route service. The OmniGo

Motor Bus Directly Operated (MBDO) Excludes sbX (In Thousands except vehicles and ratios)		Actuals			Estimate	Projection	Annualized
		FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
Financial Data	Fare Revenue	\$13,137	\$13,461	\$13,249	\$13,196	\$13,289	\$13,024
	Revenue Miles	8,274	7,650	7,550	7,519	7,539	7,467
Operating Data	Total Miles	8,901	8,236	8,137	8,102	8,116	8,034
	Revenue Hours	638	593	585	589	587	581
	Total Hours	667	619	612	615	613	607
	Passengers	14,307	14,320	15,523	15,672	15,783	15,468
Fleet Data	Peak Revenue Fleet	139	131	136	136	136	136
Key Stats	Passengers per Hour	22.4	24.2	26.5	26.6	26.9	26.6

**Exhibit 12: Directly Operated Fixed Route Service Characteristics Summary**



Motor Bus Purchased Transportation (MBPT) (In Thousands except vehicles and ratios)		Actuals			Estimate	Projection	Annualized
		FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
Financial Data	Fare Revenue		\$69	\$110	\$130	\$132	\$132
	Revenue Miles		279	360	371	370	370
	Total Miles		324	417	435	434	434
Operating Data	Revenue Hours		22	27	28	28	28
	Total Hours		24	29	30	30	30
	Passengers		117	150	155	157	157
Fleet Data	Peak Revenue Fleet		7	7	7	7	7
Key Stats	Passengers per Hour		5.3	5.5	5.6	5.7	5.7

**Exhibit 13: Purchased Transportation Fixed Route Service Characteristics Summary**

program was designed to augment OmniLink after multiple years when the standalone version of OmniLink did not meet productivity and efficiency standards.

As seen in Exhibit 13: Purchased Transportation Fixed Route Service Characteristics Summary, revenue and total hours and miles are expected to remain effectively flat during FY2014. Contracted fixed route service is expected to provide 28,000 hours of revenue service and 370,000 miles of service. Neither figure changes significantly from FY2013. On an ongoing basis, the annualized projections and the FY2014 projection are the same for this service because the introduction of sbX service is not expected to impact OmniGo service or riders.

Ridership on purchased fixed route service is expected to grow at 1.5% with a rise to 157,000 passengers compared to 155,000 estimated at year end FY2013

Productivity for purchased fixed route service is projected to reach 5.7 passengers per hour. This is considerably less than the 27.1 passengers per hour

expected on directly operated fixed route service, but is also a strong improvement over the 2.9 passengers per hour on OmniLink service that OmniGo partially replaced.

## 4.3 sbX Service

Following two years of construction, Omnitrans will launch the first sbX corridor into service in FY2014. The 10 corridor sbX plan is provided in Exhibit 14: sbX Corridor Plan. The E Street Corridor, the sbX

Green line, is called out in green with stations identified.

The details provided in the FY2014 projection assume a start date in January 2014. While this is likely a few months before sbX begins revenue service, testing and training will consume hours and miles which are included in Exhibit 15: sbX Service Characteristics Summary.

Prior to the full implementation of sbX, Omnitrans staff will bring two documents to the Board of Directors: 1) The final Operations and Maintenance (O&M) Plan for sbX; and, 2) A Title VI Report tied to the introduction of sbX.

The O&M Plan will include operating policies and standards for the service. The O&M plan will also include the marketing efforts, promotional fares and other kick-off related items that are expected to accompany the launch of the new service. When the O&M Plan is presented and



*Riders Boarding Omnitrans Route 14 at Fontana Transit Center*

# sbX System Corridors

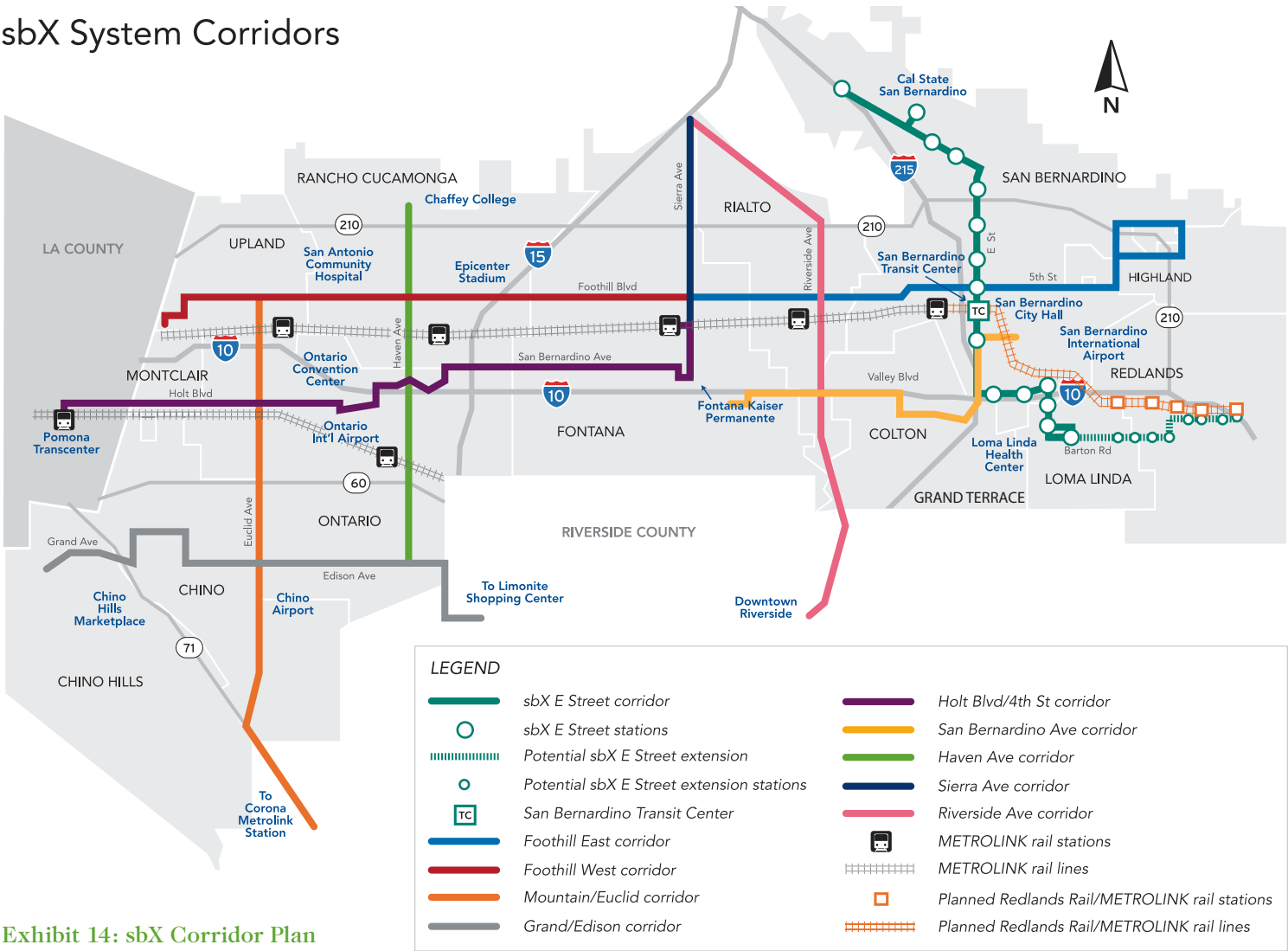


Exhibit 14: sbX Corridor Plan

approved the forecasts provided here will be updated to match the actual launch of sbX.

The O&M Plan will also include a recommendation for how sbX service will operate. As shown in

the two sub-sections above, Omnitrans currently utilizes both directly operated and purchased fixed route operations. In the O&M Plan process, a detailed evaluation of contracting versus directly operating service will be

considered. This is being evaluated concurrently with an evaluation of the driver’s memorandum of understanding (MOU) in order to determine the most advantageous way to operate sbX.

Bus Rapid Transit (BRT) sbX (Not included in MBDO or MBPT, TBD)		Actuals			Estimate	Projection	Annualized
		FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
Financial Data	Fare Revenue					\$ -	\$1,221
	Revenue Miles					275	553
	Total Miles					284	570
Operating Data	Revenue Hours					14	28
	Total Hours					16	32
	Passengers					724	1,454
	Peak Revenue Fleet					11	11
Fleet Data	Peak Revenue Fleet					11	11
Key Stats	Passengers per Hour					51.9	51.9

Exhibit 15: sbX Service Characteristics Summary

The Title VI Service Equity Analysis will be provided to the Board as a Federal Transit Administration (FTA) requirement to show that coinciding with the plan presented and approved the actual implementation and operation of sbX will not have an adverse impact on the Low-





*A busy bus stop on the northern loop of Route 82 in Fontana.*

#### Income or Minority population.

During FY2014, sbX is expected to log 14,000 hours of service and 275,000 miles. These figures effectively double if sbX service were annualized for a year.

Ridership on sbX is expected at 724,000 riders for FY2014, should service begin in January. This will grow to 1.4 million riders during sbX's first full year of service.

Due to the improved travel times, boarding times and reduced wait times associated with BRTs like sbX, productivity on this route

will stretch Omnitrans to new heights. The route is estimated to have 51.9 passengers per hour, nearly 90% higher than a traditional local route. This is estimated to occur due to increase demand associated with this type of premium service and the efficiency gains from dedicated travel lanes, traffic signal prioritization, off-board fare payment and multi-door boarding.

sbX's fare revenue for FY2014 has not been estimated at this time. There are two key factors that will determine the revenue

forecast. First is the marketing/promotional period plan for the launch of sbX. A yet-to-be-determined recommendation will be brought to the Board as part of the sbX O&M Plan later in the year. The availability and duration of the promotion will impact the estimated fare revenue. Similarly, even slight adjustments to the launch schedule will impact the estimated revenue collected. Rather than forecast revenue by assuming decisions that have not been made yet, the most conservative approach has been taken which is no sbX revenue collected during FY2014. This assumption provides the ability to create a worst case fare revenue assumption for farebox calculation for general public service in FY2014.

During sbX's first full year of revenue service, sbX is estimated to expand fare revenue by \$1.2 million which is approximately \$0.84 per passenger.

## 4.4 Combined Fixed Route Service

Omnitrans' combined fixed route service is the summation of directly operated fixed route, fixed route purchased transportation and sbX. In total, Omnitrans will operate 33 fixed routes: 25 of these are solely directly operated services; two routes are mixed with directly operated service on weekdays and purchased transportation on

Total Fixed Route (in Thousands except vehicles and ratios)		Actuals			Estimate	Projection	Annualized
		FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
Financial Data	Fare Revenue	\$13,137	\$13,530	\$13,359	\$13,326	\$13,421	\$14,377
	Revenue Miles	8,274	7,929	7,910	7,890	8,184	8,390
Operating Data	Total Miles	8,901	8,560	8,555	8,537	8,834	9,038
	Revenue Hours	638	615	612	617	628	637
	Total Hours	667	643	641	645	658	668
	Passengers	14,307	14,437	15,674	15,827	16,664	17,079
Fleet Data	Peak Revenue Fleet	139	138	143	143	154	154
Key Stats	Passengers per Hour	22.4	23.5	25.6	25.7	26.5	26.8

**Exhibit 16: Total Fixed Route Service Characteristics Summary including both Directly Operated, Purchased Transportation and sbX**

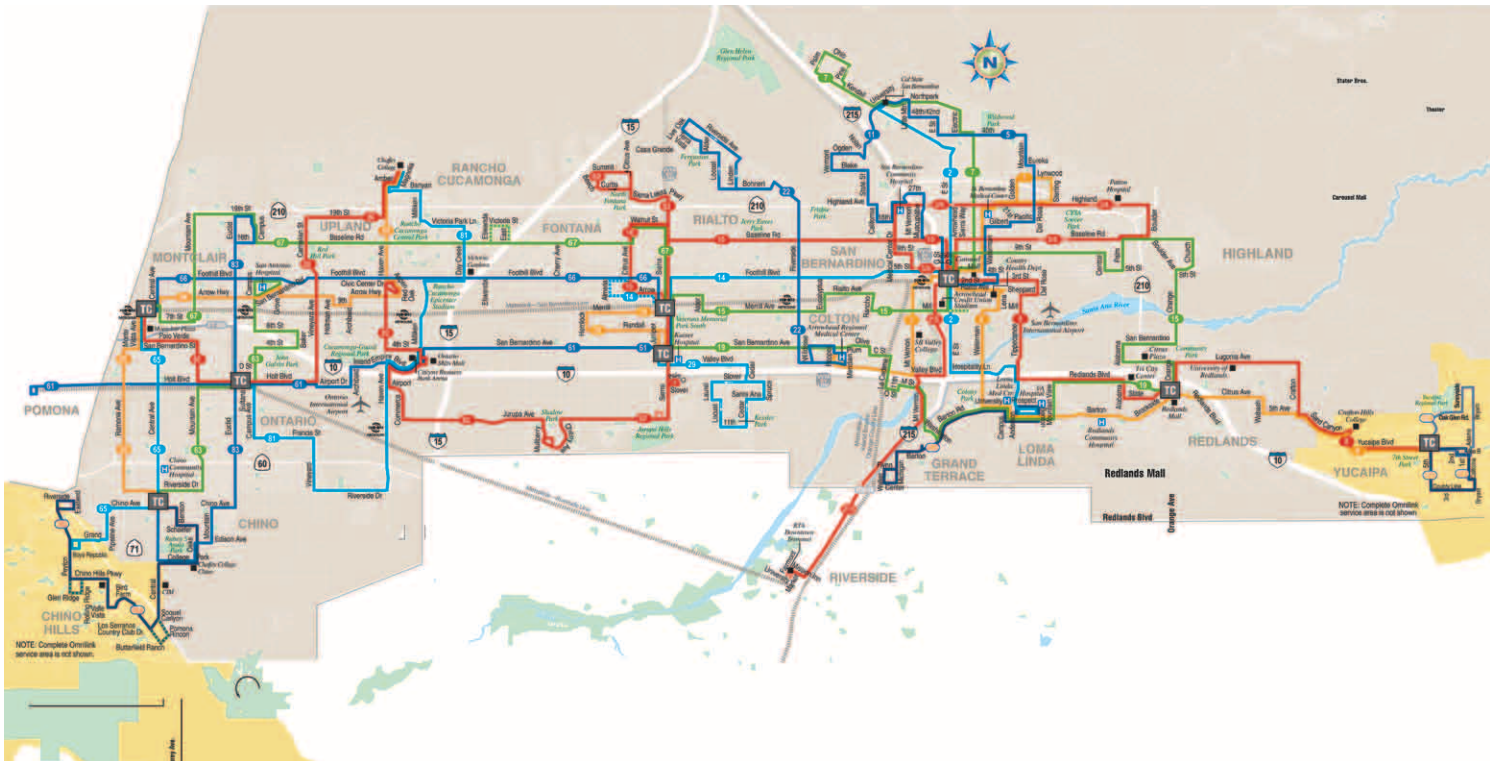


Exhibit 17: Omnitrans System Map as of January 2013

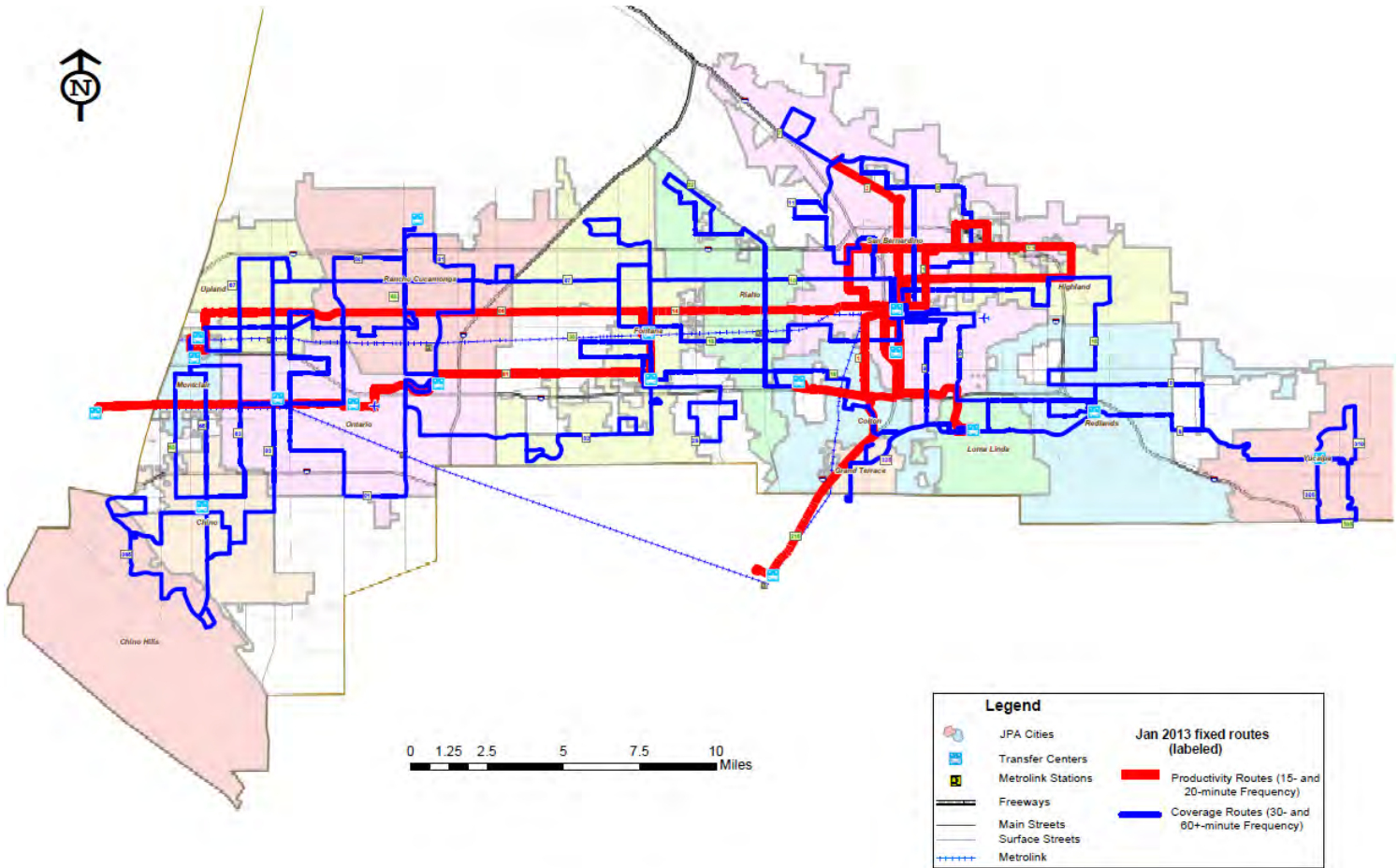


Exhibit 18: Omnitrans Routes: Productivity Oriented and Coverage Oriented Service



weekends; five routes are exclusively purchased transportation; and, sbX. The dynamics driving the changes seen in Exhibit 16: Total Fixed Route Service Characteristics Summary including both Directly Operated, Purchased Transportation and sbX were explained in detail in sections “4.1 Fixed Route Directly Operated Service,” “4.2 Fixed

Route Purchased Transportation Service,” and “4.3 sbX Service.”

Omnitrans anticipates offering 8,187,000 revenue miles and 628,000 hours of fixed route service during FY2014. This is an increase of 3.7% and 1.9% respectively. While no individual service category changes, the introduction of sbX increases the total service offered as can be

seen in Exhibit 16.

Corresponding to the increase in service offerings, Ridership is projected to reach 16.6 million riders in FY2014 and grow to 17.0 million riders during sbX’s first full year in service. This brings about a total increase in ridership of 5.3% expected for FY2014 assuming sbX starts in January 2014. Of this increase, there was a 1.5% organic growth rate that was expected to occur in existing service coupled with the growth provided from sbX.

The addition of sbX to the Omnitrans family of service is expected to continue to improve Omnitrans’ productivity. This can be seen in the ongoing increases in passengers per hour. In FY2010, passengers per hour were 22.4 and it has grown each year since. Passengers per hour are anticipated to reach 26.5 in FY2014 and then grow to 26.8 during sbX’s first full year of service.

Looking at all fixed route service combined, there are three primary elements needed to describe a route. The first is the route map which shows where the routes are serving. Omnitrans’ current route network can be seen in Exhibit 17.

The next key route dimension is its span of service. The span of service is the hours of operation of each route in the system. Exhibit 19 shows the span of service. During the course of the year, the service spans on individual routes are adjusted to accommodate runtime and

Rt	Route Name	FY2014 Service Hours		
		Weekday	Saturday	Sunday
Fixed Route		EAST VALLEY		
1	ARMC-San Bernardino-Del Rosa	4:50-22:49	6:07-21:00	6:07-19:40
2	Cal State-E Street-Loma Linda	4:30-22:55	6:30-21:24	6:30-19:30
3	Baseline-Highland-San Bernardino	4:36-23:13	6:04-20:54	6:09-19:15
4	Baseline-Highland-San Bernardino	4:32-22:56	6:22-20:54	6:14-19:24
5	San Bernardino-Del Rosa-Cal State	4:51-22:23	6:48-21:34	6:33-19:34
7	N. San Bernardino-Sierra Way-San Bernardino	6:13-19:52	7:16-18:48	8:08-17:58
8	San Bernardino-Mentone-Yucaipa	4:50-21:17	6:43-19:22	8:05-19:00
9	San Bernardino-Redlands-Yucaipa	5:29-22:03	5:13-22:01	7:05-18:43
10	Fontana-Baseline-San Bernardino	5:10-20:18	6:20-19:25	7:20-18:18
11	San Bernardino-Muscoy-Cal State	5:28-22:17	6:50-18:44	7:17-19:22
14	Fontana-Foothill-San Bernardino	3:48-23:09	6:05-22:28	6:05-19:24
15	Fontana-San Bndo/Highland-Redlands	5:15-22:39	7:14-19:32	6:37-19:32
19	Redlands-Colton-Fontana	4:50-22:30	5:58-19:35	6:15-19:00
20	Fontana Metrolink-Via Hemlock-Kaiser	4:51-21:41	6:26-18:26	6:56-17:56
22	North Rialto-Riverside Ave-ARMC	5:00-22:23	7:35-18:59	6:35-19:35
29	Bloomington-Valley Blvd-Kaiser	6:45-18:35	7:45-18:35	n/a
215	San Bernardino-Riverside	5:05-22:00	6:35-22:00	7:05-19:00
308	OmniGo Yucaipa	6:11-19:25	7:00-20:25	8:00-18:25
309	OmniGo Yucaipa	6:14-20:55	7:00-20:25	7:30-18:39
310	OmniGo Yucaipa	6:00-19:54	n/a	n/a
325	OmniGo Grand Terrace	5:08-20:22	7:17-18:14	8:27-18:14
sbX	Green Line	6:00-20:00	n/a	n/a
Fixed Route		WEST VALLEY		
61	Fontana-Ontario Mills-Pomona	4:20-23:08	5:55-22:34	6:05-19:49
63	Chino-Ontario-Upland	5:45-20:36	6:43-18:41	6:38-19:26
65	Montclair-Chino Hills	4:36-22:34	6:40-19:30	6:40-19:30
66	Fontana-Foothill-Montclair	4:19-23:12	5:46-22:15	5:51-19:29
67	Montclair-Baseline-Fontana	5:37-20:22	n/a	n/a
68	Chino-Montclair-Chaffey College	4:40-23:01	6:05-19:25	n/a
80	Montclair-Ontario Conv Ctr-Chaffey College	4:33-21:24	6:30-19:40	6:30-19:40
81	Ontario-Ontario Mills-Chaffey College	4:12-22:20	n/a	n/a
82	Rancho Cucamonga-Fontana-Sierra Lakes	4:35-22:00	6:14-19:10	6:14-19:10
83	Upland-Euclid-Chino	5:49-21:44	5:51-20:36	5:51-19:37
365	OmniGo Chino Hills	4:59-22:09	6:04-18:59	6:05-17:59

Exhibit 19: FY2014 Service Span by Route



## 4.5 Access Service – ADA Paratransit Service

scheduling issues that arise because of changes in ridership patterns or travel times.

Lastly, a route is defined by its headway or frequency. A headway describes the number of minutes between two buses traveling on the same direction on a route. The frequency is the number of buses that pass by the same

location in an hour. Thus a route with a 15-minute headway has a frequency of 4 buses per hour. Exhibit 20 provides headways by route.

Compared to January FY2013, there are no proposed changes to service frequency, headways or span of service other than the introduction of sbX.

Access is public, pre-scheduled service that provides curb-to-curb service upon request to people who are unable to use Omnitrans fixed-route bus service due to a physical or cognitive disability. Access service is complementary to fixed-route service, and is provided to Americans with Disabilities Act (ADA) eligible riders with service within ¾-mile of a fixed route.

There are no specific recommended changes to Access services during FY2014. In line with recent growth trends and the aging of the population, Access demand is projected to grow at 6.0% per year. This follows annual growth of 7.9%, 6.6% and 4.8% for the last FY2011, FY2012 and FY2013 YTD through November, respectively.

During late FY2012, Omnitrans implemented a repeater program for Access. Over time, this allows for the efficient scheduling of regularly occurring trips, which can account for nearly 50% of Access trips. As a result, Omnitrans anticipates an increase in productivity as passengers per hour increases by about 15% from 2.6 passengers per hour to 3.1 passengers per hour.

The impact of the repeater program has only started to take hold during early 2013, but is

Rt	Route Name	FY2014 Headways		
		Weekday	Saturday	Sunday
Fixed Route EAST VALLEY				
1	ARMC-San Bernardino-Del Rosa	15/30	30	30
2	Cal State-E Street-Loma Linda	15/30	20	20/30
3	Baseline-Highland-San Bernardino	15/20	20	20
4	Baseline-Highland-San Bernardino	15/20	20	20
5	San Bernardino-Del Rosa-Cal State	30/35	60	60
7	N. San Bernardino-Sierra Way-San Bernardino	30/60	60	60
8	San Bernardino-Mentone-Yucaipa	60	60	120
9	San Bernardino-Redlands-Yucaipa	60	60	120
10	Fontana-Baseline-San Bernardino	30/60	60	60
11	San Bernardino-Muscoy-Cal State	60	60	60
14	Fontana-Foothill-San Bernardino	15	15/30	15
15	Fontana-San Bndo/Highland-Redlands	30	60	60
19	Redlands-Colton-Fontana	30	60	60
20	Fontana Metrolink-Via Hemlock-Kaiser	30	60	60
22	North Rialto-Riverside Ave-ARMC	30	60	60
29	Bloomington-Valley Blvd-Kaiser	60	60	n/a
215	San Bernardino-Riverside	30	60	60
308	OmniGo Yucaipa	30/60	30	60
309	OmniGo Yucaipa	30	60	60
310	OmniGo Yucaipa	30/60	n/a	n/a
325	OmniGo Grand Terrace	70	70	70
sbX	Green Line	10/15	n/a	n/a
Fixed Route WEST VALLEY				
61	Fontana-Ontario Mills-Pomona	15	15	15
63	Chino-Ontario-Upland	60	60	60
65	Montclair-Chino Hills	60	60	60
66	Fontana-Foothill-Montclair	15/30	30	30
67	Montclair-Baseline-Fontana	60	n/a	n/a
68	Chino-Montclair-Chaffey College	20	60	n/a
80	Montclair-Ontario Conv Ctr-Chaffey College	60	60	60
81	Ontario-Ontario Mills-Chaffey College	60	n/a	n/a
82	Rancho Cucamonga-Fontana-Sierra Lakes	60	60	60
83	Upland-Euclid-Chino	60	60	60
365	OmniGo Chino Hills	60	60	60

Exhibit 20: FY2014 Service Headway by Route



Access (In Thousands except vehicles and ratios)		Actuals			Estimate	Projection	Annualized
		FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
Financial Data	Fare Revenue	\$1,298	\$1,473	\$1,532	\$1,542	\$1,634	\$1,634
Operating Data	Revenue Miles	2,376	2,568	2,845	2,791	2,547	2,547
	Total Miles	3,011	3,119	3,346	3,258	2,996	2,996
	Revenue Hours	154	160	177	177	161	161
	Total Hours	197	202	218	217	198	198
	Passengers	399	431	459	470	498	498
Fleet Data	Peak Revenue Fleet	90	95	95	95	95	95
Key Stats	Passengers per Hour	2.6	2.7	2.6	2.7	3.1	3.1

#### Exhibit 21: Access Service Characteristics Summary

expected to reach its productivity goals by the end of this fiscal year. To eliminate confusion, Omnitrans recommends replacing its ineffective subscription program, with the recently implemented repeater program. As a result, the fare policy for Access will see a minor modification to identify the repeater program as the new subscription program.

Normally, an increase in Access ridership would cause an analogous increase in service hours and miles. However, due to the expected efficiency gain from the repeater/subscription program we expect to see a reduction in hours and miles of 9%. Details of the Access service are projected in Exhibit 21: Access Service Characteristics Summary above.

## 4.6 OmniLink Service

OmniLink is the demand response service currently offered in the cities of Chino Hills and Yucaipa. OmniLink is designed to provide lifeline coverage service in communities with population and job densities that are not typically served

efficiently with traditional 40\-\foot fixed-route bus service.

By design, OmniLink service offering and ridership has declined since the implementation of OmniGo in FY2010. Over the last year, OmniLink service has stabilized so that FY2014 is expected to mirror the service provided in FY2013. OmniLink does not appear to be receiving organic growth, as that growth appears to be occurring on the co-located OmniGo services.

During FY2014, OmniLink is expected to provide 6,000 hours of Revenue service and carry 18,000 passengers. With rounding, OmniLink is expected to have a productivity measure of 2.8 passengers per hour. Productivity in OmniLink Yucaipa is expected at 3.2 passengers per hour and OmniLink Chino Hills is

Omnilink (In Thousands except vehicles and ratios)		Actuals			Estimate	Projection	Annualized
		FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
Financial Data	Fare Revenue	\$91	\$50	\$39	\$32	\$32	\$32
Operating Data	Revenue Miles	160	101	95	85	85	85
	Total Miles	243	138	118	121	121	121
	Revenue Hours	15	8	7	6	6	6
	Total Hours	20	11	10	9	9	9
	Passengers	46	24	19	18	18	18
Fleet Data	Peak Revenue Fleet	8	4	4	4	4	4
Key Stats	Passengers per Hour	3.1	2.9	2.8	2.8	2.8	2.8

#### Exhibit 22: OmniLink Service Characteristics Summary

OmniLink is designed to provide service in communities with population and job densities that are not served efficiently with traditional bus service.

expected to operate at 2.1 passengers per hour. Details of OmniLink service can be seen in Exhibit 22: OmniLink Service Characteristics Summary.

## 4.7 Systemwide Service

Systemwide service characteristics are the summation of the Fixed Route, OmniLink and Access service characteristics provided in the preceding sections. Fixed route service dominates Systemwide service characteristics because 79% of Omnitrans' FY2014 revenue service is fixed route compared to 20% for Access and 1% for OmniLink. Fixed route service dominates ridership by a greater extent comprising 97.0% of passenger trips, compared to 2.9% for Access and 0.1% for OmniLink.

Exhibit 23: System-wide Service Characteristics Summary shows that Omnitrans' total revenue hours during FY2014 are projected to remain effectively flat from FY2013 to FY2014. As described in the individual service descriptions above, service hours on Access are expected to decline slightly by



16,000 hours as scheduling efficiencies are realized tied to the restructuring of the subscription program and tying its use to cash fare. Revenue hours are also reduced on Route 2 in the directly operated fixed route service to coincide with the introduction of sbX service. Increasing service hours for the year is the introduction of the sbX program, which add 14,000 revenue hours. Given these unrelated offsetting changes, Omnitrans Systemwide revenue hours are projected to edge lower by 5,000 hours during the year, a reduction of 0.1%. Once FY2014 is annualized as a baseline year, the revenue hours from sbX increase the annualized service delivery by 0.5%.

Systemwide productivity is

expected to increase by 5.9% due to efficiencies achieved with the introduction of sbX. This will bring Systemwide passengers per hour to 21.6, up from 20.4 anticipated at the end of FY2013 and 20.3 for FY2012.

During FY2014, Omnitrans is expected to meet its farebox recovery goals even with the conservative forecast that sbX will not bring in fare revenue. The Budget Element includes the detailed farebox recovery estimates for FY2014.

Overall ridership is expected to increase 5.3% spurred by the growth in sbX and continued organic growth in fixed route service and Access. Omnitrans anticipates crossing the 17.1 million rider mark during the year, which would set a new high for Omnitrans ridership.

The ridership estimate is based on six months of sbX service with the beginning of revenue service in January 2014. Systemwide ridership is expected to increase 1.7% in the months prior to the launch of sbX and at 8.9% in the months following the launch of sbX.

System Total (In Thousands except vehicles and ratios)		Actuals			Estimate	Projection	Annualized
		FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
Financial Data	Fare Revenue	\$14,527	\$15,053	\$14,930	\$14,900	\$15,088	\$16,044
	Revenue Miles	10,810	10,598	10,851	10,766	10,817	11,023
Operating Data	Total Miles	12,155	11,817	12,019	11,916	11,951	12,155
	Revenue Hours	807	783	796	800	795	804
	Total Hours	884	857	868	871	866	875
	Passengers	14,751	14,891	16,152	16,315	17,180	17,595
Fleet Data	Peak Revenue Fleet	237	237	242	242	253	253
Key Stats	Passengers per Hour	18.3	19.0	20.3	20.4	21.6	21.9

Exhibit 23: System-wide Service Characteristics Summary



# 5. Fare Structure

Omnitrans recommends fare policy based on the requirement of achieving minimum farebox recovery ratio objectives set for Fixed Route, OmniLink, and Access service. Omnitrans is required by the Transportation Development Act to maintain a farebox recovery ratio of at least 20% for its general public services and 10% for ADA service.

Since Omnitrans is meeting its farebox recovery standards, there is no immediate need to implement a fare change during FY2014. During the last fully completed fiscal year (FY2012), Omnitrans achieved a 23.8% farebox recovery rate on general public service and a 12.5% farebox recovery rate on specialized service. These are both in excess of the mandate.

FY2013 year-to-date through November shows that both farebox recovery ratios have increased to 24.8% for general public services and 12.7% for specialized services. This continues to exceed the farebox recovery mandates and shows growth based on increased ridership and Omnitrans ability to maintain costs.

Fare policy strategy is an integral part of a COA and of the Short-Range Transit Plan (SRTP). They key decisions relate to the frequency of fare changes versus the relative size of each fare change. Additional key considerations are the fare multiples and inherent discounts that are utilized in determining day and multi-day passes. This remains a deliverable in the COA,

and will be addressed in the SRTP. Rather than implementing a one-year, out-of-sequence fare change in FY2014, the fare change strategy will be developed as part of the fully vetted COA and SRTP process.

## 5.1 Administrative Fare Policy Modifications

While Omnitrans is not implementing a fare change during the year, there are three proposed fare policy modifications included in the FY2014 service plan. These modifications effectively change the name or definition of an existing fare category.

The proposed policy modifications are designed to clarify eligibility for the categories and more effectively determine

eligibility on the street. The three proposed modifications are: 1) Redefining the current student fare as a youth fare; 2) Clarifying the definition of the Go Smart Fare; and, 3) Replacing the current ineffective subscription program for ADA Access by allowing subscription trips at the cash fare.

A detailed description and rational for each policy modification is described in the following subsections and Exhibit 24: Summary of Proposed Fare Policy Modifications shows a summary of proposed updates.

### 5.1.1 Student\ Youth Fare

The student fare is currently offered as an option on the purchase on 7- and 31-day passes, and on OmniLink fares.

Service	Category	Current Policy	Proposed Policy
Omnitrans Fixed Route and OmniLink	Student / Youth	Student: Proof of age (18 and under) or student status (student I.D. card with current registration). Student category was for any student regardless of age.	Youth: Riders 18 years and under with proof of age.  Note: College students riders may be eligible for Go Smart.
Omnitrans Fixed Route	Go Smart	The Go Smart fare is a negotiated fare for all students at a partner school so that any student can ride free. The fare is designed to be total fare revenue neutral compared to the absence of the program at the partner school. This is currently estimated at \$15 per student per academic year. Prior to entering into a contract with a partner school, the agreement must be approved by the Omnitrans Board of Directors.	The Go Smart fare is a pre-negotiated fare for all riders that attend a partner University, College, Trade/Technical School, or High School, or work at a partner employer. Participants must have an active, valid Omnitrans-compatible photo ID card for fare.
ADA Access	ADA Subscription	A premium service that allows riders that have recurring ride(s) on the same day(s), time(s) and pick-up/drop-off address. The service provides unlimited use on a month-to-month basis.	Fare is the same as cash/ticket fare.  Allows riders that have recurring ride(s) on the same day(s), time(s) and pick-up/drop-off address. Requires approval from Omnitrans

Exhibit 24: Summary of Proposed Fare Policy Modifications

"Student ridership has increased at 21% per year since September 2009."

The discount for a student fare ranges between 25% and 33% depending on pass type.

Currently, the student fare is available to anyone 18 years of age and younger or anyone, regardless of age, that can prove student status with a current active ID. During FY2014, the category will be renamed to Youth and be available only to anyone 18 years of age and younger.

During the last two years, Omnitrans successfully implemented the Go Smart program for colleges, universities, high schools and trade schools. This program provides an opportunity for students at partner schools to participate in a discounted pre-paid group fare through their school. The Go Smart program is now the fare category for college, trade school



*Chaffey College Students, the first students to vote in Go Smart, board buses at the Chaffey College Transit Center.*

and university students. Renaming the fare for those 18 and under "Youth" will reduce confusion.

Another benefit of the youth category is the ability to draw a cleaner line at the farebox on fare disputes. Since Omnitrans' last fare change September 2009, Student ridership has increased at a compounded annualized rate of 21% per year growing from 11% of ridership in FY2009 to 19% of ridership in FY2013. This growth has given more visibility to the discount offered on student fares. Anecdotal evidence suggests that there has been a rise in the number of adults claiming student status to get the discount. The creation of a youth pass instead of a student pass will help reduce these conflicts, while still giving students over 18 the opportunity to participate in Go Smart through their schools. The ability to better police this fare category tied to age rather than

proof of student status should provide for a slight, but undetermined increase in fare revenue.

## 5.1.2 Go Smart Fare

When the Go Smart Pilot program was created the definition of the fare category was: "The Go Smart fare is a negotiated fare for all students at a partner school so that any student can ride free. The fare is designed to be total fare revenue neutral compared to the absence of the program at the partner school. This is currently estimated at \$15 per student per academic year. Prior to entering into a contract with a partner school, the agreement must be approved by the Omnitrans Board of Directors."

As the program has moved from





*Children exiting a bus in Downtown San Bernardino as nearly 20 people prepare to board.*

pilot to a self-funding on-going program, there has been a need to clarify the definition. The removal of the price from the definition makes it easier to negotiate and the ability to expand the definition to colleges, trade schools, universities or employers gives the category more flexibility to grow.

The proposed new Go Smart Definition is: “The Go Smart fare is a pre-negotiated fare for all riders that attend a partner University, College, Trade/ Technical School, or High School, or work at a partner employer. Participants must have an active, valid Omnitrans-compatible ID card as proof of fare.”

The change in definition of the

Go Smart fare will have no financial impact.

### 5.1.3 ADA Access Subscription Fare

In the late 1990s and early 2000s, Omnitrans had a successful subscription program for Access clients. The subscription program allowed clients to permanently repeat trips without the need for repeatedly making reservations. This “premium service” was provided at a similar cost as regular access service. Omnitrans benefited because these frequently repeated trips could be effectively bundled to reduce costs and improve productivity.

At the time, nearly 50% of Access trips were for subscription fares.

In September 2003, Omnitrans changed course to significantly increase the premium for the subscription service. This decision was based on direction from SANBAG. It was designed to develop new payment strategies and to develop new funding sources tied to negotiations with the largest subscription purchaser, Inland Regional Center.

Rather than maintaining a monthly cost at the equivalent of the per ride charges, a monthly fee ranging from \$172-\$341 was changed based on zones traveled. This was an increase of over 200% at the time. The goal was to increase revenue and to open further discussion with social service providers over how Access trips were completed. The premium charge effectively eliminated the subscription program.

While Omnitrans lowered the subscription cost in FY2008 to between \$130 and \$250 based on zones of travel, the program did not return to its previous levels. As of January 2013, Omnitrans has six (6) subscription Access riders. As a result, Omnitrans did not see an increase in revenue associated with the change in policy. Overtime, what Omnitrans did see was significantly more fluctuation in



*A person in a wheelchair boarding an Access van using the wheelchair lift.*

the daily schedule of trips as part of the reservation process. This broke up the pre-bundled and efficient Access trips.

In order to move back to the more effective, older subscription model, Omnitrans introduced the repeater program in late FY2012. The repeater program offers the ability for customers to permanently schedule reservations, while only paying the per-trip cash fare.

The existence of both a repeater program and a subscription program that have the same requirements and benefits, but different fares has been confusing to riders. To eliminate the confusion, Omnitrans proposes in FY2014 to replace the premium-fare driven subscription

program by allowing qualified riders the ability to participate in subscription benefits at the cash fare. This effectively maintains the benefits of both programs without charging the premium fare. Thus allowing riders to take advantage of the program and Omnitrans to see the efficiency successful subscription services can bring.

There is a potential loss of revenue of approximately \$2,000 per year based on the loss of the premium paid by the from the six current subscription riders, but the opportunity to move towards 23,000 revenue hours savings (\$800,000) per year over time as the subscriptions are used to make Access service more productive.

"Overtime, what Omnitrans did see was significantly more fluctuation in the daily schedule of trips as part of the reservation process."



	Full-Fare	Senior/Disability/Medicare	Youth
31-Day	\$ 47.00	\$ 23.50	\$ 35.00
7-Day	\$ 15.00	\$ 7.00	\$ 11.00
1-Day			
Individually	\$ 4.00	\$ 1.85	n/a full-fare
Packs of Ten	\$ 36.00	\$ 15.50	n/a full-fare
Cash/Ticket*	\$ 1.50	\$ 0.60	n/a full-fare
Free Rides	Metrolink Transfers: Free to rider; SCRRA pays one-half base fare for each boardings with a MetroLink ticket/pass; Children: Height < 46"; limit 2 per fare paying riders Personal Care Attendant: Accompanying a ADA Rider; OmniLink Demand Response Transfers: With valid transfer; Omnitrans Employees and Family Members: With Employee/Family ID; RTA Employees and Family Members: With Employee/Family ID; and, LAMTA, Foothill Transit and OCTA Employees: With Employee ID Promotional Fares.		
Go Smart Fare	The Go Smart fare is a pre-negotiated fare for all riders that attend a partner University, College, Trade/Technical School, or High School, or work at a partner employer. Participants must have an active, valid Omnitrans-compatible ID card as proof of fare.		

\*1-Way ticket available for full fare only, minimum purchase quantity is 500 tickets.

**Exhibit 25: Fixed Route Fares**

	Full-Fare	Senior / Disability / Medicare	Youth
Cash	\$ 3.00	\$ 1.50	\$ 2.00
10-Ticket Book	\$ 27.00	\$ 13.50	\$ 18.00
FR 31-, 7-, & 1-Day Passes	Not accepted on OmniLink Demand Response Service.		

**Exhibit 26: OmniLink Demand Response Fares**

	Cash	Beyond ADA Boundary
1-3 zone	\$ 2.75	\$ 7.75
4 zone	\$ 3.75	\$ 8.75
5 zone	\$ 4.75	\$ 9.75
6 zone	\$ 5.75	\$ 10.75

**Exhibit 27: Access Fares**

## 5.2 FY2014 Fare Structure

While Omnitrans proposes the three previously described modifications to the fare categories, the fares themselves for each category remains unchanged. The FY2014 fares can be seen in Exhibits 25, 26 and 27.

Exhibit 26 provides fixed route

fare descriptions for pre-paid passes, cash fares and tickets for Fixed Route services for each category of fare. The fare categories are Full Fare, Youth and Senior/Disabled. These fares are for use on Local, Express, sbX and OmniGo.

OmniLink service is available in Yucaipa and Chino Hills. The fares for this service can be seen in Exhibit 26. This demand response service has its own fares and regular fixed route fares are

not valid on OmniLink service.

Access provides ADA paratransit service to areas within ¾-mile of a fixed route. The cash fare for Access depends on the length of travel and is shown in Exhibit 27. If someone resides within the boundaries of a city in the Omnitrans service area, but outside of the ¾ mile of a fixed route, Beyond ADA Boundary service may be available at an additional charge. This rate is also shown in Exhibit 27.





# *Marketing Element*

FISCAL YEAR 2014



# OmniTrans helped Esthella start a new life in U.S.

**Esthella Nne Nsek can recount stories** of her past with amazing clarity and detail, down to the exact bus route she was riding at the time. "If you want to appreciate what you have in life, you need to remember the past that blessed you to get you where you are today. I've been successful so far in my life and, for the past 12 years, OmniTrans has played an important role in that."

Esthella was born in the U.S. to Nigerian parents in 1980 and lived here for her first four years. Her father was studying engineering at UCLA and her mother, business management at Woodbury University. When the family returned to Nigeria, it was always her father's dream that his little girl would one day return to the states as an adult citizen to pursue her education and make a life for herself.

When she turned 19, Esthella did exactly that. She returned to California and settled in Ontario, where she hoped to establish herself and later bring her husband over to join her. What she didn't know at the time was that she was pregnant. "It was very rough being a single young mother and trying to figure everything out on my own. I am so grateful that OmniTrans was available to help me. The drivers were always so friendly and looked after me to make sure I always made the right stop. Whether I was running errands or getting back and forth from work or school, I rode the bus everywhere and learned how to find my way around," she laughs. "Now I am like a human GPS system. I can tell you how to get just about anywhere!"

Having public transportation available enabled Estella to create a life here for herself and to follow her dream of becoming a nurse. "I was inspired to go into the medical field with the birth of my first son. I was fortunate to have a wonderful nurse who really took care of me, explained things to me and made me feel comfortable. I was incredibly naïve about health and medicine at the time. In Nigeria, my brother died of asthma because we were not knowledgeable about such things. If I had known CPR, I might have been able to save him. Because of these things, I have pursued

an education in nursing. My ultimate dream is become a nurse practitioner and to one day help to create better health care and nursing care for underserved populations."

Currently Esthella lives in Redlands and temps for ReadyLink Health Care as a registered nurse, providing nursing assistance to hospitals and home care patients. She is also working on a project on dehydration in tube-feeding patients as part of her Bachelor's degree program.



# Executive Summary

The Annual Marketing Element begins with a look at existing conditions and a review of Omnitrans' strengths, weaknesses, opportunities, and threats in the marketplace. Target markets are defined and marketing strategies are outlined to achieve marketing goals and objectives. In Fiscal Year 2014, the Omnitrans Marketing Department will continue efforts to increase ridership and enhance community awareness through targeted marketing and outreach efforts. The launch of sbX passenger service will be a focal point.

Through the first half of the current fiscal year, Omnitrans ridership increased 1.6 percent compared to the prior year compared to a target of 2.4 percent growth by yearend.



*One Millionth Go Smart Rider, Daniella Elia.*



*Customers wait at Redlands Mall.*

Ridership growth has been influenced by high gasoline prices which generated record ridership in October. Another factor is the success of the Go Smart student program which is being utilized by 22 percent of enrolled students at partner colleges. Also, ridership growth on our I-215 freeway express route and OmniGo community shuttle routes is outpacing overall system growth. Still, the local double-digit unemployment rate remains a negative influence on ridership over one-third of trips are work related.

The typical Omnitrans passenger is a young, working, English-speaking Hispanic woman with a high school education.

Over 60 percent of rider households earn less than \$20,000 annually. About 16 percent of riders are students and 9 percent are senior citizens. Omnitrans passengers are heavily transit-dependent; nearly half do not have a driver's license and

“The goal is to generate a high level of public support and awareness.”



"Another goal is to develop Omnitrans marketing efforts around the needs of the customer."



*Real time arrival technology was introduced in 2013.*

only 18 percent have a car readily available to them. The primary reason for riding Omnitrans is to get to work, followed by school, shopping, and medical trips.

The goal of the Marketing Department is to use its resources to generate a high level of public support and awareness of Omnitrans services and to promote increased use of those services. To achieve these goals several strategies will be employed: launching the sbX service, marketing local fixed route service to core and niche markets, promoting OmniGo

service, continuing the Go Smart program, expanding community outreach and travel training, increasing Hispanic outreach, promoting fare media, improving customer communications, enhancing passenger amenities, and proactive media relations.

The Marketing Department will add one Marketing Maintenance Worker during Fiscal Year 2014 to provide amenities maintenance on the sbX line. Combined costs for public relations, advertising, promotion, outreach, and printing are projected at less than \$0.06 per passenger trip.

# Introduction

The Marketing Department is responsible for developing, coordinating and enhancing the flow of information about Omnitrans services, programs, projects and activities to:

- Current and potential customers
- The community at large and key community stakeholders
- The news media

This includes efforts to increase passenger trips and fare revenue to achieve agency goals, maintain high levels of customer satisfaction, and enhance the agency's image in the community.

## Marketing Mix

The marketing mix is defined as the combination of product/service, price, place and promotion which Omnitrans employs to attract customers. The goal is to develop Omnitrans marketing efforts around the needs of the customer. Effectiveness of the mix is measured by its impact on ridership and revenue as well as results of marketing research.

**Product/Service:** Our product/service is public transportation in the form of a fixed route bus system and demand response vehicles and programs. Services are identified by distinctive logos on vehicles, at bus stops, and in printed and electronic materials.

**Price:** Prices are governed by a Board approved fare policy. Changes to fares cannot be made without going through a public hearing process. Fares for fixed route and demand response

This document outlines our plan of action.



services are broken down by passenger category: regular fare, senior/disability/Medicare fare, and student fare. Passengers may choose to pay with cash, tickets, or passes. Free or reduced fares for promotional efforts may be authorized by the CEO/General Manager or Director of Marketing on a limited basis.

**Place:** Our place in the market includes the entire 456 square mile service area but more specifically, our routes, bus stops, transit centers, pass outlets, and schedule outlets. Omnitrans facilities in San Bernardino and Montclair are also included.

**Promotion:** Promotion includes publicity, advertising, public relations, sales promotions, outreach and special events, plus printed and electronic promotional and informational materials.

This document outlines a plan of action which will guide Omnitrans' marketing, outreach, communication and customer

relations efforts in Fiscal Year 2013-2014. The plan has been developed in line with the following strategic marketing model:

Situation Analysis



SWOT Analysis



Target Markets



Goals and Objectives



Marketing Strategies



# Situation Analysis

## Service Overview

Omnitrans was established in 1976 to provide a unified and comprehensive public transit system for the San Bernardino Valley. Provisions of the Joint Powers Authority agreement called for:

- Establishment of a uniform fare policy within the service area
- Development of a coordinated marketing program
- Consolidation of operating and administrative functions to achieve economies of scale

Current Omnitrans services include fixed route and demand response transportation. During Fiscal Year 2013-2014, Omnitrans will launch its first bus rapid transit (BRT) service, the sbX green line. All services combined will be supported by approximately 177 buses, 105 cutaway buses and vans, 690 direct employees and 221 contracted employees.



**Fixed Route:** As of May 2013, Omnitrans provides bus service on 32 bus routes, including one express route and five community circulator routes. Combined, these services provide over 52,500 passenger trips on weekdays. The sbX line is expected to begin revenue service in January 2014. Together, these routes cover the San Bernardino

"Passengers have an overwhelmingly positive attitude toward Omnitrans."

Valley and provide connecting service to other regional transit providers.

**Local and Express Fixed Routes** operate seven days a week on most routes with service frequencies ranging from every 15 minutes to hourly. Omnitrans maintains approximately 2,500 bus stops spaced approximately every two-tenths mile for local routes. Our one freeway express route connects downtown San Bernardino and Riverside via Interstate 215.



**OmniGo** hometown shuttle routes serve the cities of Chino Hills, Grand Terrace, and Yucaipa. These community circulator routes operate using smaller vehicles than traditional fixed route service. In Chino Hills and Yucaipa, OmniGo has reduced some of the demand for

OmniLink service and in Grand Terrace fills a gap created when Riverside Transit Agency eliminated an inter-county route through the city.

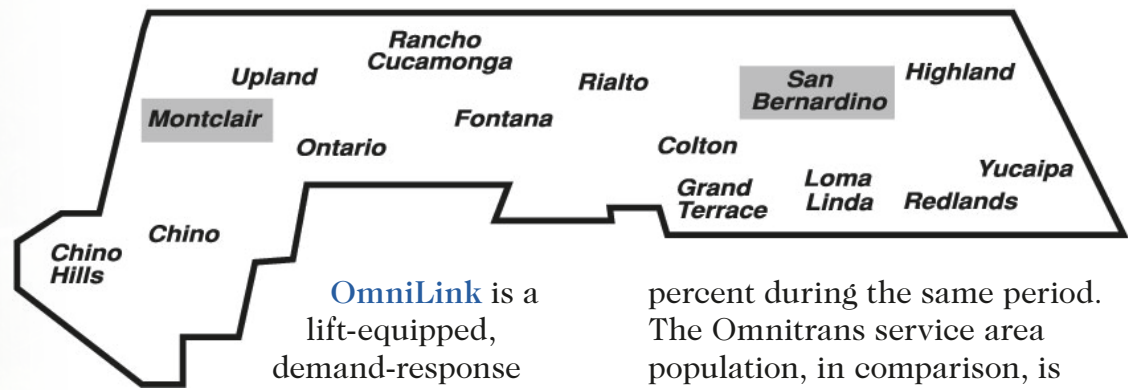


### sbX Bus Rapid Transit:

Omnitrans is bringing this new mode of public transportation to the San Bernardino Valley. The construction phase of the sbX E Street Corridor BRT which began in Fiscal Year 2011-12 will be completed in Fiscal Year 2013-14. Passenger service on the sbX "green line" is slated to begin in January 2014. This is the first of 10 potential corridors identified in a regional plan for BRT service in the valley.

**Demand Response:** Omnitrans also provides demand response transportation service throughout the San Bernardino Valley. Demand response vehicles do not





**OmniLink** is a lift-equipped, demand-response service available to the general public in the communities of Chino Hills and Yucaipa. Service is available on weekdays only.



run on regular routes, but respond to requests from residents on a day-to-day basis. The requirements of the Americans with Disabilities Act (ADA), along with an aging population, have created a continuing demand for special transit services. Omnitrans offers two types of demand response service, which together provide approximately 1,800 weekday passengers trips throughout the Omnitrans service area.



**Access** is a lift-equipped, curb-to-curb van service mandated by the ADA. It is available for pre-qualified persons with disabilities throughout the Omnitrans service area. Service is offered seven days a week by advance reservation.

### Service Area

Omnitrans operates in a 456 square mile area known as the San Bernardino Valley, providing service to 15 cities and many unincorporated county areas. Omnitrans also travels beyond the service area to Pomona and Riverside, to provide links to neighboring transit services. The service area is bordered by Los Angeles County to the west, the San Gabriel and San Bernardino Mountains to the north and east and the Riverside County line to the south. The map below shows the Omnitrans service area. Since Omnitrans has facilities in San Bernardino and Montclair, both cities are highlighted.

**Population:** According to 2010 census results, the resident population of San Bernardino County was 2,035,210, an increase of 19 percent from 2000. This surpassed the statewide population growth rate of 10

percent during the same period. The Omnitrans service area population, in comparison, is approximately 1.6 million according to Southern California Associated Governments (SCAG). The population of the county is projected to continue to grow, reaching 2.6 million by 2020.

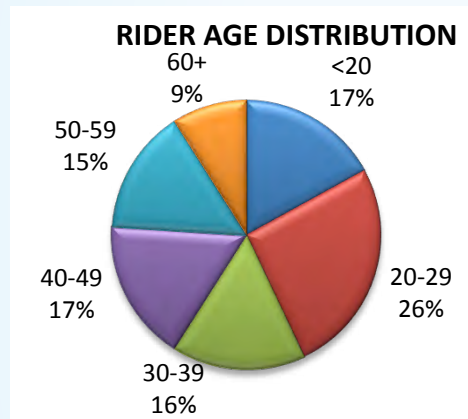
**Employment:** While the unemployment situation in both the nation and California continues to steadily improve with time, unemployment rates remain well above pre-recession levels. The local unemployment rate remains in double digits for the fifth consecutive year. According to the California State Employment Development Department, unemployment for San Bernardino County was 10.8 percent in December 2012, down from 12.0 percent the previous year. Local unemployment is

"Omnitrans provides service to 15 cities and many county areas."



higher than both the national average of 7.8 percent and the state average of 9.8 percent. While job growth in the Inland Empire is expected to outpace Los Angeles and Orange Counties in the long term, the local job market is not projected to rebound until 2015. Currently the San Bernardino Valley is housing-rich and job-poor, with many residents commuting out of the area. This is expected to shift in future decades; SCAG forecasts that Ontario and San Bernardino will be among the top ten job markets in the region by 2025.

"The majority of Omnitrans riders are young adults."



## Rider Profile

A survey of Omnitrans local fixed route riders conducted in 2011 indicates that the majority of Omnitrans riders are young adults. The chart above shows the distribution by age group. More than half are 39 years old and younger. The largest segment is the 20 to 29 age category, at 26 percent. Persons 60 plus make up about 9 percent of riders. Just 55 percent of riders surveyed indicated they had at least one auto in their household, down from 61 percent in a 2006 survey. While less than half of those surveyed (45%) report having a

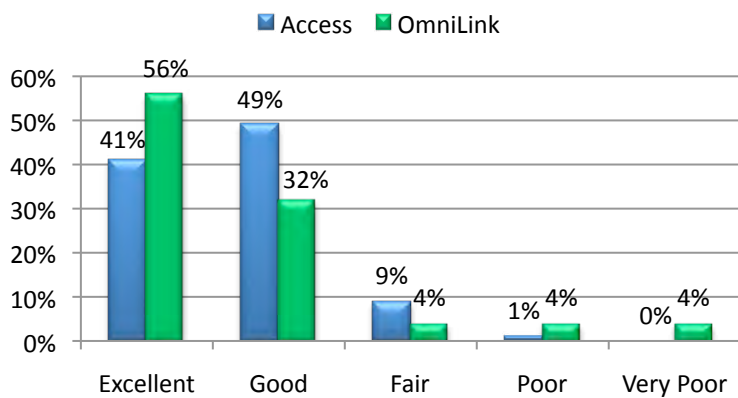
driver's license, this is up from 36 percent reported in 2006. Only 18 percent said they had an option of driving alone if the bus was not available. This indicates a highly transit dependent customer base.

Over 70 percent of customers use Omnitrans each weekday, while 41 percent ride on Saturday and 30 percent ride Sunday, according to a 2011 survey. Primary reasons for riding were going from home to work (34%) and school (16%). Approximately one quarter of riders age 30-70 stated they were going to or coming from work. About a quarter of persons 16-29 reported travelling to or from school. Medical trips are most likely to be cited as the reason for travel by persons 70 and older. The majority of riders report being in the work force with 27 percent employed full-time, 20 percent working part time and 5 percent self-employed. Students made up 16 percent of passengers. A quarter of riders reported that they were unemployed or not

employed. In comparison only 18 percent of non-riders surveyed in 2011 fell into this category. Nearly two-thirds of riders live in a household which earns less than \$35,000 annually. Most riders (61%) reported earning less than \$20,000 per household. In contrast, over half of non-riders surveyed reported income levels of at least \$50,000 per year.

Passengers have an overwhelmingly positive attitude toward Omnitrans service with 81 percent rating the system good to excellent. However is a decline from similar surveys conducted in 2000, 2003 and 2007 when positive responses were 90 percent or better. The shift is from positive to neutral; only 6 percent had negative responses in 2011 compared to 5 percent in 2007. Over half of riders surveyed in 2011 had used Omnitrans for more than two years (53%) with 19 percent riding for one to two years and 28 percent riding for less than one year. The percent of new riders using Omnitrans has

## DEMAND RESPONSE RIDER SATISFACTION



more than two years.

Overall satisfaction among demand response riders surveyed was high. Access users returned a 90 percent

increased compared to 2007 when 17 percent indicated riding less than one year.

A 2007 survey showed that ten percent of riders said they were likely to quit using Omnitrans within the next six months. Of those likely to stop riding, the main reason cited was that a personal car would become available. Further, 28% of those likely to quit said that there was “nothing” Omnitrans could do to retain them. More bus routes, lower fares and more frequent service were the primary changes Omnitrans should make to retain customers likely to quit.

Omnitrans also conducted a survey of Access and OmniLink customers in 2011. Users of both of these demand response services are more transit dependent than fixed route riders. Just 18 percent of OmniLink and only 7 percent of Access riders have a driver’s license compared to almost half (45%) of fixed route riders. They also tend to be more long-term users of the service; 90 percent of Access riders and 71 percent of OmniLink riders have ridden for

positive rating of Excellent or Good, and 88 percent of OmniLink riders were positive. The primary trip purposes for Access were medical (30%), work (28%) and school (23%). For OmniLink most common trips were to shopping (48%), medical (36%) and school (7%).

## Non-Rider Analysis

In a 2011 survey of non-riders, one-third could specifically identify Omnitrans as their local transit provider and 46 percent could recall the name when prompted. Combining aided and unaided awareness, total awareness of Omnitrans was 79 percent, down from 88 percent in 2007 and below our goal of 90 percent. In the same 2011 survey, just 29 percent recalled seeing an Omnitrans advertisement within the prior six months, down from 36 percent in 2007.

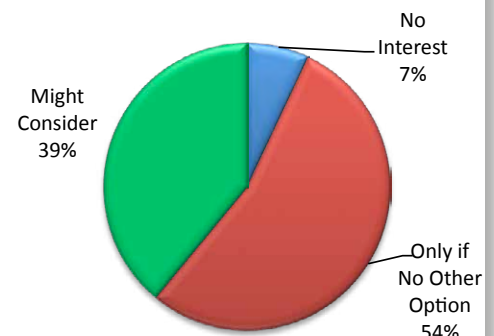
In 2011, 39 percent of non-riders surveyed said they might consider riding the bus in the future, as shown in the chart at right. While this is down from 45 percent in 2007, the percent of those indicating no interest

“under any circumstances” dropped to just seven percent compared to 14 percent in 2007. The top barriers to using transit are preference for the comfort and privacy of a personal car and needing a car during the day. Of lesser significance were the bus taking too long compared to driving and inconvenient schedules. The issue of travel time was probed further. While 71 percent of non-riders would use the bus if travel times were the same as driving and 54 percent would tolerate up to 9 additional travel minutes, only 27 percent said they would ride up to 15 minutes longer. Very few would consider extending their travel time beyond 15 minutes. Non-riders viewed primary benefits of using transit as helping reduce air pollution (81%) and traffic congestion (80%). Also, 70 percent agreed bus service helps the economy.

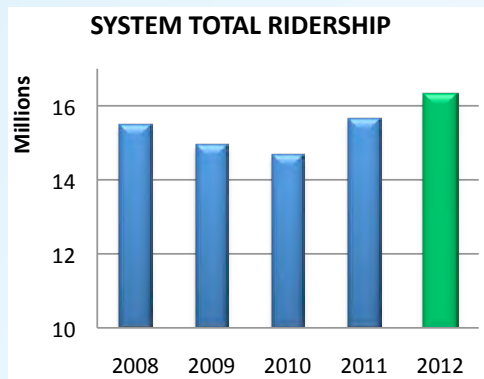
## Ridership Trends

In calendar year 2012, ridership on all of Omnitrans’ services totaled 16,281,365 trips, which is a 4.0 percent increase from 2011. On the national level, public transit ridership was up 2.6 percent overall and transit bus

### NON-RIDER INTEREST IN RIDING



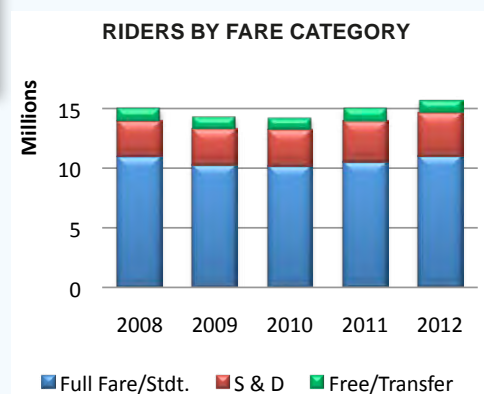




ridership was up 1.8 percent. Among systems serving populations similar to Omnitrans, ridership increased by 2.0 percent compared to 2011. The chart above displays the system-wide ridership trend from 2008-2012. Productivity measured by our fare box recovery ratio is 24.1 percent year-to-date through December 2012, exceeding the agency target of 22.4 percent.

**Fixed Route:** Omnitrans fixed route service provided 15.8 million passenger trips in 2012. This was up 4.0 percent compared to 2011. Looking at fixed route rider categories we find that full fare customers and students accounted for the majority (69.7%) of total ridership. Overall, the full fare category decreased by 3.1 percent, while the student category grew by 29.1 percent compared to the previous year. The senior/disability/Medicare discounted fare category accounted for 22.7 percent of trips. The category increased by 6.5 percent. Free rides and transfers represented 6.7 percent of all trips. Free rides are primarily attributed to

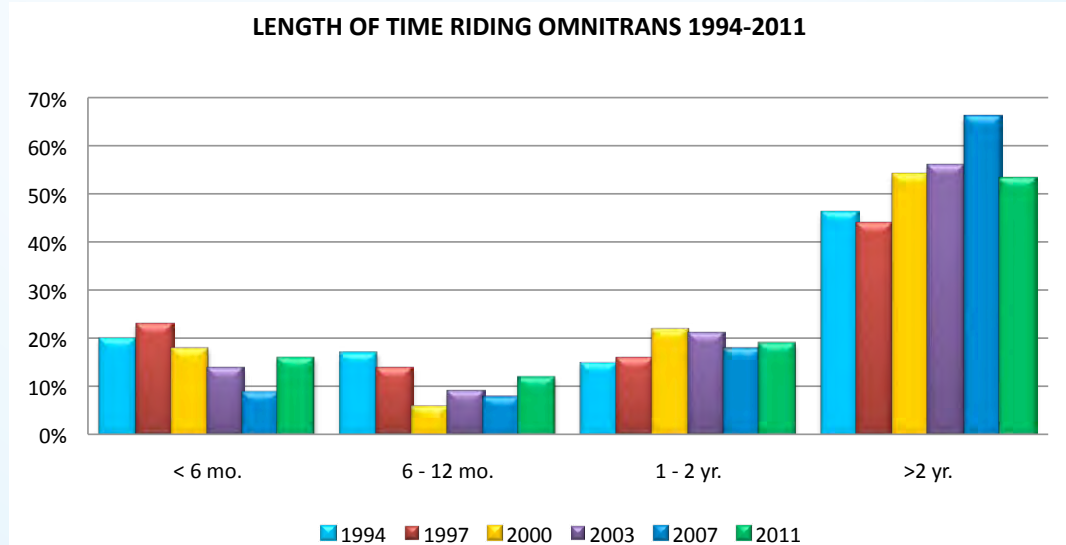
children under 46 inches tall who are traveling with a fare-paying passenger. Free rides also are generated by Omnitrans employees, transfers from other transit providers and promotional coupons.



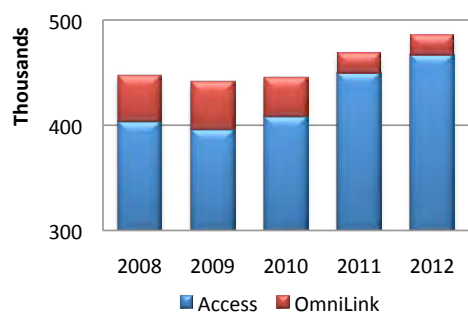
The chart above shows fixed route passenger trips broken down by fare categories for the past five years.

Reviewing data from rider surveys dating back to 1994 helps to understand the need for continual promotion of the service. In these survey years our annual turnover rate averaged 23 percent. A 2011 survey showed that 28 percent of bus riders have

been riding a year or less. In 2011, ridership increased 6.7 percent. Assuming that the average trips per person per year remains constant, this translates to a 21.3 percent turnover rate. In 2007, 17 percent of bus riders had ridden a year or less. While we attracted new riders they did not offset those who left the system as ridership decreased 3.1 percent, reflecting 20 percent turnover. In 2003, we had a 24 percent turnover rate and in 2000 it was 22.5 percent. During the high growth years of 1994 and 1997, 37 percent of riders were new to the system. In 1994, ridership grew by 12 percent, and in 1997 ridership grew by 14 percent. However the turnover rate remained consistent at 25 and 23 percent, respectively. This demonstrates that we must attract about one fourth of our customer base each year from new users to replace those leaving the system in order to keep ridership levels constant. To generate growth, we need to attract higher levels of new riders. This information is graphically displayed in the chart below.



**DEMAND RESPONSE RIDERSHIP**



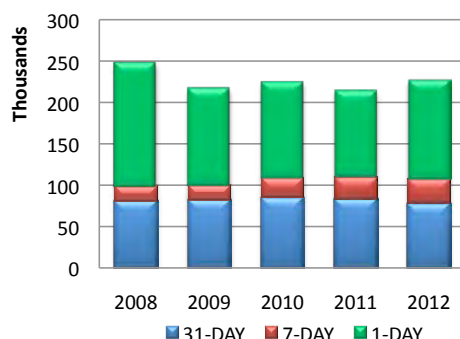
**Demand Response:** The chart above shows demand response service ridership trends over the past five years. Overall ridership on Omnitrans' demand response services totaled 486,181 in calendar year 2012. This is up 3.6 percent versus 2011. Ridership on Access service totaled 467,104 which represents an increase of 3.8 percent compared to the previous year. Ridership on OmniLink, dial-a-ride service offered to the general public in the communities of Chino Hills and Yucaipa, totaled 19,077 in 2011, a decrease of 0.1 percent year over year.

## Pass Sales Trends

In calendar year 2012 prepaid bus pass unit sales increased 5.6 percent versus 2011 generating \$5,121,780 in revenues, a 5.1 percent drop. This discrepancy is tied to timing of revenue from the Go Smart student pass program. For 2011-2012, the pilot program was funded by Omnitrans JPA members plus partner colleges. Most of the funding was received at the beginning of the pilot program. For 2012-13, with self-funded Go Smart programs in place, participating schools pay by semester or quarter. This will balance out in subsequent

years. Within the individual traditional bus pass categories, sales of 31-day bus passes decreased 6.4 percent while 7-day pass sales increased 11.7 percent and 1-day pass sales grew by 13.5 percent. The chart below shows pass sales by category for the past five years.

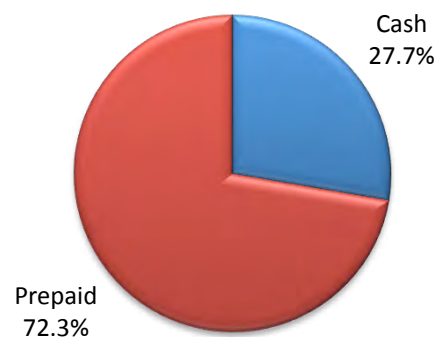
**PASS SALES BY FARE CATEGORY**



As of January 2012, Omnitrans had 104 bus pass sales outlets. Omnitrans also sells bus passes and tickets through an online store linked to the Omnitrans web site. A total of 28,707 units were sold online in calendar year 2012, which is a decline of 26.4 percent over 2011. This is in large part due to the Go Smart student program since students at partner schools use their ID card in lieu of a traditional bus pass. Online pass sales revenue was down 16.8 percent.

The 2011 rider survey revealed that 37 percent of passengers paid their bus fare with a 31-day pass, 10 percent with a 7-day pass, 25 percent used a 1-day pass and 25 percent paid a one-way cash fare. Compared to a 2006 survey, use of the 31-day pass increased two percentage points and 7-day pass use increased from two to 10 percent.

**FARE PAYMENT METHOD**



The chart above shows the 2012 breakdown between cash and prepaid fares. Cash fares, including the initial purchase of 1-day and 7-day passes on board, account for 27.7 percent. Prepaid fares—those purchased in advance at a sales outlet or the reuse of a pass purchased on board—make up 72.3 percent of boardings. The amount of cash transactions has decreased in recent years. This shift is beneficial to Omnitrans because it reduces the time required per fare transaction on board and lowers costs related to cash handling.

"70 percent agreed bus service helps the economy."



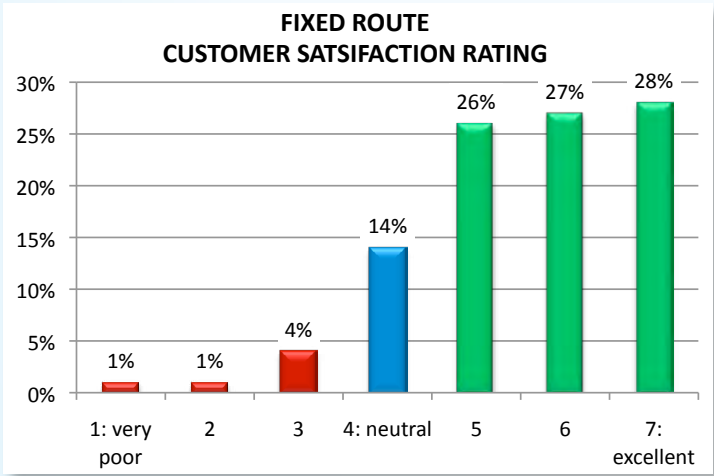
# SWOT Analysis

In preparing a marketing plan, we evaluate our current position in the market place in terms of our strengths, weaknesses, opportunities and threats (SWOT).

## Strengths

### Satisfied Customers

Omnitrans earns high marks from the people who use the service. In a 2011 rider survey, 81 percent of fixed route customers gave Omnitrans a positive rating as the chart below illustrates. This fell below the agency goal of a 90 percent approval, which was met in passenger surveys conducted in 2000 and 2003 and 2007. Among Access customers surveyed in 2010, 90 percent gave the service an overall satisfaction rating of Excellent or Good, and 80 percent of OmniLink riders provided a positive rating.



### Safety

Omnitrans has achieved an excellent safety record over the years. For 2012 the Omnitrans preventable accident rate was just 1.0 accident per 100,000 miles of

"Omnitrans has achieved an excellent safety record."

service. According to the Federal Transit Administration, traveling by bus is 28 times safer than traveling by automobile. All Omnitrans buses are equipped with video surveillance systems which help deter unsafe onboard behavior. Safety on board was ranked by riders surveyed in 2007 as the most important service attribute. They also indicated a high level of

### On-Time Performance

Omnitrans works to achieve a 90 percent overall on-time goal for fixed route service, even though that rate is higher than most transit agencies achieve. In

calendar year 2012, fixed route services averaged 86 percent on time while demand response achieved a 90 percent on time average. Reliability is key to maintaining customers. In a 2007 survey, riders ranked on-time reliability as the second most important performance factor. They rated Omnitrans performance level for on-time reliability as 5.56 on a 7 point scale.



Customers give Omnitrans high marks for driver courtesy.

### Courteous Coach Operators

Coach operators are a key asset for Omnitrans. Along with skillfully operating Omnitrans buses, they are influential representatives of the Agency. It is vital that the onboard experience be positive to ensure an atmosphere of goodwill that will generate continued use of Omnitrans services. The 2007 rider survey showed that current riders are highly satisfied with the courtesy of Omnitrans drivers, rating this attribute at 6.01 on a 7 point scale.

## Cleanliness/Comfort

Also key to the customer experience is cleanliness and comfort of the buses. A proactive maintenance program is required to ensure a clean and comfortable ride. In 2007, riders surveyed rated Omnitrans performance in this area at 5.89 out of 7.

## Mobility for Persons with Disabilities

Omnitrans provides Access service to persons with disabilities who are unable to utilize fixed route services. Access provided 467,104 trips in 2012. All fixed route coaches are equipped to accommodate passengers with wheelchairs and other mobility devices. In 2012, Omnitrans fixed route services recorded 128,367 wheelchair boardings, or 0.8 percent of trips. This was 5.2 percent more than 2011. Audio announcements of major stops and transfer points, as required by the ADA, are now automated for the convenience of passengers who are visually impaired.

## Bike Racks

Bike racks on Omnitrans fixed route buses offers people additional travel options and intermodal connectivity. New buses delivered in 2012 feature 3-position racks instead of the standard 2-capacity racks. In 2012, Omnitrans buses carried 333,240 bicycles on buses, an 8.6 percent increase from 2011. This accounted for 2.0 percent of passenger trips.



*Yucaipa Transit Center*

## Transit Centers

Transit Centers offer timed-transfer connections throughout the Omnitrans service area, with convenient connections to other Omnitrans routes, and in some cases to rail and bus service operated by other transit agencies. Upgraded passenger amenities such as bus shelters, seating, lighting and special signage, including route and schedule information at these locations, make it easier for existing and new passengers to use transit. Omnitrans partners with cities in most cases to provide these facilities to meet the needs of the community and transit users. Current Omnitrans Transit Centers include Chino Transit Center, Chaffey College TransCenter, Montclair TransCenter, Fontana Metrolink TransCenter, Ontario Civic Center Station, Redlands Mall, and Yucaipa Transit Center. A temporary transfer facility is in place in downtown San Bernardino until the San

Bernardino Transit Center project is completed in 2014-15.

## Website and Social Media

The Omnitrans website, [www.omnitrans.org](http://www.omnitrans.org), was updated as part of the agency rebranding effort in 2012. This included efforts to make the site more mobile-device friendly. As a result, mobile users now account for 61 percent of visitors compared to 36 percent prior to the upgrades. In January 2013, coinciding with the launch of our “NexTrip” real time arrival system, website visits hit an all-time monthly high of 75,548, a 30% increase over the prior month and more than three times higher than the prior year.

In 2012 we made significant gains in our social media activity via our Blog, Facebook, Twitter, YouTube, Pinterest and Flickr accounts. We had 2,355 Facebook fans in December 2012, a 55 percent increase year over year. Likewise, Twitter followers



# "The general public views Omnitrans in a positive light."

increased 142 percent to 704. Photos on our Flickr site have tallied over 50,000 lifetime views. The Omnitrans Blog, utilized to share Omnitrans news including profiles of employees, customers and stakeholders, typically generates over 6,000 views each month. In the digital information age, the Internet provides a way to positively interact with customers, vendors, employees and the community at large.

## Improved Outreach

In recent years, Omnitrans has expanded outreach activities. Omnitrans participated in 94 events in calendar year 2012, up 32 percent compared to the previous year. A key element of the increase was the debut of the Omnitrans Travel Training Bus. With grant funding, we took a 40-foot coach scheduled for retirement and outfitted it with video screens and a public address system to make it a mobile classroom. Target audiences include senior citizens, students, and the disabled community. Over 300 people were trained in just three months. Other general public

outreach events included appearances at local minor league sporting events, parades, college and high school events, large community events such as Route 66 Rendezvous and the annual "stuff-a-bus" Spark of Love toy drive.

## Public Opinion

The general public views Omnitrans in a positive light. A 2011 survey showed that 71 percent of non-riders rated the agency favorably, with a 5, 6, or 7 on a 7-point scale, even though they did not use our services.

This rating is slightly lower than in the 2007 survey when 74 percent responded favorably. Positive ratings in 2003 and 2000 were 68 and 75 percent respectively. As the graph at right shows, while overall positive ratings dropped since 2007, the shift was to a greater share of neutral rating. Also, the highest score of 7 was 31 percent in both 2011 and 2007. Negative scores, below 4, were lower in 2011 (11%) than in 2007 (13%).

## Weaknesses

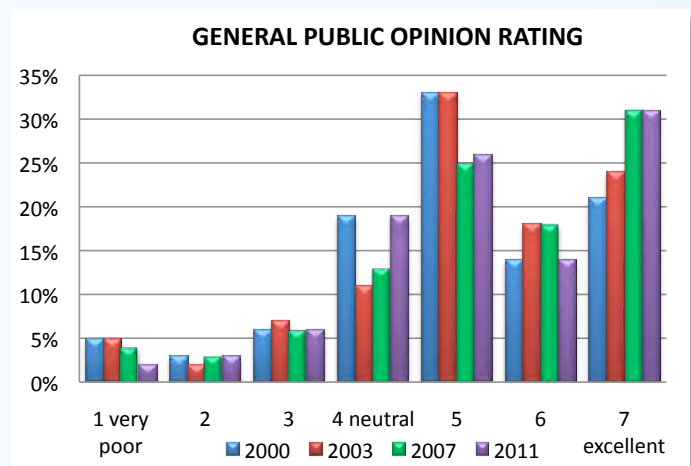
### Constrained Budget

With funding levels flat compared to the prior year except as related to implementation of the sbX Green Line, no other service enhancements are planned.

Additionally, marketing dollars remain constrained even as costs of paid media and printed materials have begun to rise after several recessionary years.

## Uncertain Future Funding

With the Comprehensive Operational Analysis spearheaded by SANBAG still incomplete, a year after initially anticipated, Omnitrans still does not have a clear picture of future funding needed to maintain existing services. Similarly, at the federal level, the current transportation bill only goes



through Fiscal Year 2014 which makes it difficult to plan for capital improvement projects such as future transit centers and fleet expansion.

## Travel Time

Omnitrans buses have no advantage over other vehicular traffic in terms of traffic flow. In fact buses move slower than other modes since they make frequent stops to load and unload passengers. The average speed for Omnitrans buses is below 13 m.p.h. Congestion on surface

streets and freeways leave buses stuck in traffic. There is little tolerance for extended travel time compared to driving among non-riders. A 2011 survey indicated that while 71 percent would consider using the bus if travel time was the same as driving and 27 percent would tolerate up to 15 minutes longer, very few would ride if travel time exceeded that 15 minute threshold.

### Low Market Share

In the Omnitrans service area, only about two to three percent of the population uses public transit regularly, according to SCAG. In comparison, about 12 percent of Los Angeles residents use public transit. Among non-riders surveyed in 2011, only 28 percent had ever used public transportation service on a regular basis (more than once a week). Also 83 percent said no one in their household had used Omnitrans in the past six months. More than half said they were not at all familiar with bus services in the area. The general lack of transit experience means that Omnitrans must ask people to try something new and unfamiliar.

## Opportunities

### sbX

The Omnitrans sbX BRT Green Line serving San Bernardino and Loma Linda, currently under construction, will begin operation in early 2014. This new mode of transportation for the Valley

"There is little tolerance for extended travel time compared to driving among non-riders."

includes enhanced features such as station platforms, ticket vending machines, signal prioritization, 5-door natural gas vehicles, 10-minute frequencies, and travel times comparable to autos. The line is projected to carry over 5,000 customers per day including 1,000 new transit riders. Additional BRT corridors are in the analysis phase and the agency has identified up to 10 corridors to be constructed over the next 20 years. These high quality transit lines will help enhance the quality of life in the region and improve the image of public transit.

### NexTrip

In 2012-13, Omnitrans launched new technology that provides real time bus arrival information for customers via mobile device, phone or personal computer. In the first month, the service was

accessed over 10,000 times. Providing this information at customers' fingertips helps to increase customer satisfaction and attract new users. Additionally, electronic message signs will be added to transit centers in phase two of the NexTrip roll out.



*Chaffey students Fatima and Sharon are huge fans of the Omnitrans Go Smart program.*

### Go Smart Program

Following a one-year pilot program to provide free rides to college students for the 2011-12 academic year, Omnitrans established ongoing Go Smart programs at three community colleges (Chaffey College, Crafton Hills College, and San Bernardino Valley College) and later enrolled one trade school and one charter high school. At community colleges, the program is funded by student fees approved in referendums held in Spring 2012. At other schools, administration



absorbed the cost. Through the first six months of the current school year, over 640,000 trips were taken by about 8,500 students, or 22 percent of enrollment. In 2013-14, Omnitrans will invite other schools and colleges to join the program. Additionally, the Go Smart model will be evaluated for expansion to other types of organizations such as large employers.

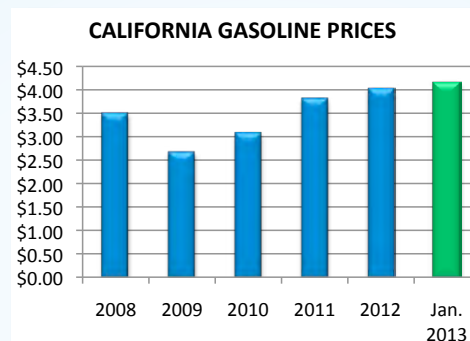
## High School Student Transportation

Omnitrans currently provides direct service to most high schools in the area. Reductions in school bus service to high schools along with parking limitations on campuses have encouraged school districts to partner with Omnitrans to promote increased transit use. Student riders generate daily trips, contributing to increased ridership and revenue. Free ride offers and promoting 31-day and 7-day youth passes through schools will encourage more student trips.

## High Fuel Prices

The price of regular unleaded gasoline in California reached \$4.16 per gallon in late January 2013 according to the Energy Information Administration. This is up slightly from an average of \$4.03 during 2012. When prices hovered near \$5 per gallon in October 2012, Omnitrans saw ridership spike to generate our highest day, week and month on record. High fuel prices are likely to continue to factor in Omnitrans ridership gains as people turn to

Omnitrans to reduce their commuting costs. Gas price history is shown below.



## Improved Amenities

Omnitrans will begin rehabilitating approximately 350 bus shelters and 275 benches during 2013-14. This will include repainting shelters and benches, replacing roof panels and trashcans, and in some cases upgrading to solar lighting. Passengers are more tolerant of waiting for connections when bus stops are more comfortable, clean, and secure. Omnitrans currently has approximately 2,500 bus stops. All are getting new signs in 2012-13 as part of the agency rebranding project. Signs with contact information to access our NexTrip real time arrival system, including QR codes, are being added also. Over one-third of Omnitrans stops have a bench, 18.6 percent have a shelter. All Omnitrans-owned shelters are illuminated at night and 95 individual bus stops are equipped with a solar-powered light. We have also installed 70 solar-powered curb markers to help coach operators identify stop locations and waiting passengers at night. Illumination provides a sense of security and deters vandalism.

## Public Awareness

Overall awareness of Omnitrans among non-riders surveyed in 2011 was 79 percent. One-third (33%) could name Omnitrans as their local bus service unaided. When prompted, 46 percent more said they had heard of Omnitrans, even though they could not name it outright. Awareness was lower among Hispanics than Caucasians at 69 and 90 percent respectively showing that additional focus is needed for this segment. High awareness levels are desirable because it indicates people will seek out Omnitrans services when the need arises.

"Omnitrans utilizes clean fuel vehicles."

## Air Quality Awareness

The Los Angeles basin continues to be home to the worst air quality in the nation according to the American Lung Association's 2012 State of the Air Report. The San Bernardino Valley registers the highest ozone pollution levels in the region. As a result, air quality awareness is high and efforts to reduce emissions are significant. Numerous laws and regulations to improve air quality and reduce greenhouse gas emissions affect California

businesses and citizens. The media gives regular reports on air quality. Increased use of public transit reduces carbon emissions and combats air pollution. By utilizing clean fuel vehicles, Omnitrans is seen as a major contributor to better air quality and in turn, creating a better quality of life in the region.

## Threats

### Unemployment

Since the primary reason cited for using Omnitrans is getting to work, high unemployment (10.8% in December 2012), as well as underemployment caused by furloughs and reduced hours, has a negative impact on ridership. In a 2011 rider survey over half were employed and 34 percent of all trips were to employment destinations, down slightly from 39 percent in 2007.

### High Auto Ownership

Virtually all non-riders surveyed in 2011 (98%) had one or more licensed drivers in the household and 89 percent indicated they “always” had a car available to them. It is difficult to compete with the comfort and convenience of a personal automobile, especially when bus travel is not time-competitive with auto travel.

### Free Parking

Free parking is considered the biggest deterrent to transit use today. With few exceptions, ample free parking is available in the Omnitrans service area.



*Owners of personal automobiles drive right past Fontana Transit Center.*

Availability of low or no cost parking is an important inducement to commuting by automobile. Conversely, higher priced parking would encourage the use of transit. U. S. Department of Transportation research indicates that 20 percent fewer commuters would drive alone to work if they had to pay the full cost of parking.

### Traffic Congestion

As traffic congestion increases and passenger demand grows, operating speeds of Omnitrans buses decline. The result is increased operating costs and requirements for more vehicles. Growing freeway and surface street congestion impact on-time performance. If buses run late, riders will lose confidence in Omnitrans and look for other transportation options.

### Low Density

Public transit operates most effectively in densely populated areas with centralized, compact

activity centers. In contrast, the Omnitrans service area consists mostly of medium to low density areas with many widely scattered activity centers. In an effort to provide coverage to all areas, productivity is sacrificed. This leads to service that, while serving the transit dependent, is not convenient enough to attract choice riders. However, as our area implements more transit oriented development, and if Omnitrans is able to shift more resources to serve high density corridors, transit will become a more viable option compared to driving.

"It is difficult to compete with a personal automobile."



# Target Markets

Identification of target markets is key to the success of any marketing plan. Only after target markets are clearly defined, can marketing messages be developed and implemented in accordance with the wants and needs of the target markets.

## Fixed Route

### Core Market

According to a 2011 Omnitrans rider survey, the typical Omnitrans fixed route rider has the following demographic characteristics:

- Young: 16 to 29 years of age (43%)
- Female: (52%)
- Ethnically Diverse: Hispanic (46%); White (21%); Black (25%)
- Low Household Income: Under \$20K (61%); \$20K to \$35K (19%)
- Employed: (54%)

Since the most likely converts to our service are those individuals who most closely resemble current satisfied users of the service, these characteristics also identify our core target market.

### Niche Markets

In addition to the core market, several niche markets can be identified which provide an opportunity for ridership growth. These include:

**Students:** 16 percent of riders surveyed in 2011 identified themselves as students, and school was the destination for 13

"The typical Omnitrans passenger is a young, working, English-speaking Hispanic woman."



*Students are a key niche market.*

percent of all trips. As this group is economically less likely to be able to afford a car, and in fact may not be old enough to obtain a driver's license, this segment presents tremendous ridership potential. Omnitrans focuses on students attending high schools, colleges and trade schools.

**Spanish Speaking:** Over one-third (39%) of non-riders surveyed in 2011 said Spanish is spoken in their home, up from 20 percent in 2007, and 15 percent indicated this was their primary

language. Since this group represents a growing segment of the marketplace, specialized materials and messages must be created to attract Spanish speakers to the system.

**Seniors:** In the 2011 rider survey, 9 percent of passengers indicated they were 60 years of age and older, compared to 18 percent of County residents, according to the 2010 Census.

This is one of the fastest growing segments of our population. Thus, we have the opportunity to attract more senior riders to the Omnitrans bus system.

**Commuters:** Commuters represent the potential for daily transit trips. Omnitrans can work to attract more commuters by reaching out to large employers and employment centers. Most commuters in our service area are "choice" transit riders, persons with another means of transportation readily available. In a 2011 survey, 39 percent of non-riders indicated they might consider taking the bus in the future. Non-riders indicated that the primary reasons to using the bus would be: routes closer to destination and higher gas prices (both at 71%); faster travel time (70%); no transferring (69%); and, routes closer to home (68%). Primary reasons for not riding are preferring comfort and privacy of own car and need for car throughout the day. Lengthy

travel time and inconvenient schedules are also key factors.

## Demand Response

Demand response services are created primarily to serve specific groups of people defined either by passenger category or by geographic area. Access service provides transportation to qualified persons with disabilities throughout the Omnitrans service area within  $\frac{3}{4}$  mile of fixed route bus service (and beyond for a \$5 trip surcharge). OmniLink demand response service is available to the general public within limited geographic areas: Yucaipa and Chino Hills.

### Target Markets

**Persons with Disabilities:** This group represents persons with a broad range of disabilities, both physical and mental in nature. These groups are reached primarily through direct contact or through local social service organizations. Omnitrans maintains extensive databases of persons with disabilities who have used our services in the past. This enables the Marketing Department to effectively reach these target markets in order to alert them of service and policy changes.

**Geographic:** The target markets for OmniLink demand response service is defined by geographic area. Within those areas, the marketing emphasis is directed towards seniors, students and other transit dependent population segments.



*Access service provides transportation to qualified persons with disabilities.*

"Omnitrans maintains extensive databases of persons with disabilities who have used our services in the past. "



# Goals & Objectives

The role of the Marketing Department is to communicate Omnitrans' messages to target audiences in a manner that contributes to the overall Omnitrans mission. Resources are focused on generating a high level of public awareness of Omnitrans in order to increase ridership and positive public opinion. Below are goals and key performance indicators for Fiscal Year 2013-2014 as well as targeted and actual results from the previous year.

## Goal 1: Increase Ridership

### System Ridership

FY 2014 Target	FY 2013 Target	FY 2013 Actual (July-Dec.)
+7.0%	+2.4%	+1.6%

### Bus Pass Sales Revenue

FY 2014 Target	FY 2013 Target	FY 2013 Actual (July-Dec.)
5%	+5%	-6.3%

## Goal 2: Increase Customer Satisfaction

### Customer Satisfaction Rating

FY 2014 Target	FY 2013 Target	FY 2013 Actual*
90%	90%	81%

### Call Center Efficiency: Lost Calls

FY 2014 Target	FY 2013 Target	FY 2013 Actual (July-Dec.)
<15%	<15%	17.8%

## Goal 3: Increase Public Awareness And Positive Opinion

### Public Awareness

FY 2014 Target	FY 2013 Target	FY 2013 Actual**
90%	90%	79%

### Public Opinion

FY 2014 Target	FY 2013 Target	FY 2013 Actual**
75% Positive	75% Positive	71% Positive

### Outreach Activities

FY 2014 Target	FY 2013 Target	FY 2013 Actual (July-Dec.)
10% Increase	10% Increase	11% Increase

### Positive Media Coverage

FY 2014 Target	FY 2013 Target	FY 2013 Actual (July-Dec.)
10% Increase	10% Increase	37% Increase

\*Customer satisfaction data from Rider On Board Survey, conducted in 2011-2012.

\*\*Public awareness and public opinion data from Non-Rider Attitude and Awareness Survey 2011-12.

# Marketing Strategies

Marketing strategies and the tactics planned to implement them are the heart of the marketing plan. Below are the key strategies Omnitrans will employ in the 2013-2014 Fiscal Year. Each strategy is grouped with the strategic goal it is designed to achieve.

## Goal 1: Increase Ridership

### **Strategy: Implement sbX Green Line service launch campaign**

- Develop advertising campaigns to generate awareness and attract new riders
- Utilize public relations methods to generate media coverage
- Reach potential users through targeted community and stakeholder outreach

### **Strategy: Advertise local fixed route service to core market**

- Deliver advertising messages via local radio, cable television, direct mail, online, print and outdoor media to reach core market
- Utilize recurring advertising schedule to improve awareness

### **Strategy: Promote OmniGo and OmniLink services in communities served**

- Advertise within communities to maintain awareness and attract new

- riders
- Participate in community events to increase awareness of service
- Partner with senior facilities and schools to increase awareness and use

### **Strategy: Promote prepaid fare media**

- Partner with high volume pass sales outlets to increase awareness and sales
- Promote fare media values in marketing materials
- Promote online pass sales

### **Strategy: Market to high school and college students**

- Promote Go Smart program at partner schools and seek to enroll additional schools
- Implement high school student marketing campaigns including free trial and travel training programs
- Promote youth bus pass options
- Target student population through advertising mediums

### **Strategy: Market to Hispanic and Spanish-speaking market segment**

- Use Hispanic focused and Spanish language media
- Provide Spanish translation in printed schedules, brochures and website
- Increase participation in Hispanic-focused community events

### **Strategy: Market to senior citizens**

- Conduct outreach through senior centers and organizations

- Develop promotions specifically for senior market
- Provide travel training for seniors

### **Strategy: Market to commuters through corporate outreach programs**

- Utilize e-marketing and events to reach large employers
- Develop specialized promotions directed at commuter market including travel training
- Create incentives for employers to promote transit use

### **Strategy: Utilize data from rider and non-rider surveys**

- Use 2011 rider and non-rider survey data to define and reach core and niche markets
- Identify appropriate media choices and communication methods to reach target markets
- Conduct online customer surveys on selected topics

### **Strategy: Analyze ridership and pass sales data**

- Evaluate ridership trends overall and by customer segment
- Track sales and usage of bus passes to determine trends and opportunities



## Goal 2: Increase Customer Satisfaction

### **Strategy: Improve customer communications**

- Expand and enhance social media (Facebook, Twitter, YouTube, Flickr Pinterest and Blog) and e-marketing communications to connect with customers and stakeholders
- Maintain call center efficiency to maximize calls answered
- Expand communications for limited English proficiency populations
- Utilize bus book, brochures, newsletters, posters and bus cards to inform customers
- Promote NexTrip bus arrival prediction system to increase use

### **Strategy: Enhance passenger amenities at stops and stations**

- Maintain cleanliness and safety of bus stop amenities
- Implement capital improvement plan to refurbish bus shelters and other amenities
- Provide updated passenger information at stops, shelters and transit centers
- Implement NexTrip electronic message signs at Transit Centers
- Work with SANBAG on the San Bernardino Transit Center

### **Strategy: Promote a customer service culture at Omnitrans**

- Continue employee recognition programs for positive customer service behavior
- Promote employee bus ride program to increase understanding of customer experience
- Provide internal customer service training through videos, articles, and presentations
- Implement customer appreciation activities

## Goal 3: Increase public Awareness and positive opinion

### **Strategy: Expand community outreach efforts**

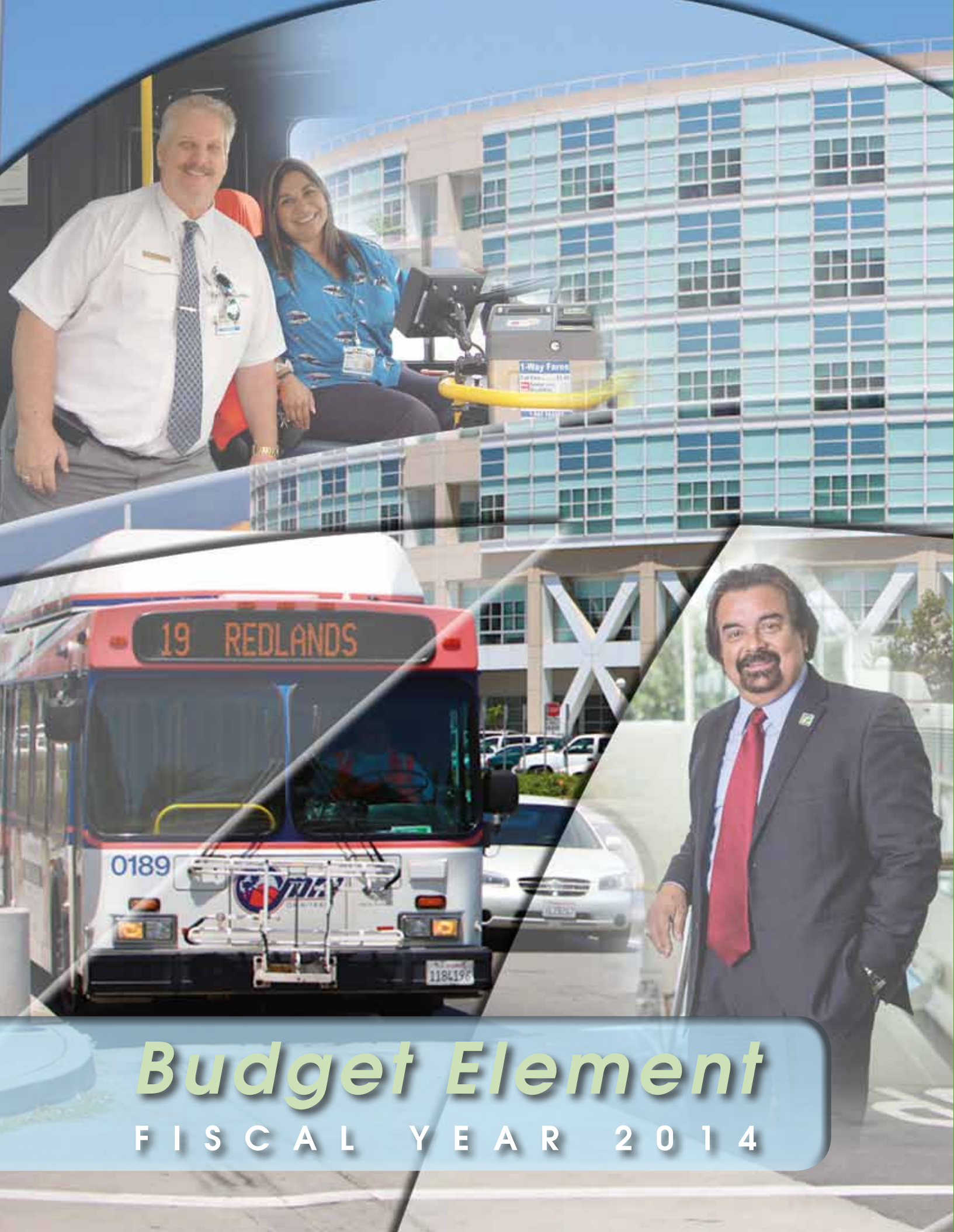
- Expand participation in and sponsorship of community events
- Utilize travel training bus in outreach to target groups
- Utilize agency mascot at events
- Utilize vintage bus in parades and displays
- Update community outreach materials

### **Strategy: Implement public relations communication plan**

- Deliver key messages to target groups including stakeholders and general public
- Produce positive news releases and related coverage each month
- Hold semiannual briefings for local media
- Provide media communication training for key staff
- Integrate benefits of transit messages in customer and stakeholder communications

### **Strategy: Maintain positive communications with community stakeholders**

- Continue newsletters to inform community leaders and decision makers
- Provide agency updates annually to city councils of member cities
- Provide community outreach communications related to vehicle maintenance facility upgrade at Omnitrans headquarters
- Present Omnitrans information at local service and business organization meetings
- Promote transit benefits through participation in national or regional events such as Dump the Pump Day, Earth Day, Rideshare Week, etc.



# *Budget Element*

FISCAL YEAR 2014



# How one rider overcame her fear of public transit



**In 1988, Renee Compton** became disabled due to a stroke and brain tumor that left her wheelchair bound. Unable to drive any longer, she grew increasingly isolated and depressed, seldom leaving her home.

Finally in 2002, she connected with Behavior Health in Rialto, and her world completely changed. "They encouraged me to use my office skills to help others by volunteering with the organization," said Renee. "So I did. For the past ten years I've been teaching word processing and Microsoft computer programs to people. I love it. It makes me feel needed. And I enjoy helping people who want to learn."

In order to get back and forth between her home and volunteer job, Renee had to take the bus, something she had been avoiding. "It was scary for me," she admitted, "I was worried about having to deal with strange people. But I made myself get on board. And then I rode again the next day and the next. Now I ride the bus all the time. I even have my favorite drivers who are always very courteous and polite. Because my wheelchair doesn't have straps, it takes a little longer to buckle in. But these particular drivers never become impatient with me and always take the time to help."

Renee recently had the opportunity to ride on of the new Omnitrans Xcelior buses on the Route 14. She was excited by its spacious feel. "I thought the new bus was neat! It felt big and roomy, and the wider aisles make it easier for me to get the wheelchair on board. I'm looking forward to riding it again."



# Budget Element Introduction



"Omnitrans has received six consecutive awards from the Government Finance Officers Association."

Omnitrans' primary financial focus is to discharge its obligations as a fiduciary of public funds. As the bus and paratransit services provider for 15 cities and unincorporated portions of San Bernardino County, the Agency plans, secures, controls and accurately reports the funds that are entrusted to the agency and the investment decisions recommended to the Board. This is accomplished by:

- **Developing an accurate budget**
- **Coordinating activities with all departments**
- **Securing Funding**
- **Maintaining transparency in all reporting**
- **Evaluating alternative investment strategies to address the mobility needs of the residents of the County**

## **Developing an accurate budget**

Developing an accurate budget is essential to ensure that Omnitrans maintains short-term and long-term stability. The Finance department is responsible in leading this effort. All budget requests are reviewed for their accuracy and business needs before the budget is consolidated. Senior management reviews the final budget with the Chief Executive Officer/General Manager having final approval of all budgets. The final budget is then submitted to the Board of Directors for approval.

## **Coordinating financial activities with all departments within the Agency**

A major part of the budgeting process requires that the Finance department coordinate activities with all departments within

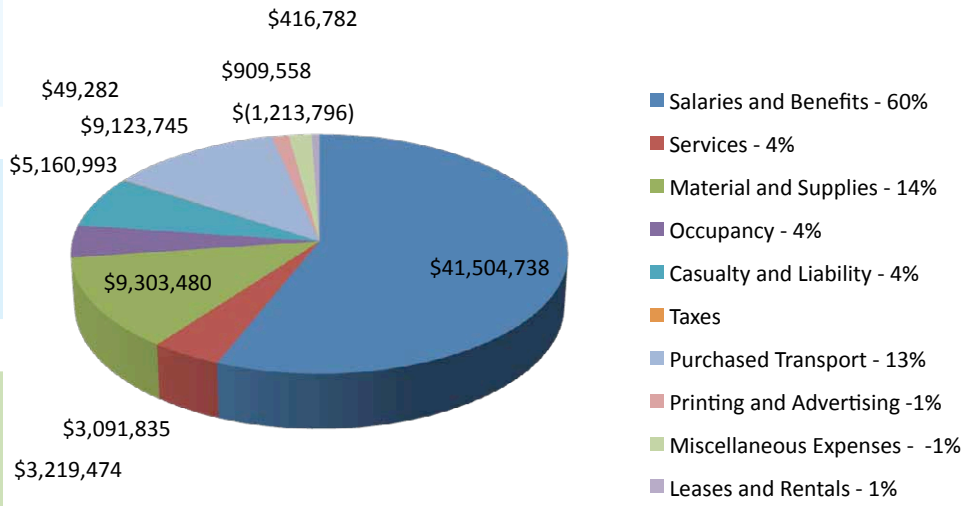
Omnitrans. All departments are required to submit funding needs to the Finance department for review prior to the development of the budget. Coordination helps to eliminate duplication of efforts within the Agency. The budget is reviewed across all departments before it is submitted for approval.

## **Securing funding**

Recent economic challenges, both locally and nationally, has made it essential that Omnitrans secures a steady and dependent funding plan. Omnitrans works diligently with the Federal Transit Administration and the San Bernardino Associated Governments (SANBAG) to



## Operating Cost Elements \$71,566,092



secure federal, state and local funding. Omnitrans also pursues alternative funding sources to help secure its financial stability.

### Maintaining transparency in all reporting

Maintaining transparency in all reporting is paramount to sound business practice. Omnitrans is a recipient of several different funding sources and must report accurate and timely information to the grantor. Management is proud to state that we have had continuous unqualified audits from our independent auditor. Also, Omnitrans presents a monthly Agency Management Report and a quarterly report on Key Performance Indicators to our Board of Directors.

### Evaluating alternative investment strategies to address mobility needs

The Finance department works with the Planning department to develop the Short Range Transit

Plan (SRTP) for Omnitrans. A major focus of the SRTP is to evaluate all current and future service that Omnitrans provides and develop mobility and funding strategies for the service area. An outgrowth of this is the new Bus Rapid Transit (BRT) service called sbX that is set to launch in 2014. The Agency continues to look at ways to speed up our service delivery in a cost efficient manner.



Omnitrans has received six consecutive awards from the Government Finance Officers Association for its *Certificate of Achievement for Excellence in Financial Reporting*. This award recognizes the Agency's diligence in presenting accurate and sound financial information.

Omnitrans is proud to present a balanced budget for Fiscal Year

2014. Omnitrans budget for Fiscal Year 2014 is as follows:

## Operating Budget:

The operating budget for Fiscal Year 2014 is approximately \$71.6 million. This is an increase of nearly \$2.3 million or 3.31% over Fiscal Year 2013. The increase in the operating budget is primarily driven by the addition of the sbX service. The introduction of new technology into the Valley's public transit infrastructure is focused on enhancing the productivity of our service offering; lowering the public subsidy per passenger mile provided. Over the last five years, Omnitrans has reduced the public subsidy per passenger mile by 15%.

The sbX system in Fiscal Year 2014 adds additional cost to the budget as the system employs 23 new employees within the Operations, Maintenance, Marketing and Information Technology departments. Also, additional costs (fuel, maintenance, insurance and security) are increased with the launch of the new system.

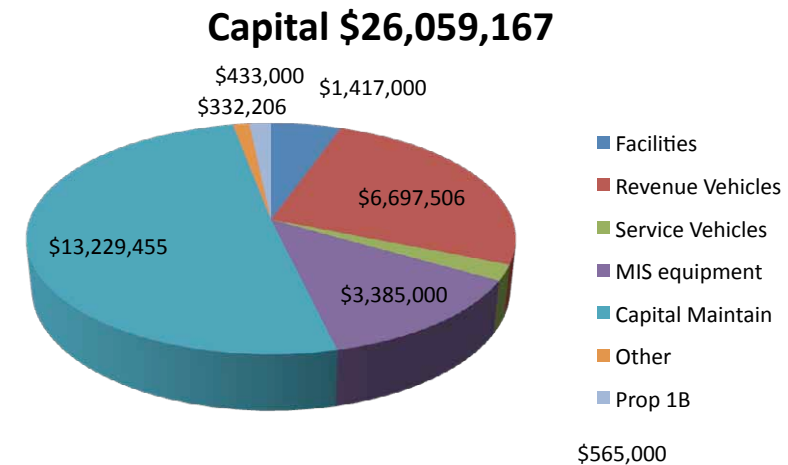
Omnitrans has done a great job to maintain the cost of "core" Omnitrans. "Core" Omnitrans refers to the Agency structure before the addition of sbX service. Omnitrans costs are centered in three key areas:

- Salary and Benefits
- Fuel
- Purchased Transportation

"Management is proud to state that we have had continuous unqualified audits from our independent auditor. "

Omnitrans works diligently to control these costs. Omnitrans has maintained flat employment over the past few years and worked with its medical provider to restructure benefit plans. This resulted in minimal increases in this area.

Also, Omnitrans has incorporated a fuel hedging program to help control its LNG/CNG fuel cost. The program allows Omnitrans to more



accurately predict its fuel cost. The Agency eliminates the need to impact service to customers based on fluctuating budgetary assumptions.

Lastly, Omnitrans works with its vendors to control cost increases during these uncertain economic times. Omnitrans has worked with its provider of purchased transportation to ensure that cost increases are minimal and that we are able to maximize the efficiency of the service delivered.

## Capital Budget:

The Capital Budget for core Omni for Fiscal Year 2014 is \$26.1 million. This is a decrease of \$1,689,565 or 6.09% below Fiscal Year 2013. The decrease in the capital budget is primarily driven

by a reduction in funding for revenue vehicles and less investment in facilities during the upcoming year. However, Omnitrans will continue to invest in its infrastructure and is developing a plan to "level" the investment in revenue vehicles.

Included in the \$26.1 million of capital investment is \$13.3 million of capitalized maintenance. Omnitrans uses a portion of its capital funds to maintain its infrastructure (principally vehicles and facilities). Thus, new capital investment for Omnitrans in Fiscal Year 2014 is \$12.8 million.



# Revenue Budget

The revenue budget is developed to provide the foundation for determining the activities of the organization.

Operating revenues are derived from various sources such as: Farebox - fare revenue collected from passengers that utilize our Fixed Route, Omnibus and Access services; Advertising - revenue for advertisement on our bus shelters

and in and on the sides of our coaches; Interest - revenue from the investment with Local Agency Investment Fund (LAIF). Federal, state and local programs are additional sources of operating revenue. Capital revenue are funds collected from federal, state, local and special incentive programs which the Agency utilizes to purchase capital

assets such as buses, equipment, and other depreciable assets. The Planning, Marketing, Operations and Finance departments work together to develop the agency's annual service plan. This service plan in turn is used to project the revenue needed for the upcoming fiscal year.

FISCAL SUMMARY BY PROGRAM						
	2011-12 ACTUAL	2012-13 ADOPTED	2013-14 PROPOSED	\$ / % Change FY 13 to FY 14	Notes	
<b>Farebox Revenue/Other Revenue:</b>						
Passenger Fares - Fixed Routes/Omnibus	13,181,664	13,487,267	13,237,663	(249,604)	-1.85%	Decrease in budget for GoSmart. CSUSB not in FY2014 Budget
Passenger Fares - Access	1,423,008	1,505,612	1,520,209	14,597	0.97%	
Advertising and Other Aux Rev	810,713	650,000	300,000	(350,000)	-53.85%	Reduction in advertising income based on current economy.
Interest and Other Non-Trans	-158,750	32,000	85,000	53,000		
<b>SUB-TOTAL</b>	<b>15,256,634</b>	<b>15,674,878</b>	<b>15,142,871</b>	<b>(532,007)</b>	<b>-3.39%</b>	
<b>Operating Revenue Source-Cap</b>						
LTF	29,854,154	33,939,981	36,349,721	2,409,740	7.10%	Increase in LTF based on stronger local economy
LTF- Carryover	1,500,000	-	-	-		
FTA Section 5307 Maint/Sec/Leases	9,257,324	9,297,560	9,297,560	-	0.00%	
FTA Section 5307 ACCESS	1,600,000	1,600,000	1,600,000		0.00%	
STAF - Operating Costs	-	826,913	1,744,044	917,131	110.91%	Increase in STA usage based on reduction in other areas
Carl Moyer/JARC/STIP	54,311	750,000	-	(750,000)		NO JARC budgeted for current fiscal year
STA Maint./Security/Repeater/Tire	2,314,331	2,333,375	2,331,896	(1,479)	-0.06%	
Measure I & Subsidy	4,850,000	4,850,000	5,100,000	250,000	5.15%	Increase in local funding allocation
<b>SUB-TOTAL</b>	<b>49,430,121</b>	<b>53,597,829</b>	<b>56,423,221</b>	<b>2,825,392</b>	<b>5.27%</b>	
<b>Capital Revenue:</b>						
FTA Section 5307	19,893,215	16,941,200	16,941,200	-	0.00%	No change
FTA Section 5309	-	-	-	-		
FTA Section 5310	-	-	-	-		
Prop 1B	1,995,230	748,911	1,285,122	536,211		Increase in use of Prop 1B for Capital projects
STAF (SB 620)	1,062,983	3,095,374	2,506,773	(588,601)	-19.02%	Reduction of STA used for Capital projects
LTF	580,493	38,488	-	(38,488)		
Carl Moyer/	-	-	-	-		
CMAQ	9,206,820	5,098,500	5,197,506	99,006	1.94%	
Prop 1B - Security	-	128,566	128,566	-	0.00%	
Measure I Capital	1,529,644	1,697,693	-	(1,697,693)		Measure I capital used to fund sbX. No additional funding going forward.
SCAQMD	90,000	-	-	-		
LTF carryover	-	-	-	-		
<b>CAPITAL TOTAL</b>	<b>34,358,386</b>	<b>27,748,732</b>	<b>26,059,167</b>	<b>(1,689,565)</b>	<b>-6.09%</b>	
Less capital used for Operating	(13,171,656)	(13,269,422)	(13,229,455)	39,967	-0.30%	
<b>TOTAL CAPITAL</b>	<b>21,186,730</b>	<b>14,479,310</b>	<b>12,829,712</b>	<b>(1,649,598)</b>	<b>-11.39%</b>	
<b>OPERATIONS TOTAL</b>	<b>64,686,755</b>	<b>69,272,707</b>	<b>71,566,092</b>	<b>2,293,385</b>	<b>3.31%</b>	
<b>GRAND TOTAL</b>	<b>85,873,486</b>	<b>83,752,017</b>	<b>84,395,804</b>	<b>643,787</b>	<b>0.77%</b>	

# Capital Budget

Each year Omnitrans develops a multi-year capital budget program. The development of the service plan numbers directly relate to new equipment purchases, spares, vehicle and equipment replacement cycles managed by the Maintenance department. The capital budget reflects the work of all departments during the capital budget creation. There are eight (8) prime areas of capital purchase Omnitrans makes in a year. These are: Facilities, Revenue Vehicles, Service

Vehicles, Revenue Equipment, Computer Equipment, Office Equipment, Shop and Service Equipment and Other. The Other category contains those capital funds which are committed to Preventative Maintenance, Transit Enhancements(1%) and Security (1%) under FTA guidelines. Also it is the placeholder for the sbX project until it is capitalized.



FISCAL SUMMARY BY PROGRAM					Notes
	2011-12 ACTUAL	2012-13 ADOPTED	2013-14 PROPOSED	\$ / % Change FY 13 to FY 14	
<b>Annual FY 13-14 Programs</b>					
Facilities	21,763,557	4,426,467	1,417,000	(3,009,467)	-67.99%
Revenue Vehicles	9,585,893	5,098,500	6,697,506	1,599,006	31.36%
Service Vehicles	16,462	470,000	565,000	95,000	20.21%
Revenue Equipment	63,765		-	-	0.00%
Computer Equipment	1,778,495	2,684,343	3,385,000	700,657	26.10%
Office Equipment	0	-	-	-	
Shops-Service Equipment	0		433,000	433,000	Equipment included in Facilities in FY 13
Pass-Through	620,108	-	-	-	
Operating / Other - Capital	159,001	1,800,000	332,206	(1,467,794)	-81.54%
<b>SUBTOTAL</b>	<b>33,987,281</b>	<b>14,479,310</b>	<b>12,829,712</b>	<b>(1,649,598)</b>	<b>-11.39%</b>
<b>Capital Used for Operating</b>	<b>13,597,071</b>	<b>13,269,422</b>	<b>13,229,455</b>	<b>(39,967)</b>	<b>-0.30%</b>
<b>GRAND TOTAL</b>	<b>47,584,352</b>	<b>27,748,732</b>	<b>26,059,167</b>	<b>(1,689,565)</b>	<b>-6.09%</b>



CAPITAL FISCAL YEAR 2014									
Project Description	Project Totals FY14	FTA 5307	CMAQ	STA	Prop 1B	Prop1B Security	LTF	Measure I	Grand Total
<b>Support Vehicles &amp; Leases</b>									
Non Revenue Support Vehicles	\$350,000	\$280,000		\$70,000					\$350,000
sbX Service Vehicles	\$215,000	\$172,000			\$43,000				\$215,000
<b>Management Information Systems</b>									\$0
Computer Hardware Replacements	\$85,000	\$68,000		\$17,000					\$85,000
ITS Solutions Fixed Route Communications	\$2,000,000	\$1,600,000			\$400,000				\$2,000,000
CCTV	\$800,000	\$640,000			\$160,000				\$800,000
eCommerce	\$116,000	\$92,800			\$23,200				\$116,000
Copiers	\$84,000	\$67,200		\$16,800					\$84,000
Mobile Solutions	\$100,000	\$80,000			\$20,000				\$100,000
Major Software Applications	\$200,000	\$160,000			\$40,000				\$200,000
<b>Transit Enhancements</b>	\$250,000	\$200,000		\$50,000					\$250,000
Stops & Zones	\$297,000	\$237,600		\$21,078	\$38,322				\$297,000
Transit Security Projects	\$128,566					\$128,566			\$128,566
<b>Replacement Paratransit Vehicles</b>	\$1,500,000	\$1,200,000		\$0	\$300,000				\$1,500,000
<b>Fixed Route Replacement Vehicles</b>		\$0		\$0					\$0
Replacement Heavy Duty Coaches	\$5,200,000	\$0	\$5,197,506						\$5,197,506
<b>Facilities Improvements</b>		\$0		\$0					\$0
WV - Pressure Washer for Steam Rack	\$10,000	\$8,000			\$2,000				\$10,000
WV - Replace Carpeting	\$65,000	\$52,000			\$13,000				\$65,000
HVAC Equipment I Street	\$150,000	\$120,000			\$30,000				\$150,000
WV HVAC Equipment Shop	\$125,000	\$100,000			\$25,000				\$125,000
WV Evap Coolers Shop	\$175,000	\$140,000			\$35,000				\$175,000
I Street Roof Repair	\$20,000	\$16,000			\$4,000				\$20,000
Bus Yard Concrete Crack Fill	\$225,000	\$180,000			\$45,000				\$225,000
Shop Equipment	\$30,000	\$24,000			\$6,000				\$30,000
Interior/Exterior Painting	\$30,000	\$24,000			\$6,000				\$30,000
Asphalt Overlay Employee Parking	\$80,000	\$64,000			\$16,000				\$80,000
MAU Replacement	\$200,000	\$160,000			\$40,000				\$200,000
EV- Tire Machine	\$46,000	\$36,800			\$9,200				\$46,000
sbX Service Equipment	\$45,000	\$36,000			\$9,000				\$45,000
sbX Facilities Equipment	\$72,000	\$57,600			\$14,400				\$72,000
Electric Yard Vehicle	\$30,000	\$24,000			\$6,000				\$30,000
									\$0
Miscellaneous Projects	\$203,640	\$203,640							\$203,640
<b>TOTAL CAPITAL PROJECTS FY 14:</b>	<b>\$12,832,206</b>	<b>\$6,043,640</b>	<b>\$5,197,506</b>	<b>\$174,878</b>	<b>\$1,285,122</b>	<b>\$128,566</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,829,712</b>
<b>Capital Funds Used for Operating Expense</b>									
Capitalization of Leases - Tires	\$499,015	\$399,212		\$99,803					\$499,015
Capitalization of Leases - County	\$17,000	\$14,431		\$2,569					\$17,000
Capitalization of Leases - frequency	\$121,000	\$89,964		\$31,036					\$121,000
Preventative Maintenance	\$10,800,000	\$8,640,000		\$2,160,000					\$10,800,000
Capitalization of Access Service	\$1,600,000	\$1,600,000		\$0			\$0		\$1,600,000
Security	\$192,440	\$153,952		\$38,488			\$0		\$192,440
<b>Total Capital Funds Used For Opt Exp</b>	<b>\$13,229,455</b>	<b>\$10,897,560</b>	<b>\$0</b>	<b>\$2,331,895</b>	<b>\$0</b>		<b>\$0</b>	<b>\$0</b>	<b>\$13,229,455</b>
<b>Gross Capital Cost Projection FY 14</b>	<b>\$26,061,661</b>	<b>\$16,941,200</b>	<b>\$5,197,506</b>	<b>\$2,506,773</b>	<b>\$1,285,122</b>	<b>\$128,566</b>	<b>\$0</b>	<b>\$0</b>	<b>\$26,059,167</b>

# Omnitrans Consolidated

The agency's consolidated report is the summary look at all department costs from actuals charges for FY 2011-12, adopted budget for FY 2012-13 and proposed budget costs for FY 2013-14

FISCAL SUMMARY BY PROGRAM				
	2011-2012 ACTUAL	2012-2013 ADOPTED	2013-2014 PROPOSED	\$ / % Change FY 2013-2014
Salaries and Benefits	40,732,795	41,715,415	41,504,738	(210,677) -0.51%
Services	2,147,300	3,113,848	3,091,835	(22,013) -0.71%
Material and Supplies	8,432,549	9,626,859	9,303,479	(323,380) -3.36%
Occupancy	2,616,109	2,806,839	3,219,474	412,635 14.70%
Casualty and Liability	5,100,829	2,500,587	5,160,993	2,660,406 106.39%
Taxes	57,866	60,000	49,282	(10,718) -17.86%
Purchased Transport	8,882,227	8,896,180	9,123,745	227,565 2.56%
Printing and Advertising	916,223	948,600	909,558	(39,042) -4.12%
Miscellaneous Expenses	(474,185)	(903,351)	(1,213,796)	(310,445) 34.37%
Leases and Rentals	474,149	507,729	416,782	(90,947) -17.91%
<b>SUBTOTAL</b>	<b>68,885,863</b>	<b>69,272,707</b>	<b>71,566,092</b>	<b>2,293,385 3.31%</b>
Depreciation	18,352,660	17,244,963	16,354,416	(890,547) -5.16%
Capital Purchase	345,062	-	-	-
<b>SUBTOTAL</b>	<b>87,583,586</b>	<b>86,517,670</b>	<b>87,920,507</b>	<b>1,402,838 1.62%</b>
<b>GRAND TOTAL **</b>	<b>69,230,926</b>	<b>69,272,707</b>	<b>71,566,092</b>	<b>2,293,385 3.31%</b>

\*\* Less Depreciation





# Expense Report for Consolidated

EXPENSE REPORT FOR CONSOLIDATED							
GL ACCT CODE	DESCRIPTION	A	B	C	D	E	F
		FY12 Act	FY13 YE EST	FY 13YTD Dec	FY 13 ANNUAL BUDGET	FY14 Proposed BDGT	Variance FY14 to FY13
501100	Regular Pay - Operators	13,153,064.51	12,735,079.36	6,367,539.68	13,572,728.26	13,492,391.23	(80,337.03)
501130	Regular Pay - Others	10,422,496.66	10,592,218.68	5,296,109.34	10,405,448.31	10,568,183.28	162,734.97
501310	Overtime Pay - Operator	1,591,459.07	2,119,662.42	1,059,831.21	1,300,000.00	1,346,200.00	46,200.00
501340	Overtime Pay - Other	113,011.30	133,617.08	66,808.54	98,000.00	117,200.00	19,200.00
<b>TOTAL SALARIES</b>		<b>25,280,031.54</b>	<b>25,580,577.54</b>	<b>12,790,288.77</b>	<b>25,376,176.57</b>	<b>25,523,974.51</b>	<b>147,797.94</b>
502210	PERS Employer Expense	2,981,020.77	2,831,680.06	1,415,840.03	3,072,948.93	2,965,352.07	(107,596.85)
502240	PERS Reimbursement Expense	1,495,843.42	1,446,566.80	723,283.40	1,653,590.61	1,614,517.78	(39,072.83)
502270	PacificCare COPD	1,813,809.42	1,744,138.68	872,069.34	2,046,624.28	1,974,265.96	(72,358.32)
502320	Health Saving Acct Expense	118,807.37	112,278.66	56,139.33	146,943.86	120,819.39	(26,124.47)
502330	Life Insurance Expense	123,100.13	107,843.22	53,921.61	131,005.92	125,611.45	(5,394.47)
502360	Employers Medicare Tax Expense	398,586.67	425,773.52	212,886.76	427,446.54	418,225.30	(9,221.24)
502370	LTD CO PD Expense	67,773.48	71,334.50	35,667.25	79,448.13	78,770.36	(677.77)
502390	Unemployment Insurance expense	187,876.71	87,136.30	43,568.15	225,000.00	87,136.00	(137,864.00)
502420	Workers Compensation Expense	387,883.86	308,522.48	154,261.24	290,000.00	308,522.00	18,522.00
502450	Sick Leave Expense	1,280,967.59	1,064,669.58	418,146.66	1,354,039.15	1,321,256.19	(32,782.96)
502480	Holiday Pay Expense	1,064,023.64	1,175,434.26	693,971.68	1,244,954.92	1,114,216.06	(130,738.87)
502490	Floating Holiday Pay Expense	160,851.44	160,851.00	150,156.43	131,209.60	165,564.40	34,354.80
502510	Vacation Pay Expense	1,777,807.54	1,724,241.40	784,263.86	1,967,086.59	1,817,304.51	(149,782.09)
502600	SDI Reimbursement Expense	94,585.29	84,794.72	42,397.36	147,457.65	116,684.09	(30,773.56)
502630	EE Bond Expense	-	-	-	-	-	-
502690	Jury Duty Leave Expense	40,529.73	29,613.68	14,806.84	84,761.02	57,721.25	(27,039.78)
502720	Military Duty Leave Expense	14,664.93	19,443.52	9,721.76	-	9,725.73	9,725.73
502780	Deferred Compensation Expense	308,977.07	299,873.12	149,936.56	221,019.75	330,857.67	109,837.92
502790	Bonus Pay	-	-	-	-	-	-
502880	Kaiser COPD	3,136,010.79	3,297,776.90	1,648,888.45	3,115,701.82	3,354,213.73	238,511.91
<b>TOTAL FRINGE BENEFITS</b>		<b>15,453,119.85</b>	<b>14,991,972.40</b>	<b>7,479,926.71</b>	<b>16,339,238.77</b>	<b>15,980,763.93</b>	<b>(358,474.84)</b>
503060	Professional & Technical Fees	1,150,306.26	1,341,563.64	596,337.12	1,480,294.00	1,381,481.00	(98,813.00)
503110	Contract Maintenance Services	128,532.27	148,189.28	74,094.64	182,000.00	148,189.20	(33,810.80)
503160	Custodial Services Expense	84,252.24	84,252.24	42,126.12	82,000.00	114,252.00	32,252.00
503210	Security Services Expense	426,802.66	349,864.34	174,932.17	424,194.00	615,207.91	191,013.91
503260	Fare collection service expense	84,780.86	76,380.58	38,190.29	93,880.00	76,380.58	(17,499.42)
503310	Contract Labor Expense	35,154.76	52,774.76	26,387.38	42,500.00	17,500.00	(25,000.00)
503360	Employee Physicals Expense	61,431.18	61,714.22	30,857.11	66,300.00	61,714.00	(4,586.00)
503990	Other Services	176,039.82	697,110.20	71,850.37	742,680.00	677,110.00	(65,570.00)
<b>TOTAL SERVICES</b>		<b>2,147,300.05</b>	<b>2,811,849.26</b>	<b>1,054,775.20</b>	<b>3,113,848.00</b>	<b>3,091,834.69</b>	<b>(22,013.31)</b>
504000	Discounts Received	(41.55)	6.74	3.37	-	-	-
504010	Bus & Other Rolling Stock Parts	2,657,581.49	2,673,689.44	1,336,844.72	2,952,000.00	2,694,964.20	(257,035.80)
504020	Tires & Tubes	8,972.19	3,128.12	1,564.06	7,500.00	3,128.00	(4,372.00)
504030	Preventative Maintenance	-	-	-	2,000.00	-	(2,000.00)
504060	Workshop Clearing Account	(643,660.54)	(510,168.76)	(255,084.38)	(500,000.00)	(500,000.00)	-

504090	LNG/CNG Fuels	4,129,666.21	3,563,519.38	1,781,759.69	3,672,019.00	4,022,835.56	350,816.56
504091	CNG Hedging Activities	76,323.79	24,150.00	12,075.00	-	25,000.00	25,000.00
504100	Gasoline	2,247,348.93	2,144,585.04	1,072,292.52	2,931,790.36	2,628,654.96	(303,135.40)
504110	Diesel Fuel	262.91	948.38	474.19	1,000.00	948.00	(52.00)
504120	Oil	124,404.57	30,275.96	15,137.98	68,175.00	47,600.00	(20,575.00)
504130	Lubricants & Chemicals	126,140.41	750.72	375.36	51,825.00	17,713.00	(34,112.00)
504140	CNG Fuel Tax Credit	(636,507.85)	-	-	-	-	-
504190	Computer Supplies	45,394.50	26,088.70	13,044.35	30,000.00	26,000.00	(4,000.00)
504200	Washer & Cleaner Supplies	94,019.80	77,329.60	38,664.80	87,500.00	77,329.00	(10,171.00)
504210	Office Supplies	55,859.99	58,654.12	24,880.02	80,000.00	63,050.10	(16,949.90)
504220	Small Tools	30,778.48	20,296.32	10,148.16	33,350.00	14,971.00	(18,379.00)
504230	Clothing & Safety Supplies	141,644.51	122,951.02	61,475.51	163,700.00	163,375.07	(324.93)
504240	Tool Allowance	21,568.45	18,152.00	9,076.00	25,000.00	15,711.00	(9,289.00)
504900	Price Variance	(3,205.96)	(16,155.24)	(8,077.62)	-	-	-
504910	Inventory Adjustment	2,106.80	4,200.74	2,100.37	20,000.00	2,000.00	(18,000.00)
504990	Other Materials & Supplies	356.85	209.96	104.98	1,000.00	200.00	(800.00)
<b>TOTAL MATERIALS &amp; SUPPLIES</b>		<b>8,479,013.98</b>	<b>8,242,612.24</b>	<b>4,116,859.08</b>	<b>9,626,859.36</b>	<b>9,303,479.89</b>	<b>(323,379.47)</b>
505020	Util Other than Propulsion Power	595,972.81	510,409.38	228,330.64	782,580.00	510,409.38	(272,170.62)
505030	Telephone	231,420.03	219,533.14	117,449.08	200,009.00	219,532.08	19,523.08
505040	Data communication Lines	21,671.05	14,783.26	25,833.17	20,000.00	314,783.26	294,783.26
505060	Repairs & Maint - Buildings	739,602.02	688,900.00	293,740.45	688,900.00	688,900.00	-
505110	Repairs & Maint - Equipment	17,210.38	22,460.98	11,230.49	18,000.00	22,460.00	4,460.00
505160	Repairs & Maint - Office Equipment	18,243.28	15,927.44	7,463.72	24,600.00	17,622.00	(6,978.00)
505170	R & M Software [Contracts]	913,268.39	935,995.92	467,997.96	969,000.00	1,344,180.00	375,180.00
505210	Repairs & Maint Grounds	44,596.97	52,587.74	26,293.87	48,000.00	52,587.74	4,587.74
505230	Repairs & Maint Stops & Stations	34,124.52	50,648.96	25,324.48	55,750.00	49,000.00	(6,750.00)
505960	Other Occupancy Expense	-	-	-	-	-	-
<b>TOTAL OCCUPANCY</b>		<b>2,616,109.45</b>	<b>2,511,246.82</b>	<b>1,203,663.86</b>	<b>2,806,839.00</b>	<b>3,219,474.46</b>	<b>412,635.46</b>
506110	Property/Official & Emp Liab Insurance	346,816.05	346,996.38	173,498.19	414,146.00	346,996.38	(67,149.62)
506160	Gen Liab & Veh Liab/Loss Insurance	1,183,077.00	1,118,736.96	519,485.40	1,440,765.00	1,363,925.54	(76,839.46)
506180	General Auto PD/PL Uninsured Ded/IBNR	896,541.67	671,649.36	344,792.67	560,676.00	671,649.36	110,973.36
506310	Worker's Comp Excess/Employer's Liab Ex	65,956.00	73,422.00	67,626.09	85,000.00	73,422.00	(11,578.00)
506360	Worker's Comp Self Insured IBNR	2,608,438.67	1,856,000.04	928,000.02	-	1,856,000.00	1,856,000.00
506960	General Liability/Loss IBNR	-	849,000.00	424,500.00	-	849,000.00	849,000.00
<b>TOTAL CASUALTY &amp; LIABILITY</b>		<b>5,100,829.39</b>	<b>4,915,804.74</b>	<b>2,457,902.37</b>	<b>2,500,587.00</b>	<b>5,160,993.28</b>	<b>2,660,406.28</b>
507040	Vehicle Licence Registration Fees	-	-	-	-	-	-
507050	Fuel & Lubricant taxes	38,551.00	-	-	47,000.00	38,551.00	(8,449.00)
507990	Other Taxes	19,315.48	10,731.26	5,365.63	13,000.00	10,731.00	(2,269.00)
<b>TOTAL TAXES</b>		<b>57,866.48</b>	<b>10,731.26</b>	<b>5,365.63</b>	<b>60,000.00</b>	<b>49,282.00</b>	<b>(10,718.00)</b>
508220	Purchased Transportation	8,818,746.16	8,933,927.18	4,466,963.59	8,832,698.93	9,060,264.00	227,565.07
508900	Purch Trans Lease Cost - LTF	12,696.24	12,696.26	6,348.13	12,696.27	12,696.27	-
508990	Purch Trans Lease Cost - FTA	50,785.08	50,785.08	25,392.54	50,785.05	50,785.05	-
<b>TOTAL PURCH TRANSPORT</b>		<b>8,882,227.48</b>	<b>8,997,408.52</b>	<b>4,498,704.26</b>	<b>8,896,180.25</b>	<b>9,123,745.32</b>	<b>227,565.07</b>



Continued from previous page

GL ACCT CODE	DESCRIPTION	A	B	C	D	E	F
		FY12 Act	FY13 YE EST	FY 13YTD Dec	FY 13 ANNUAL BUDGET	FY14 Proposed BDGT	Variance FY14 to FY13
509230	Printing Charges	234,949.67	232,496.82	78,921.74	243,900.00	216,495.00	(27,405.00)
<b>TOTAL PRINTING &amp; ADVERTISING</b>		<b>916,223.35</b>	<b>906,477.22</b>	<b>207,980.13</b>	<b>948,600.00</b>	<b>909,558.16</b>	<b>(39,041.84)</b>
508000	Interest Expense	3,979.64	2,913.68	1,456.84	7,000.00	2,913.68	(4,086.32)
509010	Memberships, Dues, Pub, Subscript	81,490.91	104,449.42	52,224.71	100,782.00	91,035.62	(9,746.38)
509020	Travel & Meetings	220,111.51	140,582.80	70,291.40	215,900.00	151,658.12	(64,241.88)
509030	Postage and Express Mail	21,261.33	22,790.60	11,395.30	19,500.00	21,542.32	2,042.32
509070	Bad Debt expense /NSF	5,175.60	7,752.90	3,876.45	5,000.00	7,752.90	2,752.90
509100	Bus Pass Sales Discounts	67,742.09	86,022.72	43,011.36	75,000.00	90,000.00	15,000.00
509200	Safety Training	33,602.02	31,407.50	15,703.75	43,620.00	31,406.78	(12,213.22)
509210	Employee Training	93,632.46	43,115.12	18,807.56	148,150.00	45,165.00	(102,985.00)
509220	Educational Reimbursements	14,634.37	28,394.00	14,197.00	20,000.00	28,394.00	8,394.00
509240	Outside Freight	1,323.83	1,486.32	743.16	12,000.00	1,504.00	(10,496.00)
509250	Bank charges	23,327.98	6,721.76	3,360.88	35,000.00	6,721.76	(28,278.24)
509260	Employee Recognition	70,868.51	59,393.10	29,196.55	71,700.00	59,892.65	(11,807.35)
509970	PO Invoice Over Under	6.06	(7.20)	(3.60)	-	(7.20)	(7.20)
509990	Other Miscellaneous Expense	3,761.18	3,972.20	921.14	10,500.00	4,181.00	(6,319.00)
590300	Distributed Labor - Maintenance - Direc	(133,204.61)	(102,605.16)	(51,302.58)	-	(102,605.16)	(102,605.16)
590400	Allocated Indirect Labor & Benefits	(981,892.08)	(1,653,351.42)	(826,675.71)	(1,667,503.16)	(1,653,351.42)	14,151.74
<b>TOTAL MISCELLANEOUS EXPENSE</b>		<b>(474,179.20)</b>	<b>(1,216,961.66)</b>	<b>(612,795.79)</b>	<b>(903,351.16)</b>	<b>(1,213,795.95)</b>	<b>(310,444.79)</b>
512340	Leases/Rentals - Other	105.23	-	-	15,084.00	-	(15,084.00)
512400	Capital Lease - Tires	474,043.65	416,782.36	208,391.18	492,645.00	416,782.36	(75,862.64)
<b>TOTAL LEASES &amp; RENTALS</b>		<b>474,148.88</b>	<b>416,782.36</b>	<b>208,391.18</b>	<b>507,729.00</b>	<b>416,782.36</b>	<b>(90,946.64)</b>
513200	Deprec Exp - Bus Shelters	8,105.78	8,105.80	4,052.90	67,505.78	96,592.87	29,087.09
513210	Deprec Exp - Buildings	888,928.65	888,928.66	444,464.33	888,928.65	888,928.65	-
513220	Deprec Exp - Building Improvements	797,908.49	797,908.50	398,954.25	821,748.09	859,939.95	38,191.86
513230	Deprec Exp - Land Improvements	145,184.84	139,272.48	69,636.24	137,468.83	84,890.43	(52,578.40)
513300	Deprec Exp - Support Vehicles	222,950.66	260,528.32	130,264.16	217,180.18	358,012.91	140,832.73
513310	Deprec Exp - Fixed Route Revenue Vehicl	6,806,375.32	6,390,854.92	3,195,427.46	6,012,412.91	5,744,489.01	(267,923.90)
513320	Deprec Exp - Access Revenue Vehicles	660,866.30	580,578.54	290,289.27	563,592.78	906,303.56	342,710.78
513400	Deprec Exp - Furniture and Fixtures	-	-	-	-	-	-
513410	Deprec Exp - Machinery and Shop Equipme	222,481.08	261,432.16	130,716.08	487,330.36	298,983.68	(188,346.68)
513420	Deprec Exp - Office Equipment	1,786,442.84	1,765,897.16	882,948.58	1,822,500.19	1,772,099.88	(50,400.31)
513430	Deprec Exp - Computers and Software	5,531,050.23	5,774,525.34	2,887,262.67	6,226,294.97	5,344,174.59	(882,120.38)
<b>TOTAL DEPRECIATION</b>		<b>17,070,294.19</b>	<b>16,868,031.88</b>	<b>8,434,015.94</b>	<b>17,244,962.74</b>	<b>16,354,415.53</b>	<b>(890,547.21)</b>
564900	Capital Purch expense - Local	90,618.64	120,124.42	60,062.21	-	-	-
564960	Pass Through To Other Agency	620,107.78	-	549,119.91	-	-	-
564990	Capital Purch expense - Federal	254,443.72	243,005.60	121,502.80	-	-	-
<b>TOTAL CAPITAL PURCH EXPENSE</b>		<b>965,170.14</b>	<b>363,130.02</b>	<b>730,684.92</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENSES</b>		<b>86,968,155.58</b>	<b>85,399,662.60</b>	<b>42,575,762.26</b>	<b>86,517,669.54</b>	<b>87,920,508.18</b>	<b>1,402,838.65</b>
<b>TOTAL EXPENSES NET DEPRECIATION</b>		<b>69,897,861.39</b>	<b>68,531,630.72</b>	<b>34,141,746.32</b>	<b>69,272,706.80</b>	<b>71,566,092.65</b>	<b>2,293,385.86</b>
<b>GRAND TOTAL EXPENSES NET DEPRECIATION</b>		<b>69,897,861.39</b>	<b>68,531,630.72</b>	<b>34,141,746.32</b>	<b>69,272,706.80</b>	<b>71,566,092.65</b>	<b>2,293,385.86</b>

# Operations

The Operations Department is responsible for planning, organizing, implementing, coordinating and directing service delivery for all of the agency's fixed route, paratransit and specialty transit operations. this includes service provided directly and by private contractors 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. Additionally, the Operations department develops, manages, and administers service contracts for the transit service contracted to a private provider and monitor the service delivery and performance.



FISCAL SUMMARY BY PROGRAM				
	2011-2012 ACTUAL	2012-2013 ADOPTED	2013-2014 P ROPOSED	\$ / % Change FY 2013-2014
Salaries and Benefits	26,777,486	27,584,833	27,112,685	(472,147) -1.71%
Services	22,074	30,100	39,015	8,915 29.62%
Material and Supplies	102,036	96,850	113,768	16,918 17.47%
Occupancy	-	-	-	-
Casualty and Liability	-	-	-	-
Taxes	-	-	-	-
Purchased Transport	-	-	-	-
Printing and Advertising	4,480	10,000	8,133	(1,867) -18.67%
Miscellaneous Expenses	88,245	90,642	60,524	(30,118) -33.23%
Leases and Rentals	-	10,000	-	(10,000)
<b>SUBTOTAL</b>	<b>26,994,321</b>	<b>27,822,425</b>	<b>27,334,126</b>	<b>(488,299) -1.76%</b>
Depreciation	-	-	-	-
<b>SUBTOTAL</b>	<b>26,994,321</b>	<b>27,822,425</b>	<b>27,334,126</b>	<b>(488,299) -1.76%</b>
<b>GRAND TOTAL **</b>	<b>26,994,321</b>	<b>27,822,425</b>	<b>27,334,126</b>	<b>(488,299) -1.76%</b>

\*\* Less Depreciation



# Expense Report for Operations

EXPENSE REPORT FOR OPERATIONS							
GL ACCT CODE	DESCRIPTION	A	B	C	D	E	F
		FY12 Act	FY13 YE EST	FY 13YTD Dec	FY 13 ANNUAL BUDGET	FY14 Proposed BDGT	Variance FY14 to FY13
501100	Regular Pay - Operators	13,153,064.51	12,735,079.36	6,367,539.68	13,572,728.26	13,492,391.23	(80,337.03)
501130	Regular Pay - Others	2,163,429.51	2,236,802.98	1,118,401.49	2,160,305.47	2,194,516.23	34,210.76
501310	Overtime Pay - Operator	1,591,459.07	2,119,662.42	1,059,831.21	1,300,000.00	1,346,200.00	46,200.00
501340	Overtime Pay - Other	58,964.69	73,489.30	36,744.65	55,000.00	55,000.00	0.00
TOTAL SALARIES		16,966,917.78	17,165,034.06	8,582,517.03	17,088,033.74	17,088,107.46	73.72
502210	PERS Employer Expense	1,938,859.73	1,822,216.08	911,108.04	2,006,441.05	1,938,311.06	(68,129.98)
502240	PERS Reimbursement Expense	944,403.03	901,543.84	450,771.92	1,049,203.59	976,857.49	(72,346.10)
502270	PacificCare COPD	1,134,441.83	1,075,680.04	537,840.02	1,268,802.02	1,166,101.77	(102,700.25)
502320	Health Saving Acct Expense	115,869.39	112,278.66	56,139.33	146,943.86	120,819.39	(26,124.47)
502330	Life Insurance Expense	78,686.55	72,938.38	36,469.19	88,020.14	80,483.03	(7,537.11)
502360	Employers Medicare Tax Expense	268,217.12	281,841.80	140,920.90	288,075.97	274,939.83	(13,136.14)
502370	LTD CO PD Expense	22,151.66	22,150.88	11,075.44	26,919.36	22,581.42	(4,337.94)
502390	Unemployment Insurance expense		-				0.00
502420	Workers Compensation Expense		-				0.00
502450	Sick Leave Expense	841,422.61	841,423.00	306,523.37	907,236.54	872,661.01	(34,575.53)
502480	Holiday Pay Expense	667,048.34	670,000.00	441,254.55	831,633.49	695,683.54	(135,949.95)
502490	Floating Holiday Pay Expense	160,851.44	160,851.00	150,156.43	131,209.60	165,564.40	34,354.80
502510	Vacation Pay Expense	1,154,320.65	1,154,320.00	499,303.16	1,348,005.37	1,180,352.65	(167,652.72)
502600	SDI Reimbursement Expense	23,414.23	21,431.70	10,715.85	31,194.52	23,887.93	(7,306.59)
502630	EE Bond Expense		-				0.00
502690	Jury Duty Leave Expense	24,629.73	17,377.98	8,688.99	53,488.91	27,232.93	(26,255.98)
502720	Military Duty Leave Expense	9,725.73	12,157.12	6,078.56	0.00	9,725.73	9,725.73
502780	Deferred Compensation Expense	49,024.82	50,766.78	25,383.39	55,044.34	49,024.82	(6,019.52)
502790	Bonus Pay		-				0.00
502880	Kaiser COPD	2,377,501.38	2,457,200.94	1,228,600.47	2,264,580.12	2,420,350.87	155,770.75
TOTAL FRINGE BENEFITS		9,810,568.24	9,674,178.20	4,821,029.61	10,496,798.88	10,024,577.87	(472,221.00)
503060	Professional & Technical Fees						
503110	Contract Maintenance Services	22,074.15	24,515.20	12,257.60	30,100.00	27,015.00	(3,085.00)
503160	Custodial Services Expense		-			0.00	0.00
503210	Security Services Expense		-			0.00	0.00
503260	Fare collection service expense		-			0.00	0.00
503310	Contract Labor Expense		-			0.00	0.00
503360	Employee Physicals Expense		-			0.00	0.00
503990	Other Services		-				
TOTAL SERVICES		22,074.15	24,515.20	12,257.60	30,100.00	39,015.00	8,915.00
504000	Discounts Received		-				0.00
504010	Bus & Other Rolling Stock Parts		-		2,500.00	0.00	(2,500.00)
504020	Tires & Tubes		-			0.00	0.00
504030	Preventative Maintenance		-			0.00	0.00
504060	Workshop Clearing Account		-			0.00	0.00

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GL ACCT CODE	DESCRIPTION	A	B	C	D	E	F
		FY12 Act	FY13 YE EST	FY 13YTD Dec	FY 13 ANNUAL BUDGET	FY14 Proposed BDGT	Variance FY14 to FY13
509230	Printing Charges	4,480.33	8,133.00	4,066.50	10,000.00	8,133.00	(1,867.00)
<b>TOTAL PRINTING &amp; ADVERTISING</b>		<b>4,480.33</b>	<b>8,133.00</b>	<b>4,066.50</b>	<b>10,000.00</b>	<b>8,133.00</b>	<b>(1,867.00)</b>
508000	Interest Expense		-			0.00	0.00
509010	Memberships, Dues, Pub, Subscript	2,974.97	2,167.62	1,083.81	3,392.00	2,167.00	(1,225.00)
509020	Travel & Meetings	19,129.96	10,512.52	5,256.26	23,600.00	10,512.00	(13,088.00)
509030	Postage and Express Mail		-			0.00	0.00
509070	Bad Debt expense / NSF		-			0.00	0.00
509100	Bus Pass Sales Discounts		-			0.00	0.00
509200	Safety Training	27,614.70	18,168.78	9,084.39	24,400.00	18,168.78	(6,231.22)
509210	Employee Training	12,319.45	3,607.64	1,803.82	15,050.00	3,607.00	(11,443.00)
509220	Educational Reimbursements		-			0.00	0.00
509240	Outside Freight		-			0.00	0.00
509250	Bank charges		-			0.00	0.00
509260	Employee Recognition	25,280.76	25,302.66	12,651.33	21,700.00	25,302.65	3,602.65
509970	PO Invoice Over Under		-			0.00	0.00
509990	Other Miscellaneous Expense	924.84	767.90	383.95	2,500.00	767.00	(1,733.00)
590300	Distributed Labor - Maintenance - Direc		-			0.00	0.00
590400	Allocated Indirect Labor & Benefits		-			0.00	0.00
<b>TOTAL MISCELLANEOUS EXPENSE</b>		<b>88,244.68</b>	<b>60,527.12</b>	<b>30,263.56</b>	<b>90,642.00</b>	<b>60,524.43</b>	
512340	Leases/Rentals - Other		-		10,000.00	0.00	(10,000.00)
512400	Capital Lease - Tires		-			0.00	0.00
<b>TOTAL LEASES &amp; RENTALS</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000.00</b>	<b>0.00</b>	
513200	Deprec Exp - Bus Shelters		-				0.00
513210	Deprec Exp - Buildings		-				0.00
513220	Deprec Exp - Building Improvements		-				0.00
513230	Deprec Exp - Land Improvements		-				0.00
513300	Deprec Exp - Support Vehicles		-				0.00
513310	Deprec Exp - Fixed Route Revenue Vehicle		-				0.00
513320	Deprec Exp - Access Revenue Vehicles		-				0.00
513400	Deprec Exp - Furniture and Fixtures		-				0.00
513410	Deprec Exp - Machinery and Shop Equipme		-				0.00
513420	Deprec Exp - Office Equipment		-				0.00
513430	Deprec Exp - Computers and Software		-				0.00
<b>TOTAL DEPRECIATION</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
564900	Capital Purch expense - Local		-				0.00
564960	Pass Through To Other Agency						0.00
564990	Capital Purch expense - Federal		-				0.00
<b>TOTAL CAPITAL PURCH EXPENSE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL EXPENSES</b>		<b>26,994,321.02</b>	<b>27,031,765.74</b>	<b>13,499,823.38</b>	<b>27,822,424.61</b>	<b>27,334,125.96</b>	<b>(448,181.08)</b>



# Maintenance

The Maintenance Department administers three areas of responsibility: Administration, Maintenance, Building/Engineering/Construction. The fiscal claiming process is to leverage the use of Federal, State, and Regional funds matched with local funds to pay for these infrastructure improvements. The major program is the maintenance of the revenue vehicles to meet operating schedules, the repair and body work of 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				
	2011-2012 ACTUAL	2012-2013 ADOPTED	2013-2014 PROPOSED	\$ / % Change FY 2013-2014
Salaries and Benefits	6,953,140	6,958,587	7,162,398	203,811 2.93%
Services	275,576	337,180	267,080	(70,100) -20.79%
Material and Supplies	6,314,166	6,734,442	6,713,423	(21,019) -0.31%
Occupancy	1,356,137	1,483,950	1,225,874	(258,076) -17.39%
Casualty and Liability	-	-	-	-
Taxes	-	-	-	-
Purchased Transport	-	-	-	-
Printing and Advertising	-	400	-	(400)
Miscellaneous Expenses	(69,003)	83,620	(57,489)	(141,109) -168.75%
Leases and Rentals	474,044	492,645	416,782	(75,863) -15.40%
<b>SUBTOTAL</b>	<b>15,304,060</b>	<b>16,090,824</b>	<b>15,728,068</b>	<b>(362,756) -2.25%</b>
Depreciation	-	-	-	-
<b>SUBTOTAL</b>	<b>15,304,060</b>	<b>16,090,824</b>	<b>15,728,068</b>	<b>(362,756) -2.25%</b>
<b>GRAND TOTAL **</b>	<b>15,304,060</b>	<b>16,090,824</b>	<b>15,728,068</b>	<b>(362,756) -2.25%</b>

\*\* Less Depreciation



# Expense Report for Maintenance

EXPENSE REPORT FOR MAINTENANCE							
GL ACCT CODE	DESCRIPTION	A FY12 Act	B FY13 YE EST	C FY 13YTD Dec	D FY 13 ANNUAL BUDGET	E FY14 Proposed Bud	F Variance FY14 to FY13
501100	Regular Pay - Operators		-		-		-
501130	Regular Pay - Others	4,299,135.90	4,234,535.92	2,117,267.96	4,254,093.67	4,263,568.83	9,475.16
501310	Overtime Pay - Operator		-				-
501340	Overtime Pay - Other	37,980.50	41,715.68	20,857.84	35,000.00	48,200.00	13,200.00
<b>TOTAL SALARIES</b>		<b>4,337,116.40</b>	<b>4,276,251.60</b>	<b>2,138,125.80</b>	<b>4,289,093.67</b>	<b>4,311,768.83</b>	<b>22,675.16</b>
502210	PERS Employer Expense	549,017.93	525,580.88	262,790.44	553,289.05	548,246.17	(5,042.88)
502240	PERS Reimbursement Expense	251,955.37	239,024.20	119,512.10	269,999.61	267,687.12	(2,312.49)
502270	PacificCare COPD	339,662.29	345,924.90	172,962.45	393,704.78	399,265.61	5,560.83
502320	Health Saving Acct Expense		-				-
502330	Life Insurance Expense	17,108.44	17,082.40	8,541.20	20,862.40	21,130.36	267.96
502360	Employers Medicare Tax Expense	71,193.13	71,919.12	35,959.56	72,472.37	74,531.87	2,059.50
502370	LTD CO PD Expense	12,133.05	12,241.12	6,120.56	13,330.72	13,600.86	270.14
502390	Unemployment Insurance expense		-				-
502420	Workers compensation expense		-				-
502450	Sick Leave Expense	238,375.62	144,347.68	72,173.84	230,681.28	237,050.86	6,369.58
502480	Holiday Pay Expense	210,020.84	275,576.16	137,788.08	211,457.84	217,296.62	5,838.78
502490	Floating Holiday Pay Expense		-				-
502510	Vacation Pay Expense	330,799.21	335,761.88	167,880.94	346,405.20	360,076.00	13,670.80
502600	SDI Reimbursement Expense	30,463.31	26,957.18	13,478.59	59,977.13	36,017.24	(23,959.89)
502630	EE Bond Expense		-				-
502690	Jury Duty Leave Expense	10,078.18	6,295.92	3,147.96	13,456.41	14,005.57	549.16
502720	Military Duty Leave Expense	4,939.20	7,286.40	3,643.20			-
502780	Deferred Compensation Expense	129,111.60	120,392.20	60,196.10	25,077.78	129,562.46	104,484.68
502790	Bonus Pay		-				-
502880	Kaiser COPD	421,165.15	472,856.58	236,428.29	458,778.41	532,158.33	73,379.92
<b>TOTAL FRINGE BENEFITS</b>		<b>2,616,023.32</b>	<b>2,601,246.62</b>	<b>1,300,623.31</b>	<b>2,669,492.98</b>	<b>2,850,629.06</b>	<b>181,136.08</b>
503060	Professional & Technical Fees		-		-	-	-
503110	Contract Maintenance Services	128,532.27	148,189.28	74,094.64	182,000.00	148,189.20	(33,810.80)
503160	Custodial Services Expense	84,252.24	84,252.24	42,126.12	82,000.00	114,252.00	32,252.00
503210	Security Services Expense		-				-
503260	Fare Collection Service Expense		-				-
503310	Contract Labor Expense	27,755.66	-	-	15,000.00	-	(15,000.00)
503360	Employee Physicals Expense		-				-
503990	Other Services	35,036.21	4,639.10	2,319.55	58,180.00	4,639.00	(53,541.00)
<b>TOTAL SERVICES</b>		<b>275,576.38</b>	<b>237,080.62</b>	<b>118,540.31</b>	<b>337,180.00</b>	<b>267,080.20</b>	<b>(70,099.80)</b>
504000	Discounts Received		-				-
504010	Bus & Other Rolling Stock Parts	2,687,707.03	2,660,333.24	1,330,166.62	2,900,000.00	2,681,608.00	(218,392.00)
504020	Tires & Tubes	8,972.19	3,128.12	1,564.06	7,500.00	3,128.00	(4,372.00)
504030	Preventative Maintenance		-				-
504060	Workshop Clearing Account	(643,660.54)	(510,168.76)	(255,084.38)	(500,000.00)	(500,000.00)	-

504090	LNG/CNG Fuels	4,129,666.21	3,563,519.38	1,781,759.69	3,672,019.00	4,022,835.56	350,816.56
504091	CNG Hedging Activities	76,323.79	24,150.00	12,075.00		25,000.00	25,000.00
504100	Gasoline	242,707.56	213,094.20	106,547.10	295,223.00	242,086.96	(53,136.04)
504110	Diesel Fuel	262.91	948.38	474.19	1,000.00	948.00	(52.00)
504120	Oil	124,404.57	30,275.96	15,137.98	68,175.00	47,600.00	(20,575.00)
504130	Lubricants & Chemicals	126,140.41	750.72	375.36	51,825.00	17,713.00	(34,112.00)
504140	CNG Fuel Tax Credit	(636,507.85)	-		-	-	-
504190	Computer Supplies		-				-
504200	Washer & Cleaner Supplies	94,019.80	77,329.60	38,664.80	87,500.00	77,329.00	(10,171.00)
504210	Office Supplies	7,543.33	6,946.24	3,473.12	12,000.00	6,946.00	(5,054.00)
504220	Small Tools	23,894.54	14,971.48	7,485.74	26,000.00	14,971.00	(1,029.00)
504230	Clothing & Safety Supplies	54,546.78	33,015.64	16,507.82	71,200.00	55,546.00	(15,654.00)
504240	Tool Allowance	19,244.35	15,711.14	7,855.57	22,000.00	15,711.00	(6,289.00)
504900	Price Variance	(3,205.96)	(16,155.24)	(8,077.62)	-	-	-
504910	Inventory Adjustment	2,106.80	4,200.74	2,100.37	20,000.00	2,000.00	(18,000.00)
504990	Other Materials & Supplies		-			-	-
<b>TOTAL MATERIALS &amp; SUPPLIES</b>		<b>6,314,165.92</b>	<b>6,122,050.84</b>	<b>3,061,025.42</b>	<b>6,734,442.00</b>	<b>6,713,422.52</b>	<b>(21,019.48)</b>
505020	Util Other than Propulsion Power	544,461.86	456,661.28	228,330.64	721,050.00	456,661.28	(264,388.72)
505030	Telephone		-		-	-	-
505040	Data Communication Lines		-		-	-	-
505060	Repairs & Maint - Buildings	739,602.02	688,900.00	293,740.45	688,900.00	688,900.00	-
505110	Repairs & Maint - Equipment	17,210.38	22,460.98	11,230.49	18,000.00	22,460.00	4,460.00
505160	Repairs & Maint - Office Equipment	10,266.16	5,265.00	2,632.50	8,000.00	5,265.00	(2,735.00)
505170	R & M Software [Contracts]		-		-	-	-
505210	Repairs & Maint Grounds	44,596.97	52,587.74	26,293.87	48,000.00	52,587.74	4,587.74
505230	Repairs & Maint Stops & Stations		-		-	-	-
505960	Other Occupancy Expense		-				-
<b>TOTAL OCCUPANCY</b>		<b>1,356,137.39</b>	<b>1,225,875.00</b>	<b>562,227.95</b>	<b>1,483,950.00</b>	<b>1,225,874.02</b>	<b>(258,075.98)</b>
506110	Property/Official & Emp Liab Insurance		-			-	-
506160	General Liab & Veh Liab/Loss Insurance		-			-	-
506180	General Auto PD/PL Uninsured Ded/IBNR		-		-	-	-
506310	Worker's Comp Excess/Employer's Liab Ex		-			-	-
506360	Worker's Comp Self Insured IBNR		-			-	-
506960	General Liability/Loss IBNR		-			-	-
<b>TOTAL CASUALTY &amp; LIABILITY</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
507040	Vehicle Licence Registration Fees		-			-	-
507050	Fuel & Lubricant taxes		-		-	-	-
507990	Other Taxes		-		-	-	-
<b>TOTAL TAXES</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
508220	Purchased Transportation		-			-	-
508900	Purch Trans Lease Cost - LTF		-		-	-	-
508990	Purch Trans Lease Cost - FTA		-		-	-	-
<b>TOTAL PURCH TRANSPORT</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



Continued from previous page

GL ACCT CODE	DESCRIPTION	A	B	C	D	E	F
		FY12 Act	FY13 YE EST	FY 13YTD Dec	FY 13 ANNUAL BUDGET	FY14 Proposed Bud	Variance FY14 to FY13
509230	Printing Charges		-	-	400.00	-	(400.00)
<b>TOTAL PRINTING &amp; ADVERTISING</b>		-	-	-	<b>400.00</b>	-	<b>(400.00)</b>
508000	Interest Expense		-		-		-
509010	Memberships, Dues, Pub, Subscript	4,897.79	2,152.10	1,076.05	2,820.00	2,152.00	(668.00)
509020	Travel & Meetings	46,323.64	18,287.84	9,143.92	34,500.00	18,287.00	(16,213.00)
509030	Postage and Express Mail	(1,578.00)	-				-
509070	Bad Debt expense /NSF		-		-	-	-
509100	Bus Pass Sales Discounts		-		-	-	-
509200	Safety Training		46.00	23.00	2,800.00	46.00	(2,754.00)
509210	Employee Training	50.20					
509220	Educational Reimbursements	6,773.29	13,688.46	6,844.23	22,000.00	13,688.00	(8,312.00)
509240	Outside Freight	89.83	-		9,000.00	-	(9,000.00)
509250	Bank charges		-		-	-	-
509260	Employee Recognition	7,644.58	10,943.04	5,471.52	12,500.00	10,943.00	(1,557.00)
509970	PO Invoice Over Under		-				-
509990	Other Miscellaneous Expense		-				-
590300	Distributed Labor - Maintenance - Direc	(133,204.61)	(102,605.16)	(51,302.58)		(102,605.16)	(102,605.16)
590400	Allocated Indirect Labor & Benefits		-			-	-
<b>TOTAL MISCELLANEOUS EXPENSE</b>		<b>(69,003.28)</b>	<b>(57,487.72)</b>	<b>(28,743.86)</b>	<b>83,620.00</b>	<b>(57,489.16)</b>	
512340	Leases/Rentals - Other		-			-	-
512400	Capital Lease - Tires	474,043.65	416,782.36	208,391.18	492,645.00	416,782.36	(75,862.64)
<b>TOTAL LEASES &amp; RENTALS</b>		<b>474,043.65</b>	<b>416,782.36</b>	<b>208,391.18</b>	<b>492,645.00</b>	<b>416,782.36</b>	
513200	Deprec Exp - Bus Shelters		-				-
513210	Deprec Exp - Buildings		-				-
513220	Deprec Exp - Building Improvements		-				-
513230	Deprec Exp - Land Improvements		-				-
513300	Deprec Exp - Support Vehicles		-				-
513310	Deprec Exp - Fixed Route Revenue Vehicle		-				-
513320	Deprec Exp - Access Revenue Vehicles		-				-
513400	Deprec Exp - Furniture and Fixtures		-				-
513410	Deprec Exp - Machinery and Shop Equipme		-				-
513420	Deprec Exp - Office Equipment		-		-	-	-
513430	Deprec Exp - Computers and Software		-				-
<b>TOTAL DEPRECIATION</b>		-	-	-	-	-	-
564900	Capital Purch expense - Local		-		-	-	-
564960	Pass Through To Other Agency						-
564990	Capital Purch expense - Federal		-				-
<b>TOTAL CAPITAL PURCH EXPENSE</b>		-	-	-	-	-	-
<b>TOTAL EXPENSES</b>		<b>15,304,059.78</b>	<b>14,821,799.32</b>	<b>7,360,190.11</b>	<b>16,090,823.65</b>	<b>15,728,067.83</b>	<b>(145,784.02)</b>

# Administration



FISCAL SUMMARY BY PROGRAM				
	2011-2012 ACTUAL	2012-2013 ADOPTED	2013-2014 PROPOSED	\$ / % Change FY 2013-2014
Salaries and Benefits	752,569	737,402	743,417	6,016 0.82%
Services	216,651	887,000	855,000	(32,000) -3.61%
Material and Supplies	6,510	14,500	14,500	- 0.00%
Occupancy	-	2,500	2,500	- 0.00%
Casualty and Liability	-	-	-	-
Taxes	-	-	-	-
Purchased Transport	-	-	-	-
Printing and Advertising	21,393	28,300	28,300	- 0.00%
Miscellaneous Expenses	176,115	173,500	173,500	- 0.00%
Leases and Rentals	-	-	-	-
<b>SUBTOTAL</b>	<b>1,173,238</b>	<b>1,843,202</b>	<b>1,817,217</b>	<b>(25,984) -1.41%</b>
Depreciation	-	-	-	-
<b>SUBTOTAL</b>	<b>1,173,238</b>	<b>1,843,202</b>	<b>1,817,217</b>	<b>(25,984) -1.41%</b>
<b>GRAND TOTAL **</b>	<b>1,173,238</b>	<b>1,843,202</b>	<b>1,817,217</b>	<b>(25,984) -1.41%</b>

\*\* Less Depreciation

The Administration department budget currently includes budgets for the CEO/General Manager, the Chief Financial Officer, the Director of Internal Audit Services 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. The Chief Financial Officer reports to the CEO/General Manager and is responsible for the administrative aspects of the agency. The CFO has responsibility for finance, procurement and information technology. The Director of Internal Audit Services

reports to the CEO/General Manager and is responsible for all internal audit functions. This position is responsible for determining risk assessments and appropriate internal audits. The Director of Internal Audit Services also reports indirectly to the Board of Directors, Administrative & Finance Committee which also is the audit committee.



# Expense Report For Administration

EXPENSE REPORT FOR ADMINISTRATION						
GL ACCT CODE	DESCRIPTION	A FY12 Act	B FY13 YE EST	C FY 13YTD Dec	D FY 13 ANNUAL BUDGET	F Variance FY14 to FY13
501100	Regular Pay - Operators		-			0.00
501130	Regular Pay - Others	491,905.47	508,911.06	254,455.53	481,925.44	0.00
501310	Overtime Pay - Operator		-			0.00
501340	Overtime Pay - Other		-			0.00
<b>TOTAL SALARIES</b>		<b>491,905.47</b>	<b>508,911.06</b>	<b>254,455.53</b>	<b>481,925.44</b>	<b>0.00</b>
502210	PERS Employer Expense	61,266.94	59,885.00	29,942.50	61,865.18	(2,677.73)
502240	PERS Reimbursement Expense	38,718.32	39,518.34	19,759.17	39,119.81	(275.62)
502270	PacificCare COPD	17,901.89	18,459.58	9,229.79	19,910.35	1,557.60
502320	Health Saving Acct Expense		-			0.00
502330	Life Insurance Expense	2,827.95	2,698.70	1,349.35	3,381.30	0.00
502360	Employers Medicare Tax Expense	8,651.98	9,187.56	4,593.78	8,103.39	(57.09)
502370	LTD CO PD Expense	6,755.82	6,621.26	3,310.63	7,261.02	90.48
502390	Unemployment Insurance expense		-			0.00
502420	Workers Compensation Expense		-			0.00
502450	Sick Leave Expense	23,538.95	5,931.12	2,965.56	25,793.28	(181.72)
502480	Holiday Pay Expense	23,174.08	30,129.60	15,064.80	23,643.84	(166.58)
502490	Floating Holiday Pay Expense		-			0.00
502510	Vacation Pay Expense	33,856.54	33,670.46	16,835.23	25,340.80	5,570.97
502600	SDI Reimbursement Expense	3,839.97	2,556.72	1,278.36	6,706.25	(47.25)
502630	EE Bond Expense		-			0.00
502690	Jury Duty Leave Expense		355.50	177.75	2,149.44	(15.14)
502720	Military Duty Leave Expense		-			0.00
502780	Deferred Compensation Expense	15,445.30	15,585.64	7,792.82	5,109.78	0.00
502790	Bonus Pay		-			0.00
502880	Kaiser COPD	24,685.64	24,116.64	12,058.32	27,091.68	2,217.60
<b>TOTAL FRINGE BENEFITS</b>		<b>260,663.38</b>	<b>248,716.12</b>	<b>124,358.06</b>	<b>255,476.12</b>	<b>6,015.51</b>
503060	Professional & Technical Fees	83,020.26	205,000.00	28,055.30	205,000.00	0.00
503110	Contract Maintenance Services		-		0.00	0.00
503160	Custodial Services Expense		-		0.00	0.00
503210	Security Services Expense		-		0.00	0.00
503260	Fare collection service expense		-		0.00	0.00
503310	Contract Labor Expense		-		0.00	0.00
503360	Employee Physicals Expense		-		0.00	0.00
503990	Other Services	133,630.78	682,000.00	64,295.27	650,000.00	(32,000.00)
<b>TOTAL SERVICES</b>		<b>216,651.04</b>	<b>887,000.00</b>	<b>92,350.57</b>	<b>887,000.00</b>	<b>(32,000.00)</b>
504000	Discounts Received		-			0.00
504010	Bus & Other Rolling Stock Parts		-		0.00	0.00
504020	Tire s & Tubes		-		0.00	0.00
504030	Preventative Maintenance		-		0.00	0.00
504060	Workshop Clearing Account		-		0.00	0.00

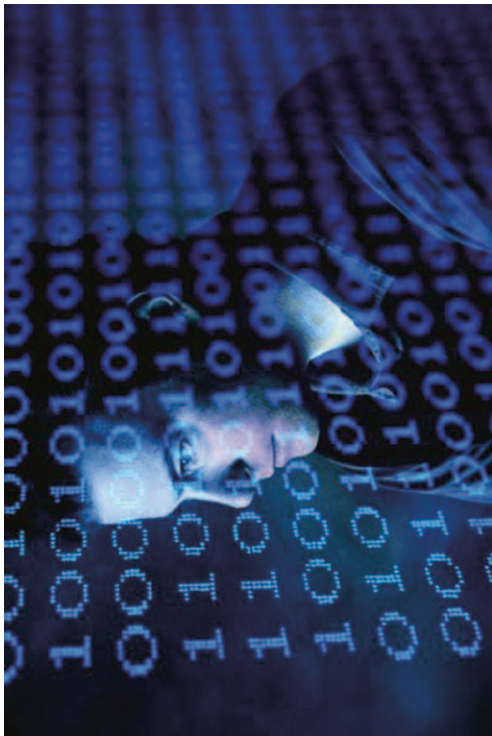
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GL ACCT CODE	DESCRIPTION	A FY12 Act	B FY13 YE EST	C FY 13YTD Dec	D FY 13 ANNUAL BUDGET	E FY14 Proposed Bud	F Variance FY14 to FY13
509230	Printing Charges		300.00		300.00	300.00	0.00
<b>TOTAL PRINTING &amp; ADVERTISING</b>		<b>21,392.88</b>	<b>28,300.00</b>	-	<b>28,300.00</b>	<b>28,300.00</b>	<b>0.00</b>
508000	Interest Expense		-		0.00	0.00	0.00
509010	Memberships, Dues, Pub, Subscript	60,455.20	89,391.44	44,695.72	75,000.00	75,000.00	0.00
509020	Travel & Meetings	104,615.54	76,335.50	38,167.75	89,000.00	89,000.00	0.00
509030	Postage and Express Mail		-		0.00	0.00	0.00
509070	Bad Debt expense /NSF		-		0.00	0.00	0.00
509100	Bus Pass Sales Discounts		-		0.00	0.00	0.00
509200	Safety Training		-		0.00	0.00	0.00
509210	Employee Training	9,018.75	5,500.00		5,500.00	5,500.00	0.00
509220	Educational Reimbursements		-		0.00	0.00	0.00
509240	Outside Freight		-		0.00	0.00	0.00
509250	Bank charges		-		0.00	0.00	0.00
509260	Employee Recognition		1,000.00		1,000.00	1,000.00	0.00
	PO Invoice Over Under		-				0.00
509990	Other Miscellaneous Expense	2,025.36	3,000.00	435.04	3,000.00	3,000.00	0.00
590300	Distributed Labor - Maintenance - Direc		-		0.00	0.00	0.00
590400	Allocated Indirect Labor & Benefits		-		0.00	0.00	0.00
<b>TOTAL MISCELLANEOUS EXPENSE</b>		<b>176,114.85</b>	<b>175,226.94</b>	<b>83,298.51</b>	<b>173,500.00</b>	<b>173,500.00</b>	
512340	Leases/Rentals - Other		-		0.00		0.00
512400	Capital Lease - Tires		-		0.00		0.00
<b>TOTAL LEASES &amp; RENTALS</b>		-	-	-	-	-	
513200	Deprec Exp - Bus Shelters		-				0.00
513210	Deprec Exp - Buildings		-				0.00
513220	Deprec Exp - Building Improvements		-				0.00
513230	Deprec Exp - Land Improvements		-				0.00
513300	Deprec Exp - Support Vehicles		-				0.00
513310	Deprec Exp - Fixed Route Revenue Vehicle		-				0.00
513320	Deprec Exp - Access Revenue Vehicles		-				0.00
513400	Deprec Exp - Furniture and Fixtures		-				0.00
513410	Deprec Exp - Machinery and Shop Equipme		-				0.00
513420	Deprec Exp - Office Equipment		-				0.00
513430	Deprec Exp - Computers and Software		-				0.00
<b>TOTAL DEPRECIATION</b>		-	-	-	-	-	-
564900	Capital Purch expense - Local		-				0.00
564960	Pass Through To Other Agency						0.00
564990	Capital Purch expense - Federal		-				0.00
<b>TOTAL CAPITAL PURCH EXPENSE</b>		-	-	-	-	-	-
<b>TOTAL EXPENSES</b>		<b>1,173,237.94</b>	<b>1,865,154.12</b>	<b>557,265.63</b>	<b>1,843,201.56</b>	<b>1,817,217.08</b>	<b>(25,984.49)</b>

# Information Technology Services



The Information Technology Services department is charged with managing all fixed based technology deployed at Omnitrans. The Information Technology Services department supports over 50 applications. For each system, a level of ITS support has been identified by the IT Steering Committee. By policy, ITS replaces 25% of the personal computers due to maintenance and software problems. A Computer training facility has been established. The Director of IT chairs the Information Systems Steering Committee which meets monthly.

Servers Supported: 75

Desktops Supported: 225

Printers Supported: 50

Copiers Supported: 10

Phone Systems Supported: 4

Local Area Networks Supported: 5

FISCAL SUMMARY BY PROGRAM				
	2011-2012 ACTUAL	2012-2013 ADOPTED	2013-2014 PROPOSED	\$ / % Change FY 2013-2014
Salaries and Benefits	564,908	412,300	494,426	82,126 19.92%
Services	605,460	609,800	669,800	60,000 9.84%
Material and Supplies	47,053	31,500	27,500	(4,000) -12.70%
Occupancy	1,124,535	1,144,000	1,835,129	691,129 60.41%
Casualty and Liability	-	-	-	-
Taxes	-	-	-	-
Purchased Transport	-	-	-	-
Printing and Advertising	-	-	-	-
Miscellaneous Expenses	70,939	81,000	17,387	(63,613) -78.53%
Leases and Rentals	-	-	-	-
<b>SUBTOTAL</b>	<b>2,412,896</b>	<b>2,278,600</b>	<b>3,044,242</b>	<b>765,642 33.60%</b>
Depreciation	-	-	-	-
<b>SUBTOTAL</b>	<b>2,412,896</b>	<b>2,278,600</b>	<b>3,044,242</b>	<b>765,642 33.60%</b>
<b>GRAND TOTAL **</b>	<b>2,412,896</b>	<b>2,278,600</b>	<b>3,044,242</b>	<b>765,642 33.60%</b>

\*\* Less Depreciation



# Expense Report For Info Tech

EXPENSE REPORT FOR INFO TECH							
GL ACCT CODE	DESCRIPTION	A FY12 Act	B FY13 YE EST	C FY 13YTD Dec	D FY 13 ANNUAL BUDGET	E FY14 Proposed Bud	F Variance FY14 to FY13
501100	Regular Pay - Operators		-				0.00
501130	Regular Pay - Others	357,764.81	258,527.06	129,263.53	251,830	323,718	71,888.46
501310	Overtime Pay - Operator		-			0.00	0.00
501340	Overtime Pay - Other		-			0.00	0.00
TOTAL SALARIES		357,764.81	258,527.06	129,263.53	251,829.66	323,718.12	71,888.46
502210	PERS Employer Expense	43,590.91	29,287.96	14,643.98	32,257.60	37,287.31	5,029.71
502240	PERS Reimbursement Expense	27,545.83	19,327.88	9,663.94	20,397.76	24,577.78	4,180.02
502270	PacificCare COPD	60,199.97	40,262.16	20,131.08	52,188.88	45,913.34	(6,275.54)
502320	Health Saving Acct Expense		-			0.00	0.00
502330	Life Insurance Expense	1,716.42	1,152.36	576.18	1,551.42	1,550.16	(1.26)
502360	Employers Medicare Tax Expense	5,836.26	4,306.36	2,153.18	4,225.25	5,393.84	1,168.59
502370	LTD CO PD Expense	4,043.34	2,851.06	1,425.53	3,209.65	3,764.44	554.79
502390	Unemployment Insurance Expense		-			0.00	0.00
502420	Workers Compensation Expense		-			0.00	0.00
502450	Sick Leave Expense	17,273.33	6,263.50	3,131.75	13,449.07	9,724.97	(3,724.10)
502480	Holiday Pay Expense	17,345.43	12,793.06	6,396.53	12,328.32	15,966.08	3,637.76
502490	Floating Holiday Pay Expense		-			0.00	0.00
502510	Vacation Pay Expense	17,982.86	9,358.08	4,679.04	12,668.76	12,242.64	(426.12)
502600	SDI Reimbursement Expense	4,168.99	2,620.42	1,310.21	3,496.76	3,520.40	23.64
502630	EE Bond Expense		-			0.00	0.00
502690	Jury Duty Leave Expense	264.15	-	-	1,120.76	0.00	(1,120.76)
502720	Military Duty Leave Expense		-			0.00	0.00
502780	Deferred Compensation Expense	4,299.82	4,479.02	2,239.51	3,575.87	4,479.02	903.15
502790	Bonus Pay		-			-	0.00
502880	Kaiser COPD	2,876.13	6,287.76	3,143.88	-	6,287.76	6,287.76
TOTAL FRINGE BENEFITS		207,143.44	138,989.62	69,494.81	160,470.09	170,707.74	10,237.65
503060	Professional & Technical Fees	605,460.48	585,558.12	292,779.06	609,800.00	669,800.00	60,000.00
503110	Contract Maintenance Services		-		0.00	0.00	0.00
503160	Custodial Services Expense		-		0.00	0.00	0.00
503210	Security Services Expense		-		0.00	0.00	0.00
503260	Fare Collection Service Expense		-		0.00	0.00	0.00
503310	Contract Labor Expense		-		0.00	0.00	0.00
503360	Employee Physicals Expense		-		0.00	0.00	0.00
503990	Other Services		-		0.00	0.00	0.00
TOTAL SERVICES		605,460.48	585,558.12	292,779.06	609,800.00	669,800.00	60,000.00
504000	Discounts Received		-				0.00
504010	Bus & Other Rolling Stock Parts		-		0.00	0.00	0.00
504020	Tires & Tubes		-		0.00	0.00	0.00
504030	Preventative Maintenance		-		0.00	0.00	0.00
504060	Workshop clearing account		-		0.00	0.00	0.00
504090	LNG/CNG Fuels		-		0.00	0.00	0.00

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GL ACCT CODE	DESCRIPTION	A FY12 Act	B FY13 YE EST	C FY 13YTD Dec	D FY 13 ANNUAL BUDGET	E FY14 Proposed Bud	F Variance FY14 to FY13
<b>TOTAL PRINTING &amp; ADVERTISING</b>							
508000	Interest Expense		-		0.00	0.00	0.00
509010	Memberships, Dues, Pub, Subscript		-		0.00	0.00	0.00
509020	Travel & Meetings	11,919.14	3,135.38	1,567.69	12,000.00	3,135.00	(8,865.00)
509030	Postage and Express Mail		-		0.00	0.00	0.00
509070	Bad Debt Expense /NSF		-		0.00	0.00	0.00
509100	Bus Pass Sales Discounts		-		0.00	0.00	0.00
509200	Safety Training	4,976.18	4,752.72	2,376.36	5,000.00	4,752.00	(248.00)
509210	Employee Training	54,043.66	9,449.02	4,724.51	64,000.00	9,500.00	(54,500.00)
509220	Educational Reimbursements		-		0.00	0.00	0.00
509240	Outside Freight		-		0.00	0.00	0.00
509250	Bank charges		-		0.00	0.00	0.00
509260	Employee Recognition		-		0.00	0.00	0.00
	PO Invoice Over Under		-		0.00	0.00	0.00
509990	Other Miscellaneous Expense		-		0.00	0.00	0.00
590300	Distributed Labor - Maintenance - Direc		-		0.00	0.00	0.00
590400	Allocated Indirect Labor & Benefits		-		0.00	0.00	0.00
<b>TOTAL MISCELLANEOUS EXPENSE</b>		<b>70,938.98</b>	<b>17,337.12</b>	<b>8,668.56</b>	<b>81,000.00</b>	<b>17,387.00</b>	
512340	Leases/Rentals - Other		-		0.00	0.00	0.00
512400	Capital Lease - Tires		-		0.00	0.00	0.00
<b>TOTAL LEASES &amp; RENTALS</b>							
513200	Deprec Exp - Bus Shelters		-				0.00
513210	Deprec Exp - Buildings		-				0.00
513220	Deprec Exp - Building Improvements		-				0.00
513230	Deprec Exp - Land Improvements		-				0.00
513300	Deprec Exp - Support Vehicles		-				0.00
513310	Deprec Exp - Fixed Route Revenue Vehicle		-				0.00
513320	Deprec Exp - Access Revenue Vehicles		-				0.00
513400	Deprec Exp - Furniture and Fixtures		-				0.00
513410	Deprec Exp - Machinery and Shop Equipme		-				0.00
513420	Deprec Exp - Office Equipment		-				0.00
513430	Deprec Exp - Computers and Software		-				0.00
<b>TOTAL DEPRECIATION</b>							
564900	Capital Purch expense - Local		-				0.00
564960	Pass Through To Other Agency		-				0.00
564990	Capital Purch expense - Federal		-				0.00
<b>TOTAL CAPITAL PURCH EXPENSE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENSES</b>		<b>2,412,895.74</b>	<b>2,155,654.44</b>	<b>1,077,827.22</b>	<b>2,278,599.75</b>	<b>3,044,242.12</b>	<b>829,255.37</b>

# Marketing



The Marketing department is responsible for coordinating and enhancing the flow of information about Omnitrans programs, projects, services, activities, and decisions:

- Between Omnitrans and current and potential customers
- Between Omnitrans and the media/press
- Between Omnitrans and the community

This includes continued and improved efforts to increase ridership and revenue to achieve agency goals. This department serves as an internal technical communications consultant to the organization. The department is responsible for preparing informational materials to support transit operations: bus schedules, how-to guides, fare media information, etc. Marketing prepares and distributes Omnitrans internal and external newsletters and manages the Omnitrans web site to communicate Omnitrans services, programs and employment opportunities. Marketing also manages customer service functions in an effort to maintain high levels of customer satisfaction and manages and maintains Omnitrans bus stop amenities.

FISCAL SUMMARY BY PROGRAM				
	2011-2012 ACTUAL	2012-2013 ADOPTED	2013-2014 PROPOSED	\$ / % Change FY 2013-2014
Salaries and Benefits	1,290,034	1,432,169	1,493,805	61,636 4.30%
Services	50,459	69,050	49,900	(19,150) -27.73%
Material and Supplies	6,584	7,200	7,100	(100) -1.39%
Occupancy	38,650	66,350	57,700	(8,650) -13.04%
Casualty and Liability	-	-	-	-
Taxes	-	-	-	-
Purchased Transport	-	-	-	-
Printing and Advertising	845,700	860,200	846,083	(14,117) -1.64%
Miscellaneous Expenses	95,803	100,500	118,300	17,800 17.71%
Leases and Rentals	-	-	-	-
<b>SUBTOTAL</b>	<b>2,327,230</b>	<b>2,535,469</b>	<b>2,572,888</b>	<b>37,419 1.48%</b>
Depreciation	-	-	-	-
<b>SUBTOTAL</b>	<b>2,327,230</b>	<b>2,535,469</b>	<b>2,572,888</b>	<b>37,419 1.48%</b>
<b>GRAND TOTAL **</b>	<b>2,327,230</b>	<b>2,535,469</b>	<b>2,572,888</b>	<b>37,419 1.48%</b>

\*\* Less Depreciation



# Expense Report For Marketing

EXPENSE REPORT FOR MARKETING							
GL ACCT CODE	DESCRIPTION	A FY12 Act	B FY13 YE EST	C FY 13YTD Dec	D FY 13 ANNUAL BUDGET	E FY14 Proposed Bud	F Variance FY14 to FY13
501100	Regular Pay - Operators		-				0.00
501130	Regular Pay - Others	774,704.88	828,610.22	414,305.11	819,515.96	855,945.66	36,429.70
501310	Overtime Pay - Operator		-				0.00
501340	Overtime Pay - Other	694.18	146.14	73.07	0.00	0.00	0.00
TOTAL SALARIES		775,399.06	828,756.36	414,378.18	819,515.96	855,945.66	36,429.70
502210	PERS Employer Expense	98,208.34	100,521.06	50,260.53	108,435.59	109,733.97	1,298.38
502240	PERS Reimbursement Expense	58,579.68	59,421.40	29,710.70	68,568.12	72,017.42	3,449.29
502270	PacificCare COPD	79,688.65	87,656.68	43,828.34	85,753.54	106,264.14	20,510.60
502320	Health Saving Acct Expense		-				0.00
502330	Life Insurance Expense	3,354.92	3,459.68	1,729.84	4,974.84	5,064.16	89.32
502360	Employers Medicare Tax Expense	13,706.09	14,867.24	7,433.62	14,203.40	14,917.89	714.50
502370	LTD CO PD Expense	4,372.66	4,452.76	2,226.38	4,758.78	4,949.10	190.32
502390	Unemployment Insurance expense		-				0.00
502420	Workers Compensation Expense		-				0.00
502450	Sick Leave Expense	40,395.84	22,320.14	11,160.07	46,605.12	48,052.63	1,447.51
502480	Holiday Pay Expense	36,560.43	48,159.68	24,079.84	42,721.36	44,048.24	1,326.88
502490	Floating Holiday Pay Expense		-				0.00
502510	Vacation Pay Expense	63,700.76	49,430.06	24,715.03	66,818.40	68,376.52	1,558.12
502600	SDI Reimbursement Expense	7,528.45	6,982.70	3,491.35	11,754.54	12,345.84	591.31
502630	EE Bond Expense		-				0.00
502690	Jury Duty Leave Expense	3,570.21	-		3,883.76	4,004.39	120.63
502720	Military Duty Leave Expense		-				0.00
502780	Deferred Compensation Expense	39,067.73	40,603.48	20,301.74	65,922.23	70,751.73	4,829.50
502790	Bonus Pay		-				0.00
502880	Kaiser COPD	65,901.25	67,232.82	33,616.41	88,253.35	77,332.99	(10,920.36)
TOTAL FRINGE BENEFITS		514,635.01	505,107.70	252,553.85	612,653.02	637,859.01	25,205.99
503060	Professional & Technical Fees						
503110	Contract Maintenance Services	48,743.94	53,223.76	26,611.88	66,550.00	47,400.00	(19,150.00)
503160	Custodial Services Expense		-		0.00	0.00	0.00
503210	Security Services Expense		-		0.00	0.00	0.00
503260	Fare Collection Service Expense		-		0.00	0.00	0.00
503310	Contract Labor Expense	1,714.75	1,929.00	964.50	2,500.00	2,500.00	0.00
503360	Employee Physicals Expense		-			0.00	0.00
503990	Other Services		-			0.00	0.00
TOTAL SERVICES		50,458.69	55,152.76	27,576.38	69,050.00	49,900.00	(19,150.00)
504000	Discounts Received		-				0.00
504010	Bus & Other Rolling Stock Parts		-			0.00	0.00
504020	Tire s & Tubes		-			0.00	0.00
504030	Preventative Maintenance		-			0.00	0.00

504060	Workshop Clearing Account		-						0.00	0.00
504090	LNG/CNG Fuels		-						0.00	0.00
504091	CNG Hedging Activities									0.00
504100	Gasoline		-						0.00	0.00
504110	Diesel Fuel		-						0.00	0.00
504120	Oil		-						0.00	0.00
504130	Lubricants & Chemicals		-						0.00	0.00
504140	CNG Fuel Tax Credit		-						0.00	0.00
504190	Computer Supplies		-						0.00	0.00
504200	Washer & Cleaner Supplies		-						0.00	0.00
504210	Office Supplies	4,550.60	4,629.26	2,314.63	4,500.00			4,500.00		0.00
504220	Small Tools		-		0.00			0.00		0.00
504230	Clothing & Safety Supplies	2,033.62	1,546.52	773.26	2,700.00			2,600.00		(100.00)
504240	Tool Allowance		-					0.00		0.00
504900	Price Variance		-					0.00		0.00
504910	Inventory Adjustment		-					0.00		0.00
504990	Other Materials & Supplies		-					0.00		0.00
<b>TOTAL MATERIALS &amp; SUPPLIES</b>		<b>6,584.22</b>	<b>6,175.78</b>	<b>3,087.89</b>	<b>7,200.00</b>			<b>7,100.00</b>		<b>(100.00)</b>
505020	Utility Other than Propulsion Power		-		0.00			0.00		0.00
505030	Telephone		-		0.00			0.00		0.00
505040	Data communication Lines		-		0.00			0.00		0.00
505060	Repairs & Maint - Buildings		-		0.00			0.00		0.00
505110	Repairs & Maint - Equipment		-		0.00			0.00		0.00
505160	Repairs & Maint - Office Equipment	4,525.72	7,005.38	3,502.69	10,600.00			8,700.00		(1,900.00)
505170	R & M Software [Contracts]		-		0.00			0.00		0.00
505210	Repairs & Maint Grounds		-		0.00			0.00		0.00
505230	Repairs & Maint Stops & Stations	34,124.52	50,648.96	25,324.48	55,750.00			49,000.00		(6,750.00)
505960	Other Occupancy Expense		-							0.00
<b>TOTAL OCCUPANCY</b>		<b>38,650.24</b>	<b>57,654.34</b>	<b>28,827.17</b>	<b>66,350.00</b>			<b>57,700.00</b>		<b>(8,650.00)</b>
506110	Property/Official & Emp Liab Insurance		-					0.00		0.00
506160	Gen Liab & Veh Liab/Loss Insurance		-					0.00		0.00
506180	General Auto PD/PL Uninsured Ded/IBNR		-					0.00		0.00
506310	Worker's Comp Excess/Employer's Liab Ex		-					0.00		0.00
506360	Worker's Comp Self Insured IBNR									0.00
506960	General Liability/Loss IBNR									0.00
<b>TOTAL CASUALTY &amp; LIABILITY</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>-</b>		<b>-</b>
507040	Vehicle License Registration Fees		-					0.00		0.00
507050	Fuel & Lubricant taxes		-					0.00		0.00
507990	Other Taxes		-					0.00		0.00
<b>TOTAL TAXES</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>-</b>		<b>-</b>
508220	Purchased Transportation		-					0.00		0.00
508900	Purch Trans Lease Cost - LTF		-					0.00		0.00
508990	Purch Trans Lease Cost - FTA		-					0.00		0.00
<b>TOTAL PURCH TRANSPORT</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>-</b>		<b>-</b>



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GL ACCT CODE	DESCRIPTION	A FY12 Act	B FY13 YE EST	C FY 13YTD Dec	D FY 13 ANNUAL BUDGET	E FY14 Proposed Bud	F Variance FY14 to FY13
509230	Printing Charges	223,967.82	217,000.00	71,323.33	217,000.00	201,000.00	(16,000.00)
<b>TOTAL PRINTING &amp; ADVERTISING</b>		<b>845,699.87</b>	<b>842,000.00</b>	<b>189,891.52</b>	<b>860,200.00</b>	<b>846,083.00</b>	<b>(14,117.00)</b>
508000	Interest Expense		-		0.00	0.00	0.00
509010	Memberships, Dues, Pub, Subscript	757.56	220.00	110.00	1,200.00	1,200.00	0.00
509020	Travel & Meetings	2,740.77	4,586.12	2,293.06	3,500.00	3,500.00	0.00
509030	Postage and Express Mail	22,209.60	22,248.28	11,124.14	18,000.00	21,000.00	3,000.00
509070	Bad Debt expense / NSF		-				0.00
509100	Bus Pass Sales Discounts	67,742.09	86,022.72	43,011.36	75,000.00	90,000.00	15,000.00
509200	Safety Training		-				0.00
509210	Employee Training	1,980.00	-	-	2,000.00	2,000.00	0.00
509220	Educational Reimbursements		-				0.00
509240	Outside Freight	99.52	82.24	41.12	300.00	100.00	(200.00)
509250	Bank Charges		-		0.00	0.00	0.00
509260	Employee Recognition	273.71	-		500.00	500.00	0.00
	PO Invoice Over Under		-		0.00	0.00	0.00
509990	Other Miscellaneous Expense		-			0.00	0.00
590300	Distributed Labor - Maintenance - Direc		-			0.00	0.00
590400	Allocated Indirect Labor & Benefits		-			0.00	0.00
<b>TOTAL MISCELLANEOUS EXPENSE</b>		<b>95,803.25</b>	<b>113,159.36</b>	<b>56,579.68</b>	<b>100,500.00</b>	<b>118,300.00</b>	
512340	Leases/Rentals - Other		-			0.00	0.00
512400	Capital Lease - Tires		-			0.00	0.00
<b>TOTAL LEASES &amp; RENTALS</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
513200	Deprec Exp - Bus Shelters		-				0.00
513210	Deprec Exp - Buildings		-				0.00
513220	Deprec Exp - Building Improvements		-				0.00
513230	Deprec Exp - Land Improvements		-				0.00
513300	Deprec Exp - Support Vehicles		-				0.00
513310	Deprec Exp - Fixed Route Revenue Vehicle		-				0.00
513320	Deprec Exp - Access Revenue Vehicles		-				0.00
513400	Deprec Exp - Furniture and Fixtures		-				0.00
513410	Deprec Exp - Machinery and Shop Equipme		-				0.00
513420	Deprec Exp - Office Equipment		-				0.00
513430	Deprec Exp - Computers and Software		-				0.00
<b>TOTAL DEPRECIATION</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
564900	Capital Purch expense - Local		-				0.00
564960	Pass Through To Other Agency		-				0.00
564990	Capital Purch expense - Federal		-				0.00
<b>TOTAL CAPITAL PURCH EXPENSE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENSES</b>		<b>2,327,230.34</b>	<b>2,408,006.30</b>	<b>972,894.67</b>	<b>2,535,468.98</b>	<b>2,572,887.67</b>	<b>19,618.69</b>

# Planning

The Planning Department's mission is to "Making Great Communities and Transit Happen." The department is responsible for developing short and long range plans, programs, policies and funding to accomplish Omnitrans' mission and vision. Within this context the department is organized into two primary functional units

- Service Planning/Scheduling and Development Services. The planning/scheduling function involves service planning, monitoring, scheduling, service policies/standards, coordination of service between neighboring transit agencies and evaluating service needs in cooperation with JPA members. The

development services unit is responsible for infrastructure planning, project development, construction, transit oriented development, land use and regional mobility planning in coordination with member agencies and various public and private entities. All of these key elements are recapitulated in the Short Range Transit Plan (SRTP) which is the primary financial, planning and service policy document of Omnitrans. The SRTP is developed and maintained by the Planning Department and it is typically updated every other year.

FISCAL SUMMARY BY PROGRAM					
	2011-2012 ACTUAL	2012-2013 ADOPTED	2013-2014 PROPOSED	\$ / % Change FY 2013-2014	
Salaries and Benefits	547,595	514,977	527,577	12,600	2.45%
Services	5,679	50,000	29,000	(21,000)	-42.00%
Material and Supplies	3,222	2,000	1,443	(557)	-27.85%
Occupancy	-	-	-	-	
Casualty and Liability	-	-	-	-	
Taxes	-	-	-	-	
Purchased Transport	-	-	-	-	
Printing and Advertising	3,556	12,500	1,736	(10,764)	-86.11%
Miscellaneous Expenses	16,341	26,500	11,801	(14,699)	-55.47%
Leases and Rentals	-	-	-	-	
<b>SUBTOTAL</b>	<b>576,394</b>	<b>605,977</b>	<b>571,557</b>	<b>(34,420)</b>	<b>-5.68%</b>
Depreciation	-	-	-	-	
<b>SUBTOTAL</b>	<b>576,394</b>	<b>605,977</b>	<b>571,557</b>	<b>(34,420)</b>	<b>-5.68%</b>
<b>GRAND TOTAL **</b>	<b>576,394</b>	<b>605,977</b>	<b>571,557</b>	<b>(34,420)</b>	<b>-5.68%</b>

\*\* Less Depreciation





# Expense Report For Planning

EXPENSE REPORT FOR PLANNING								
GL ACCT CODE	DESCRIPTION	A FY12 Act	B FY13 YE EST	C FY 13YTD Dec	D FY 13 ANNUAL BUDGET	E FY14 Proposed Bud	F Variance FY14 to FY13	
501100	Regular Pay - Operators		-		-	-	-	
501130	Regular Pay - Others	328,311.04	345,209.88	172,604.94	314,518.96	319,410.45	4,891.49	
501310	Overtime Pay - Operator		-		-	-	-	
501340	Overtime Pay - Other		-		-	-	-	
<b>TOTAL SALARIES</b>		<b>328,311.04</b>	<b>345,209.88</b>	<b>172,604.94</b>	<b>314,518.96</b>	<b>319,410.45</b>	<b>4,891.49</b>	
502210	PERS Employer Expense	40,420.04	39,793.48	19,896.74	40,961.39	40,268.54	(692.86)	
502240	PERS Reimbursement Expense	25,543.51	26,260.56	13,130.28	25,901.51	26,427.88	526.37	
502270	PacificCare COPD	13,491.16	13,916.06	6,958.03	15,009.72	16,197.72	1,188.00	
502320	Health Saving Acct Expense		-				-	
502330	Life Insurance Expense	1,372.85	1,317.28	658.64	1,591.20	1,591.20	-	
502360	Employers Medicare Tax Expense	5,503.76	6,003.58	3,001.79	5,365.31	5,474.35	109.03	
502370	LTD CO PD Expense	3,781.20	3,868.72	1,934.36	3,962.40	4,298.58	336.18	
502390	Unemployment Insurance expense		-				-	
502420	Workers Compensation Expense		-				-	
502450	Sick Leave Expense	26,586.44	5,121.90	2,560.95	17,077.92	17,424.97	347.05	
502480	Holiday Pay Expense	15,079.36	17,724.48	8,862.24	15,654.76	15,972.89	318.13	
502490	Floating Holiday Pay Expense		-				-	
502510	Vacation Pay Expense	38,164.96	26,965.12	13,482.56	21,346.80	23,280.71	1,933.91	
502600	SDI Reimbursement Expense	3,435.71	2,865.60	1,432.80	4,440.26	4,530.49	90.23	
502630	EE Bond Expense		-				-	
502690	Jury Duty Leave Expense		796.14	398.07	1,423.16	1,452.08	28.92	
502720	Military Duty Leave Expense		-				-	
502780	Deferred Compensation Expense	7,231.06	7,269.12	3,634.56	7,193.16	7,403.24	210.08	
502790	Bonus Pay		-				-	
502880	Kaiser COPD	38,673.53	37,932.72	18,966.36	40,530.60	43,843.80	3,313.20	
<b>TOTAL FRINGE BENEFITS</b>		<b>219,283.58</b>	<b>189,834.76</b>	<b>94,917.38</b>	<b>200,458.20</b>	<b>208,166.46</b>	<b>7,708.26</b>	
503060	Professional & Technical Fees		-		25,000.00	14,000.00	(11,000.00)	
503110	Contract Maintenance Services		-		-	-	-	
503160	Custodial Services Expense		-		-	-	-	
503210	Security Services Expense	-5.00	-		-	-	-	
503260	Fave collection service expense		-		-	-	-	
503310	Contract Labor Expense	5,684.35	(1,695.88)	(847.94)	25,000.00	15,000.00	(10,000.00)	
503360	Employee Physicals Expense		-				-	
503990	Other Services		-			-	-	
<b>TOTAL SERVICES</b>		<b>5,679.35</b>	<b>(1,695.88)</b>	<b>(847.94)</b>	<b>50,000.00</b>	<b>29,000.00</b>	<b>(21,000.00)</b>	
504000	Discounts Received		-				-	
504010	Bus & Other Rolling Stock Parts		-			-	-	
504020	Tire s & Tubes		-			-	-	
504030	Preventative Maintenance		-			-	-	
504060	Workshop Clearing Account		-			-	-	

504090	LNG/CNG Fuels	-	-	-	-	-	-	-	-
504091	CNG Hedging Activities	-	-	-	-	-	-	-	-
504100	Gasoline	-	-	-	-	-	-	-	-
504110	Diesel Fuel	-	-	-	-	-	-	-	-
504120	Oil	-	-	-	-	-	-	-	-
504130	Lubricants & Chemicals	-	-	-	-	-	-	-	-
504140	CNG Fuel Tax Credit	-	-	-	-	-	-	-	-
504190	Computer Supplies	-	-	-	-	-	-	-	-
504200	Washer & Cleaner Supplies	-	-	-	-	-	-	-	-
504210	Office Supplies	3,222.39	1,443.14	721.57	2,000.00	1,443.00	-	(557.00)	
504220	Small Tools	-	-	-	-	-	-	-	-
504230	Clothing & Safety Supplies	-	-	-	-	-	-	-	-
504240	Tool Allowance	-	-	-	-	-	-	-	-
504900	Price Variance	-	-	-	-	-	-	-	-
504910	Inventory Adjustment	-	-	-	-	-	-	-	-
504990	Other materials & supplies	-	-	-	-	-	-	-	-
<b>TOTAL MATERIALS &amp; SUPPLIES</b>		<b>3,222.39</b>	<b>1,443.14</b>	<b>721.57</b>	<b>2,000.00</b>	<b>1,443.00</b>	<b>-</b>	<b>(557.00)</b>	
505020	Utility Other than Propulsion Power	-	-	-	-	-	-	-	-
505030	Telephone	-	-	-	-	-	-	-	-
505040	Data communication Lines	-	-	-	-	-	-	-	-
505060	Repairs & Maint - Buildings	-	-	-	-	-	-	-	-
505110	Repairs & Maint - Equipment	-	-	-	-	-	-	-	-
505160	Repairs & Maint - Office Equipment	-	-	-	-	-	-	-	-
505170	R & M Software [Contracts]	-	-	-	-	-	-	-	-
505210	Repairs & Maint Grounds	-	-	-	-	-	-	-	-
505230	Repairs & Maint Stops & Satations	-	-	-	-	-	-	-	-
505960	Other Occupancy Expense	-	-	-	-	-	-	-	-
<b>TOTAL OCCUPANCY</b>									
506110	Prop/Official & Emp Liab Insurance	-	-	-	-	-	-	-	-
506160	Gen Liab & Veh Liab/Loss Insurance	-	-	-	-	-	-	-	-
506180	General Auto PD/PL Uninsured Ded/IBNR	-	-	-	-	-	-	-	-
506310	Worker's Comp Excess/Employee's Liab Ex	-	-	-	-	-	-	-	-
506360	Worker's Comp Self Insured IBNR	-	-	-	-	-	-	-	-
506960	General Liability/Loss IBNR	-	-	-	-	-	-	-	-
<b>TOTAL CASUALTY &amp; LIABILITY</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
507040	Vehicle License Registration Fees	-	-	-	-	-	-	-	-
507050	Fuel & Lubricant Taxes	-	-	-	-	-	-	-	-
507990	Other Taxes	-	-	-	-	-	-	-	-
<b>TOTAL TAXES</b>									
508220	Purchased Transportation	-	-	-	-	-	-	-	-
508900	Purch Trans Lease Cost - LTF	-	-	-	-	-	-	-	-
508990	Purch Trans Lease Cost - FTA	-	-	-	-	-	-	-	-
<b>TOTAL PURCH TRANSPORT</b>									



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GL ACCT CODE	DESCRIPTION	A	B	C	D	E	F
		FY12 Act	FY13 YE EST	FY 13YTD Dec	FY 13 ANNUAL BUDGET	FY14 Proposed Bud	Variance FY14 to FY13
509230	Printing Charges	1,435.72	1,736.64	868.32	10,000.00	1,736.00	(8,264.00)
<b>TOTAL PRINTING &amp; ADVERTISING</b>		<b>3,556.24</b>	<b>1,736.64</b>	<b>868.32</b>	<b>12,500.00</b>	<b>1,736.00</b>	<b>(10,764.00)</b>
508000	Interest Expense		-			-	-
509010	Memberships, Dues, Pub, Subscript	601.70	540.40	270.20	1,500.00	540.00	(960.00)
509020	Travel & Meetings	11,849.83	11,347.38	5,673.69	12,000.00	10,847.00	(1,153.00)
509030	Postage and Express Mail		-		-	-	-
509070	Bad Debt expense / NSF		-		-	-	-
509100	Bus Pass Sales Discounts		-		-	-	-
509200	Safety Training		-		-	-	-
509210	Employee Training	2,890.27	-		8,000.00	-	(8,000.00)
509220	Educational Reimbursements		-		-	-	-
509240	Outside Freight		-		-	-	-
509250	Bank charges		-		-	-	-
509260	Employee Recognition		-		-	-	-
	PO Invoice Over Under		-		-	-	-
509990	Other Miscellaneous Expense	999.23	414.30	207.15	5,000.00	414.00	(4,586.00)
590300	Distributed Labor - Maintenance - Direc		-		-	-	-
590400	Allocated Indirect Labor & Benefits		-		-	-	-
<b>TOTAL MISCELLANEOUS EXPENSE</b>		<b>16,341.03</b>	<b>12,302.08</b>	<b>6,151.04</b>	<b>26,500.00</b>	<b>11,801.00</b>	
512340	Leases/Rentals - Other		-			-	-
512400	Capital Lease - Tires		-			-	-
<b>TOTAL LEASES &amp; RENTALS</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
513200	Deprec Exp - Bus Shelters		-				-
513210	Deprec Exp - Buildings		-				-
513220	Deprec Exp - Building Improvements		-				-
513230	Deprec Exp - Land Improvements		-				-
513300	Deprec Exp - Support Vehicles		-				-
513310	Deprec Exp - Fixed Route Revenue Vehicl		-				-
513320	Deprec Exp - Access Revenue Vehicles		-				-
513400	Deprec Exp - Furniture and Fixtures		-				-
513410	Deprec Exp - Machinery and Shop Equipme		-				-
513420	Deprec Exp - Office Equipment		-				-
513430	Deprec Exp - Computers and Software		-				-
<b>TOTAL DEPRECIATION</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
564900	Capital Purch Expense - Local		-				-
564960	Pass Through To Other Agency						-
564990	Capital Purch Expense - Federal		-				-
<b>TOTAL CAPITAL PURCH EXPENSE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENSES</b>		<b>576,393.63</b>	<b>548,830.62</b>	<b>274,415.31</b>	<b>605,977.16</b>	<b>571,556.91</b>	



# Human Resources

## 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 confidence and trust, and promotes a proactive approach to manpower planning and resources administration. The Director and staff administers Omnitrans claims for Workers'

Compensation benefits, working with outside counsel to monitor, control and resolve litigated claims, and provides 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.

FISCAL SUMMARY BY PROGRAM				
	2011-2012 ACTUAL	2012-2013 ADOPTED	2013-2014 PROPOSED	\$ / % Change FY 2013-2014
Salaries and Benefits	1,316,791	1,267,866	1,158,298	(109,567) -8.64%
Services	325,252	406,754	335,430	(71,324) -17.53%
Material and Supplies	3,206	4,000	3,868	(132) -3.30%
Occupancy	-	-	-	-
Casualty and Liability	2,713,541	124,146	1,970,174	1,846,028 1486.98%
Taxes	-	-	-	-
Purchased Transport	-	-	-	-
Printing and Advertising	33,767	27,000	15,471	(11,529) -42.70%
Miscellaneous Expenses	69,517	85,800	70,853	(14,947) -17.42%
Leases and Rentals	-	-	-	-
<b>SUBTOTAL</b>	<b>4,462,073</b>	<b>1,915,566</b>	<b>3,554,094</b>	<b>1,638,528 85.54%</b>
Depreciation	-	-	-	-
<b>SUBTOTAL</b>	<b>4,462,073</b>	<b>1,915,566</b>	<b>3,554,094</b>	<b>1,638,528 85.54%</b>
<b>GRAND TOTAL **</b>	<b>4,462,073</b>	<b>1,915,566</b>	<b>3,554,094</b>	<b>1,638,528 85.54%</b>

\*\* Less Depreciation



# Expense Report for Human Resources

EXPENSE REPORT FOR HUMAN RESOURCES							
GL ACCT CODE	DESCRIPTION	A FY12 Act	B FY13 YE EST	C FY 13YTD Dec	D FY 13 ANNUAL BUDGET	E FY14 Proposed Bud	F Variance FY14 to FY13
501100	Regular Pay - Operators		-		-	-	-
501130	Regular Pay - Others	439,890.93	459,878.30	229,939.15	444,772	438,633	(6,139.60)
501310	Overtime Pay - Operator		-		-	-	-
501340	Overtime Pay - Other	1,492.14	79.36	39.68	-	-	-
<b>TOTAL SALARIES</b>		<b>441,383.07</b>	<b>459,957.66</b>	<b>229,978.83</b>	<b>444,772.48</b>	<b>438,632.88</b>	<b>(6,139.60)</b>
502210	PERS Employer Expense	55,615.36	54,180.30	27,090.15	57,738.99	55,633.86	(2,105.14)
502240	PERS Reimbursement Expense	35,146.29	35,755.08	17,877.54	36,510.66	36,512.00	1.35
502270	PacificCare COPD	41,059.97	26,867.06	13,433.53	50,117.23	32,582.88	(17,534.35)
502320	Health Saving Acct Expense		-				-
502330	Life Insurance Expense	2,029.03	1,923.00	961.50	2,519.40	2,519.40	-
502360	Employers Medicare Tax Expense	7,690.02	7,951.78	3,975.89	6,258.97	6,259.20	0.23
502370	LTD CO PD Expense	5,307.94	5,302.20	2,651.10	5,654.74	5,891.34	236.60
502390	Unemployment Insurance expense	187,876.71	87,136.30	43,568.15	225,000.00	87,136.00	(137,864.00)
502420	Workers Compensation Expense	387,883.86	308,522.48	154,261.24	290,000.00	308,522.00	18,522.00
502450	Sick Leave Expense	25,651.86	7,572.14	3,786.07	24,072.96	24,073.85	0.89
502480	Holiday Pay Expense	21,111.68	24,601.92	12,300.96	22,066.88	22,067.69	0.81
502490	Floating Holiday Pay Expense		-				-
502510	Vacation Pay Expense	34,829.16	30,262.04	15,131.02	28,662.40	34,819.45	6,157.05
502600	SDI Reimbursement Expense	5,401.05	4,942.54	2,471.27	6,258.97	6,259.20	0.23
502630	EE Bond Expense		-				-
502690	Jury Duty Leave Expense	707.37	392.98	196.49	2,006.08	2,006.15	0.07
502720	Military Duty Leave Expense		-				-
502780	Deferred Compensation Expense	11,798.56	13,065.10	6,532.55	12,470.12	13,044.98	574.86
502790	Bonus Pay		-				-
502880	Kaiser COPD	53,298.84	71,237.80	35,618.90	53,755.68	82,337.38	28,581.70
<b>TOTAL FRINGE BENEFITS</b>		<b>875,407.70</b>	<b>679,712.72</b>	<b>339,856.36</b>	<b>823,093.08</b>	<b>719,665.38</b>	<b>(103,427.70)</b>
503060	Professional & Technical Fees	262,785.32	310,216.34	155,108.17	336,954.00	270,216.00	(66,738.00)
503110	Contract Maintenance Services		-				-
503160	Custodial Services Expense		-				-
503210	Security Services Expense	1,035.84	6,602.00	3,301.00	3,500.00	3,500.00	-
503260	Fare Collection Service Expense		-				-
503310	Contract Labor Expense		-				-
503360	Employee Physicals Expense	61,431.18	61,714.22	30,857.11	66,300.00	61,714.00	(4,586.00)
503990	Other Services		-				-
<b>TOTAL SERVICES</b>		<b>325,252.34</b>	<b>378,532.56</b>	<b>189,266.28</b>	<b>406,754.00</b>	<b>335,430.00</b>	<b>(71,324.00)</b>
504000	Discounts Received		-				-
504010	Bus & Other Rolling Stock Parts		-				-
504020	Tire s & Tubes		-				-
504030	Preventative Maintenance		-				-
504060	Workshop clearing account		-				-

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504090	LNG/CNG Fuels	-	-	-	-	-	-	-	-
504091	CNG Hedging Activities	-	-	-	-	-	-	-	-
504100	Gasoline	-	-	-	-	-	-	-	-
504110	Diesel Fuel	-	-	-	-	-	-	-	-
504120	Oil	-	-	-	-	-	-	-	-
504130	Lubricants & Chemicals	-	-	-	-	-	-	-	-
504140	CNG Fuel Tax Credit	-	-	-	-	-	-	-	-
504190	Computer Supplies	-	-	-	-	-	-	-	-
504200	Washer & Cleaner Supplies	-	-	-	-	-	-	-	-
504210	Office Supplies	3,206.09	3,868.44	1,934.22	4,000.00	3,868.00	(132.00)		
504220	Small Tools	-	-	-	-	-	-	-	-
504230	Clothing & Safety Supplies	-	-	-	-	-	-	-	-
504240	Tool Allowance	-	-	-	-	-	-	-	-
504900	Price Variance	-	-	-	-	-	-	-	-
504910	Inventory Adjustment	-	-	-	-	-	-	-	-
504990	Other materials & supplies	-	-	-	-	-	-	-	-
<b>TOTAL MATERIALS &amp; SUPPLIES</b>		<b>3,206.09</b>	<b>3,868.44</b>	<b>1,934.22</b>	<b>4,000.00</b>	<b>3,868.00</b>	<b>(132.00)</b>		
505020	Utility Other than Propulsion Power	-	-	-	-	-	-	-	-
505030	Telephone	-	-	-	-	-	-	-	-
505040	Data Communication Lines	-	-	-	-	-	-	-	-
505060	Repairs & Maint - Buildings	-	-	-	-	-	-	-	-
505110	Repairs & Maint - Equipment	-	-	-	-	-	-	-	-
505160	Repairs & Maint - Office Equipment	-	-	-	-	-	-	-	-
505170	R & M Software [Contracts]	-	-	-	-	-	-	-	-
505210	Repairs & Maint Grounds	-	-	-	-	-	-	-	-
505230	Repairs & Maint Stops & Satations	-	-	-	-	-	-	-	-
505960	Other Occupancy Expense	-	-	-	-	-	-	-	-
<b>TOTAL OCCUPANCY</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
506110	Property/Official & Emp Liab Insurance	39,146.00	40,751.82	20,375.91	39,146.00	40,751.82	1,605.82		
506160	General Liab & Veh Liab/Loss Insurance	-	-	-	-	-	-	-	-
506180	General Auto PD/PL Uninsured Ded/IBNR	-	-	-	-	-	-	-	-
506310	Worker's Comp Excess/Employer's Liab Ex	65,956.00	73,422.00	36,711.00	85,000.00	73,422.00	(11,578.00)		
506360	Worker's Comp Self Insured IBNR	2,608,438.67	1,856,000.04	928,000.02		1,856,000.00	1,856,000.00		
506960	General Liability/Loss IBNR	-	-	-	-	-	-	-	-
<b>TOTAL CASUALTY &amp; LIABILITY</b>		<b>2,713,540.67</b>	<b>1,970,173.86</b>	<b>985,086.93</b>	<b>124,146.00</b>	<b>1,970,173.82</b>	<b>1,846,027.82</b>		
507040	Vehicle License Registration Fees	-	-	-	-	-	-	-	-
507050	Fuel & Lubricant taxes	-	-	-	-	-	-	-	-
507990	Other Taxes	-	-	-	-	-	-	-	-
<b>TOTAL TAXES</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
508220	Purchased Transportation	-	-	-	-	-	-	-	-
508900	Purch Trans Lease Cost - LTF	-	-	-	-	-	-	-	-
508990	Purch Trans Lease Cost - FTA	-	-	-	-	-	-	-	-
<b>TOTAL PURCH TRANSPORT</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



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GL ACCT CODE	DESCRIPTION	A	B	C	D	E	F
		FY12 Act	FY13 YE EST	FY 13YTD Dec	FY 13 ANNUAL BUDGET	FY14 Proposed Bud	Variance FY14 to FY13
509230	Printing Charges	3,902.56	3,409.22	1,704.61	2,000.00	3,409.00	1,409.00
<b>TOTAL PRINTING &amp; ADVERTISING</b>		<b>33,766.61</b>	<b>15,471.46</b>	<b>7,735.73</b>	<b>27,000.00</b>	<b>15,471.00</b>	<b>(11,529.00)</b>
508000	Interest Expense		-				-
509010	Memberships, Dues, Pub, Subscript	7,016.32	6,445.62	3,222.81	7,800.00	6,445.62	(1,354.38)
509020	Travel & Meetings	9,477.79	5,288.34	2,644.17	10,000.00	5,288.34	(4,711.66)
509030	Postage and Express Mail	488.12	515.92	257.96	1,000.00	515.92	(484.08)
509070	Bad Debt expense /NSF		-				-
509100	Bus Pass Sales Discounts		-				-
509200	Safety Training		-				-
509210	Employee Training	794.00	8,472.00	4,236.00	12,000.00	8,472.00	(3,528.00)
509220	Educational Reimbursements	14,634.37	28,394.00	14,197.00	20,000.00	28,394.00	8,394.00
509240	Outside Freight		-				-
509250	Bank charges		-				-
509260	Employee Recognition	37,294.50	21,737.40	10,868.70	35,000.00	21,737.00	(13,263.00)
	PO Invoice Over Under		-				-
509990	Other Miscellaneous Expense	-188.25	(210.00)	(105.00)			-
590300	Distributed Labor - Maintenance - Direc		-				-
590400	Allocated Indirect Labor & Benefits		-				-
<b>TOTAL MISCELLANEOUS EXPENSE</b>		<b>69,516.85</b>	<b>70,643.28</b>	<b>35,321.64</b>	<b>85,800.00</b>	<b>70,852.88</b>	
512340	Leases/Rentals - Other		-			-	-
512400	Capital Lease - Tires		-			-	-
<b>TOTAL LEASES &amp; RENTALS</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
513200	Deprec Exp - Bus Shelters		-				-
513210	Deprec Exp - Buildings		-				-
513220	Deprec Exp - Building Improvements		-				-
513230	Deprec Exp - Land Improvements		-				-
513300	Deprec Exp - Support Vehicles		-				-
513310	Deprec Exp - Fixed Route Revenue Vehicle		-				-
513320	Deprec Exp - Access Revenue Vehicles		-				-
513400	Deprec Exp - Furniture and Fixtures		-				-
513410	Deprec Exp - Machinery and Shop Equipme		-				-
513420	Deprec Exp - Office Equipment		-				-
513430	Deprec Exp - Computers and Software		-				-
<b>TOTAL DEPRECIATION</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
564900	Capital Purch Expense - Local		-				-
564960	Pass Through To Other Agency		-				-
564990	Capital Purch Expense - Federal		-				-
<b>TOTAL CAPITAL PURCH EXPENSE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENSES</b>		<b>4,462,073.33</b>	<b>3,578,359.98</b>	<b>1,789,179.99</b>	<b>1,915,565.56</b>	<b>3,554,093.97</b>	<b>1,653,475.53</b>

# Safety and Security

FISCAL SUMMARY BY PROGRAM				
	2011-2012 ACTUAL	2012-2013 ADOPTED	2013-2014 PROPOSED	\$ / % Change FY 2013-2014
Salaries and Benefits	327,593	385,067	370,801	(14,266) -3.70%
Services	397,618	430,390	623,950	193,560 44.97%
Material and Supplies	2,329	23,800	9,045	(14,755) -62.00%
Occupancy	9,309	9,600	7,640	(1,960) -20.42%
Casualty and Liability	-	-	-	-
Taxes	-	-	-	-
Purchased Transport	-	-	-	-
Printing and Advertising	1,163	3,000	1,917	(1,083) 100.00%
Miscellaneous Expenses	11,839	37,990	14,360	(23,630) -62.20%
Leases and Rentals	-	-	-	-
<b>SUBTOTAL</b>	<b>749,851</b>	<b>889,847</b>	<b>1,027,713</b>	<b>137,866 15.49%</b>
Depreciation	-	-	-	-
<b>SUBTOTAL</b>	<b>749,851</b>	<b>889,847</b>	<b>1,027,713</b>	<b>137,866 15.49%</b>
<b>GRAND TOTAL **</b>	<b>749,851</b>	<b>889,847</b>	<b>1,027,713</b>	<b>137,866 15.49%</b>

\*\* Less Depreciation

Under the general administration of the CEO/General Manager, 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 over-sight 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 Director and staff of this department 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 Director 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.





# Expense Report for Safety and Security

EXPENSE REPORT FOR SAFETY & SECURITY							
	A	B	C	D	E	F	
GL ACCT CODE	FY12 Act	FY13 YE EST	FY 13YTD Dec	FY 13 ANNUAL BUDGET	FY14 Proposed Bud	Variance FY14 to FY13	
501100		-				0.00	
501130	213,131.52	213,478.46	106,739.23	241,983	238,532	(3,450.66)	
501310		-				0.00	
501340		-				0.00	
TOTAL SALARIES	213,131.52	213,478.46	106,739.23	241,982.72	238,532.06	(3,450.66)	
502210							
502240	25,238.14	24,570.92	12,285.46	30,713.85	29,543.16	(1,170.69)	
502240	15,948.21	16,217.80	8,108.90	19,421.58	19,388.91	(32.68)	
502270	17,624.78	10,890.68	5,445.34	30,206.88	16,953.55	(13,253.33)	
502320		-				0.00	
502330	964.23	838.30	419.15	1,458.60	1,458.60	0.00	
502360	3,441.99	3,597.42	1,798.71	4,023.04	4,016.27	(6.77)	
502370	2,337.22	2,408.32	1,204.16	2,912.26	3,131.18	218.92	
502390		-				0.00	
502420		-				0.00	
502450	9,095.89	504.00	252.00	12,848.64	12,783.90	(64.74)	
502480	8,509.05	10,601.04	5,300.52	11,777.92	11,718.57	(59.35)	
502490		-				0.00	
502510	15,270.44	7,098.30	3,549.15	10,707.20	12,884.56	2,177.36	
502600	2,467.49	2,316.80	1,158.40	3,329.41	3,323.81	(5.60)	
502630		-				0.00	
502690		-		1,070.72	1,065.32	(5.40)	
502720		-		0.00		0.00	
502780	1,318.73	1,446.64	723.32	1,175.20	1,466.40	291.20	
502790		-				0.00	
502880	12,245.31	16,400.16	8,200.08	13,438.92	14,534.52	1,095.60	
TOTAL FRINGE BENEFITS	114,461.48	96,890.38	48,445.19	143,084.23	132,268.76	(10,815.47)	
503060							
503110	45,379.17	57,450.22	28,725.11	80,390.00	67,450.00	(12,940.00)	
503110		-		0.00	0.00	0.00	
503160		-		0.00	0.00	0.00	
503210	352,238.43	283,834.86	141,917.43	350,000.00	556,500.00	206,500.00	
503260		-				0.00	
503310		52,541.64	26,270.82		0.00	0.00	
503360		-			0.00	0.00	
503990		-			0.00	0.00	
TOTAL SERVICES	397,617.60	393,826.72	196,913.36	430,390.00	623,950.00	193,560.00	
504000		-				0.00	
504010		-		0.00	0.00	0.00	
504020		-		0.00	0.00	0.00	
504030		-		2,000.00	0.00	(2,000.00)	
504060		-		0.00	0.00	0.00	

504090	LNG/CNG Fuels	-	-	0.00	0.00	0.00	0.00
504091	CNG Hedging Activities	-	-	-	-	-	0.00
504100	Gasoline	-	-	0.00	0.00	0.00	0.00
504110	Diesel Fuel	-	-	0.00	0.00	0.00	0.00
504120	Oil	-	-	0.00	0.00	0.00	0.00
504130	Lubricants & Chemicals	-	-	0.00	0.00	0.00	0.00
504140	CNG Fuel Tax Credit	-	-	0.00	0.00	0.00	0.00
504190	Computer Supplies	-	-	0.00	0.00	0.00	0.00
504200	Washer & Cleaner Supplies	-	-	0.00	0.00	0.00	0.00
504210	Office Supplies	1,367.67	776.26	388.13	5,500.00	776.00	(4,724.00)
504220	Small Tools	-	-	-	0.00	0.00	0.00
504230	Clothing & Safety Supplies	961.64	8,269.64	4,134.82	16,300.00	8,269.00	(8,031.00)
504240	Tool Allowance	-	-	-	0.00	-	0.00
504900	Price Variance	-	-	-	0.00	-	0.00
504910	Inventory Adjustment	-	-	-	0.00	0.00	0.00
504990	Other materials & supplies	-	-	-	0.00	0.00	0.00
<b>TOTAL MATERIALS &amp; SUPPLIES</b>		<b>2,329.31</b>	<b>9,045.90</b>	<b>4,522.95</b>	<b>23,800.00</b>	<b>9,045.00</b>	<b>(14,755.00)</b>
505020	Utility Other than Propulsion Power	-	-	-	-	0.00	0.00
505030	Telephone	9,309.27	7,640.16	3,820.08	9,600.00	7,640.00	(1,960.00)
505040	Data communication Lines	-	-	-	-	0.00	0.00
505060	Repairs & Maint - Buildings	-	-	-	-	0.00	0.00
505110	Repairs & Maint - Equipment	-	-	-	-	0.00	0.00
505160	Repairs & Maint - Office Equipment	-	-	-	-	0.00	0.00
505170	R & M Software [Contracts]	-	-	-	-	0.00	0.00
505210	Repairs & Maint Grounds	-	-	-	-	0.00	0.00
505230	Repairs & Maint Stops & Satations	-	-	-	-	0.00	0.00
505960	Other Occupancy Expense	-	-	-	-	-	0.00
<b>TOTAL OCCUPANCY</b>		<b>9,309.27</b>	<b>7,640.16</b>	<b>3,820.08</b>	<b>9,600.00</b>	<b>7,640.00</b>	<b>(1,960.00)</b>
506110	Property/Official & Emp Liab Insurance	-	-	-	-	0.00	0.00
506160	Gen Liab & Veh Liab/Loss Insurance	-	-	-	-	0.00	0.00
506180	General Auto PD/PL Uninsured Ded/IBNR	-	-	-	-	0.00	0.00
506310	Worker's Comp Excess/Employer's Liab Ex	-	-	-	-	0.00	0.00
506360	Worker's Comp Self Insured IBNR	-	-	-	-	-	0.00
506960	General Liability/Loss IBNR	-	-	-	-	-	0.00
<b>TOTAL CASUALTY &amp; LIABILITY</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
507040	Vehicle License Registration Fees	-	-	-	-	0.00	0.00
507050	Fuel & Lubricant taxes	-	-	-	-	0.00	0.00
507990	Other Taxes	-	-	-	-	0.00	0.00
<b>TOTAL TAXES</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
508220	Purchased Transportation	-	-	-	-	0.00	0.00
508900	Purch Trans Lease Cost - LTF	-	-	-	-	0.00	0.00
508990	Purch Trans Lease Cost - FTA	-	-	-	-	0.00	0.00
<b>TOTAL PURCH TRANSPORT</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



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GL ACCT CODE	DESCRIPTION	A	B	C	D	E	F
		FY12 Act	FY13 YE EST	FY 13YTD Dec	FY 13 ANNUAL BUDGET	FY14 Proposed Bud	Variance FY14 To FY13
509230	Printing Charges	1,163.24	1,917.96	958.98	3,000.00	1,917.00	(1,083.00)
<b>TOTAL PRINTING &amp; ADVERTISING</b>		<b>1,163.24</b>	<b>1,917.96</b>	<b>958.98</b>	<b>3,000.00</b>	<b>1,917.00</b>	<b>(1,083.00)</b>
508000	Interest Expense		-		0.00	0.00	0.00
509010	Memberships, Dues, Pub, Subscript	1,418.76	792.34	396.17	4,570.00	792.00	(3,778.00)
509020	Travel & Meetings	7,904.13	5,128.94	2,564.47	13,000.00	5,128.00	(7,872.00)
509030	Postage and Express Mail		-		0.00	0.00	0.00
509070	Bad Debt expense /NSF		-		0.00	0.00	0.00
509100	Bus Pass Sales Discounts		-		0.00	0.00	0.00
509200	Safety Training	960.94	8,440.00	4,220.00	11,420.00	8,440.00	(2,980.00)
509210	Employee Training	1,555.00	-		9,000.00	0.00	(9,000.00)
509220	Educational Reimbursements		-			0.00	0.00
509240	Outside Freight		-			0.00	0.00
509250	Bank Charges		-			0.00	0.00
509260	Employee Recognition		-			0.00	0.00
	PO Invoice Over Under		-			0.00	0.00
509990	Other Miscellaneous Expense		-			0.00	0.00
590300	Distributed Labor - Maintenance - Direc		-			0.00	0.00
590400	Allocated Indirect Labor & Benefits		-			0.00	0.00
<b>TOTAL MISCELLANEOUS EXPENSE</b>		<b>11,838.83</b>	<b>14,361.28</b>	<b>7,180.64</b>	<b>37,990.00</b>	<b>14,360.00</b>	
512340	Leases/Rentals - Other		-			0.00	0.00
512400	Capital Lease - Tires		-			0.00	0.00
<b>TOTAL LEASES &amp; RENTALS</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
513200	Deprec Exp - Bus Shelters		-				0.00
513210	Deprec Exp - Buildings		-				0.00
513220	Deprec Exp - Building Improvements		-				0.00
513230	Deprec Exp - Land Improvements		-				0.00
513300	Deprec Exp - Support Vehicles		-				0.00
513310	Deprec Exp - Fixed Route Revenue Vehicl		-				0.00
513320	Deprec Exp - Access Revenue Vehicles		-				0.00
513400	Deprec Exp - Furniture and Fixtures		-				0.00
513410	Deprec Exp - Machinery and Shop Equipme		-				0.00
513420	Deprec Exp - Office Equipment		-				0.00
513430	Deprec Exp - Computers and Software		-				0.00
<b>TOTAL DEPRECIATION</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
564900	Capital Purch Expense - Local		-				0.00
564960	Pass Through To Other Agency		-				0.00
564990	Capital Purch Expense - Federal		-				0.00
<b>TOTAL CAPITAL PURCH EXPENSE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENSES</b>		<b>749,851.25</b>	<b>737,160.86</b>	<b>368,580.43</b>	<b>889,846.95</b>	<b>1,027,712.82</b>	<b>161,495.87</b>

# Procurement

The Procurement Department ensures compliance with best practices and requirements as outlined in the Omnitrans' Procurement policies and procedures, and FTA C4220.1F. This includes the development of templates, model contracts, standard purchase order terms and conditions, and the implementation of procedures that will ensure fair and open competition and the equitable treatment of all potential bidders. Procurement assists departments in develop technical specifications, scopes of work, and presents contracts to the Omnitrans Board for approval. While Departments are responsible for providing the budget, manpower and programmatic monitoring, Procurement is responsible for contract administration. The Director of the Procurement monitors the integrity of the procurement system, measures procurements against contractual requirements, and identifies cost saving & avoidance opportunities such as consolidating procurements to benefit from economies of scale.



FISCAL SUMMARY BY PROGRAM				
	2011-2012 ACTUAL	2012-2013 ADOPTED	2013-2014 PROPOSED	\$ / % Change FY 2013-2014
Salaries and Benefits	1,110,811	1,296,792	1,346,182	49,390 3.81%
Services	8,003	3,500	20,471	16,971 484.89%
Material and Supplies	9,328	11,500	7,675	(3,825) -33.26%
Occupancy	-	-	-	-
Casualty and Liability	-	-	-	-
Taxes	-	-	-	-
Purchased Transport	-	-	-	-
Printing and Advertising	6,164	7,200	7,918	718 9.97%
Miscellaneous Expenses	9,645	10,100	6,459	(3,641) -36.05%
Leases and Rentals	-	-	-	-
<b>SUBTOTAL</b>	<b>1,143,952</b>	<b>1,329,092</b>	<b>1,388,706</b>	<b>59,614 4.49%</b>
Depreciation	-	-	-	-
<b>SUBTOTAL</b>	<b>1,143,952</b>	<b>1,329,092</b>	<b>1,388,706</b>	<b>59,614 4.49%</b>
<b>GRAND TOTAL **</b>	<b>1,143,952</b>	<b>1,329,092</b>	<b>1,388,706</b>	<b>59,614 4.49%</b>

\*\* Less Depreciation



# Expense Report for Procurement

1700- EXPENSE REPORT FOR PROCUREMENT							
GL ACCT CODE	DESCRIPTION	A FY12 Act	B FY13 YE EST	C FY 13YTD Dec	D FY 13 ANNUAL BUDGET	E FY14 Proposed Bud	F Variance FY14 to FY13
501100	Regular Pay - Operators		-				0.00
501130	Regular Pay - Others	672,930.54	831,620.64	415,810.32	762,883.52	796,428.30	33,544.78
501310	Overtime Pay - Operator		-				0.00
501340	Overtime Pay - Other	13,879.79	18,186.60	9,093.30	8,000.00	14,000.00	6,000.00
TOTAL SALARIES		686,810.33	849,807.24	424,903.62	770,883.52	810,428.30	39,544.78
502210	PERS Employer Expense	83,962.40	95,763.82	47,881.91	93,610.14	64,209.45	(29,400.69)
502240	PERS Reimbursement Expense	45,040.68	58,071.84	29,035.92	60,743.54	97,836.85	37,093.31
502270	PacificCare COPD	55,454.92	65,170.64	32,585.32	69,550.80	104,784.24	35,233.44
502320	Health Saving Acct Expense		-				0.00
502330	Life Insurance Expense	2,937.98	3,429.34	1,714.67	2,718.30	4,642.56	1,924.26
502360	Employers Medicare Tax Expense	11,895.24	14,430.18	7,215.09	13,052.40	13,300.53	248.13
502370	LTD CO PD Expense	3,026.87	4,597.66	2,298.83	4,095.52	5,699.46	1,603.94
502390	Unemployment Insurance Expense		-				0.00
502420	Workers Compensation Expense		-				0.00
502450	Sick Leave Expense	26,604.81	19,478.18	9,739.09	41,546.10	37,928.21	(3,617.90)
502480	Holiday Pay Expense	32,675.76	49,236.90	24,618.45	38,083.93	34,767.52	(3,316.41)
502490	Floating Holiday Pay Expense		-				0.00
502510	Vacation Pay Expense	40,173.50	33,086.54	16,543.27	54,189.83	44,993.08	(9,196.75)
502600	SDI Reimbursement Expense	5,994.53	7,159.14	3,579.57	10,801.99	11,007.33	205.35
502630	EE Bond Expense		-				0.00
502690	Jury Duty Leave Expense	841.52	4,395.16	2,197.58	3,462.18	3,160.68	(301.49)
502720	Military Duty Leave Expense		-				0.00
502780	Deferred Compensation Expense	30,336.98	24,307.62	12,153.81	26,530.07	30,366.00	3,835.93
502790	Bonus Pay		-				0.00
502880	Kaiser COPD	85,055.74	86,602.14	43,301.07	107,523.77	83,058.10	(24,465.67)
TOTAL FRINGE BENEFITS		424,000.93	465,729.16	232,864.58	525,908.56	535,754.00	9,845.44
503060	Professional & Technical Fees		-		1,000.00	10,000.00	9,000.00
503110	Contract Maintenance Services	630.30	-			0.00	0.00
503160	Custodial Services Expense		-			0.00	0.00
503210	Security Services Expense		-			0.00	0.00
503260	Fare Collection Service Expense		-			0.00	0.00
503310	Contract Labor Expense		-		0.00	0.00	0.00
503360	Employee Physicals Expense		-			0.00	0.00
503990	Other Services	7,372.83	10,471.10	5,235.55	2,500.00	10,471.00	7,971.00
TOTAL SERVICES		8,003.13	10,471.10	5,235.55	3,500.00	20,471.00	16,971.00
504000	Discounts Received		-				0.00
504010	Bus & Other Rolling Stk Parts		-			0.00	0.00
504020	Tires & Tubes		-			0.00	0.00
504030	Preventative Maintenance		-			0.00	0.00
504060	Workshop clearing account		-			0.00	0.00

*Continued on next page*



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GL ACCT CODE	DESCRIPTION	A FY12 Act	B FY13 YE EST	C FY 13YTD Dec	D FY 13 ANNUAL BUDGET	E FY14 Proposed Bud	F Variance FY14 to FY13
509230	Printing Charges		-		1,200.00	0.00	0.00
<b>TOTAL PRINTING &amp; ADVERTISING</b>		<b>6,164.18</b>	<b>8,918.16</b>	<b>4,459.08</b>	<b>7,200.00</b>	<b>7,918.16</b>	<b>0.00</b>
508000	Interest Expense		-			0.00	0.00
509010	Memberships, Dues, Pub, Subscriptn	2,683.61	1,549.90	774.95	2,500.00	1,549.00	(951.00)
509020	Travel & Meetings	2,278.08	1,108.34	554.17	1,300.00	1,108.34	(191.66)
509030	Postage and Express Mail		-			0.00	0.00
509070	Bad Debt expense /NSF		-			0.00	0.00
509100	Bus Pass Sales Discounts		-			0.00	0.00
509200	Safety Training		-			0.00	0.00
509210	Employee Training	3,548.65	2,398.00	1,199.00	3,600.00	2,398.00	(1,202.00)
509220	Educational Reimbursements		-			0.00	0.00
509240	Outside Freight	1,134.48	1,404.08	702.04	2,700.00	1,404.00	(1,296.00)
509250	Bank charges		-			0.00	0.00
509260	Employee Recognition		-		0.00	0.00	0.00
	PO Invoice Over Under		-			0.00	0.00
509990	Other Miscellaneous Expense		-			0.00	0.00
590300	Distributed Labor - Maintenance - Direc		-			0.00	0.00
590400	Allocated Indirect Labor & Benefits		-			0.00	0.00
<b>TOTAL MISCELLANEOUS EXPENSE</b>		<b>9,644.82</b>	<b>6,460.32</b>	<b>3,230.16</b>	<b>10,100.00</b>	<b>6,459.34</b>	<b>0.00</b>
512340	Leases/Rentals - Other		-			0.00	0.00
512400	Capital Lease - Tires		-			0.00	
<b>TOTAL LEASES &amp; RENTALS</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00</b>
513200	Deprec Exp - Bus Shelters		-				0.00
513210	Deprec Exp - Buildings		-				0.00
513220	Deprec Exp - Building Improvements		-				0.00
513230	Deprec Exp - Land Improvements		-				0.00
513300	Deprec Exp - Support Vehicles		-				0.00
513310	Deprec Exp - Fixed Route Revenue Vehicle		-				0.00
513320	Deprec Exp - Access Revenue Vehicles		-				0.00
513400	Deprec Exp - Furniture and Fixtures		-				0.00
513410	Deprec Exp - Machinery and Shop Equipment		-				0.00
513420	Deprec Exp - Office Equipment		-				0.00
513430	Deprec Exp - Computers and Software		-				
<b>TOTAL DEPRECIATION</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00</b>
564900	Capital Purch Expense - Local		-				0.00
564960	Pass Through To Other Agency		-				0.00
564990	Capital PurchExpense - Federal		-				
<b>TOTAL CAPITAL PURCH EXPENSE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENSES</b>		<b>1,143,951.79</b>	<b>1,349,151.68</b>	<b>674,575.84</b>	<b>1,329,092.07</b>	<b>1,388,706.65</b>	



# Finance

The Finance Department is responsible for the control of all financial activities for Omnitrans, including the collection and disbursement of funds and ensuring that adequate resources are available. The department has three programs: Finance Administration, Accounting and Accounting Services.

**Finance Administration:** provides administrative support and direction to all finance programs as well as other Omnitrans Departments. Administrative functions include setting financial goals and objectives, planning financial policy, budget development, and budget training,

administers self-insurance portions of Omnitrans risk programs.

**Accounting Section:** Is charged with all the accounting functions in Omnitrans: Accounts Payable/Receivables – Responsible for the payment of outstanding obligations owed by Omnitrans, tracking end of period adjustments, fixed assets and project/grant management.

**Accounting Services:** Is responsible for payroll services, daily cash collections, and assists the Director in tracking of funds in LAIF.

FISCAL SUMMARY BY PROGRAM				
	2011-2012 ACTUAL	2012-2013 ADOPTED	2013-2014 PROPOSED	\$ / % Change FY 2013-2014
Salaries and Benefits	969,358	983,904	973,289	(10,615) -1.08%
Services	157,652	210,000	146,981	(63,019) -30.01%
Material and Supplies	10,063	15,000	5,234	(9,766) -65.11%
Occupancy	-	-	-	-
Casualty and Liability	2,223,877	2,104,039	3,054,034	949,995 45.15%
Taxes	57,866	60,000	49,282	(10,718) -17.86%
Purchased Transport	-	-	-	-
Printing and Advertising	-	-	-	-
Miscellaneous Expenses	(943,625)	(1,593,003)	(1,629,491)	(36,488) 2.29%
Leases and Rentals	-	-	-	- 100.00%
Other - CAP Credit	-	-	-	- 200.00%
<b>SUBTOTAL</b>	<b>2,475,191</b>	<b>1,779,940</b>	<b>2,599,328</b>	<b>819,388</b> 46.03%
Depreciation	16,409,428	16,681,370	15,448,112	(1,233,258) -7.39%
Capital Purch Exp	965,170	-	-	- 100.00%
<b>SUBTOTAL</b>	<b>19,849,789</b>	<b>18,461,310</b>	<b>18,047,440</b>	<b>(413,870)</b> -2.24%
<b>GRAND TOTAL **</b>	<b>3,440,361</b>	<b>1,779,940</b>	<b>2,599,328</b>	<b>819,388</b> 46.03%

\*\* Less Depreciation

# Expense Report for Finance

EXPENSE REPORT FOR FINANCE							
GL ACCT CODE	DESCRIPTION	A FY12 Act	B FY13 YE EST	C FY 13YTD Dec	D FY 13 ANNUAL BUDGET	E FY14 Proposed Bud	F Variance FY14 to FY13
501100	Regular Pay - Operators		-		-		-
501130	Regular Pay - Others	605,980.88	602,764.46	301,382.23	589,445	583,626	(5,819.75)
501310	Overtime Pay - Operator		-		-	-	-
501340	Overtime Pay - Other		-		-	-	-
<b>TOTAL SALARIES</b>		<b>605,980.88</b>	<b>602,764.46</b>	<b>301,382.23</b>	<b>589,445.36</b>	<b>583,625.61</b>	<b>(5,819.75)</b>
502210	PERS Employer Expense	75,358.89	70,849.28	35,424.64	77,411.85	73,899.85	(3,512.00)
502240	PERS Reimbursement Expense	46,970.28	45,466.52	22,733.26	56,708.29	48,408.80	(8,299.49)
502270	PacificCare COPD	49,620.25	54,465.58	27,232.79	55,546.66	59,889.46	4,342.80
502320	Health Saving Acct Expense		-				-
502330	Life Insurance Expense	2,757.69	2,628.22	1,314.11	3,414.84	3,414.84	-
502360	Employers Medicare Tax Expense	9,989.52	10,350.80	5,175.40	10,140.40	10,027.54	(112.86)
502370	LTD CO PD Expense	6,000.79	5,957.64	2,978.82	6,410.56	6,619.60	209.04
502390	Unemployment Insurance expense		-				-
502420	Workers Compensation Expense		-				-
502450	Sick Leave Expense	30,534.24	7,681.56	3,840.78	32,277.12	31,917.89	(359.23)
502480	Holiday Pay Expense	28,916.96	32,651.84	16,325.92	29,587.36	29,258.06	(329.30)
502490	Floating Holiday Pay Expense		-				-
502510	Vacation Pay Expense	43,461.48	39,014.66	19,507.33	45,338.00	44,092.86	(1,245.14)
502600	SDI Reimbursement Expense	6,954.54	6,127.74	3,063.87	8,392.05	8,298.65	(93.40)
502630	EE Bond Expense		-				-
502690	Jury Duty Leave Expense	463.41	-		2,689.76	2,659.82	(29.94)
502720	Military Duty Leave Expense		-				-
502780	Deferred Compensation Expense	19,088.09	19,661.02	9,830.51	16,770.63	17,352.74	582.11
502790	Bonus Pay		-				-
502880	Kaiser COPD	43,724.28	46,732.16	23,366.08	49,771.13	53,823.53	4,052.40
<b>TOTAL FRINGE BENEFITS</b>		<b>363,840.42</b>	<b>341,587.02</b>	<b>170,793.51</b>	<b>394,458.64</b>	<b>389,663.63</b>	<b>(4,795.01)</b>
503060	Professional & Technical Fees	81,370.77	105,600.00	52,800.00	125,000.00	70,600.00	(54,400.00)
503110	Contract Maintenance Services		-		-	-	-
503160	Custodial Services Expense		-		-	-	-
503210	Security Services Expense		-		-	-	-
503260	Fare Collection Service Expense	76,280.86	68,742.56	34,371.28	85,000.00	76,380.58	(8,619.42)
503310	Contract Labor Expense		-		-	-	-
503360	Employee Physicals Expense		-		-	-	-
503990	Other Services		-		-	-	-
<b>TOTAL SERVICES</b>		<b>157,651.63</b>	<b>174,342.56</b>	<b>87,171.28</b>	<b>210,000.00</b>	<b>146,980.58</b>	<b>(63,019.42)</b>
504000	Discounts Received	(41.55)	6.74	3.37			-
504010	Bus & Other Rolling Stock Parts		-			-	-
504020	Tire s & Tubes		-			-	-
504030	Preventative Maintenance		-			-	-
504060	Workshop clearing account		-			-	-



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GL ACCT CODE	DESCRIPTION	A FY12 Act	B FY13 YE EST	C FY 13YTD Dec	D FY 13 ANNUAL BUDGET	E FY14 Proposed Bud	F Variance FY14 to FY13
509230	Printing Charges	-	-	-	-	-	-
<b>TOTAL PRINTING &amp; ADVERTISING</b>							
508000	Interest Expense	3,979.64	2,913.68	1,456.84	7,000.00	2,913.68	(4,086.32)
509010	Memberships, Dues, Pub, Subscript	685.00	1,190.00	595.00	2,000.00	1,190.00	(810.00)
509020	Travel & Meetings	3,872.63	4,852.44	2,426.22	17,000.00	4,852.44	(12,147.56)
509030	Postage and Express Mail	141.61	26.40	13.20	500.00	26.40	(473.60)
509070	Bad Debt expense /NSF	5,175.60	7,752.90	3,876.45	5,000.00	7,752.90	2,752.90
509100	Bus Pass Sales Discounts	-	-	-	-	-	-
509200	Safety Training	-	-	-	-	-	-
509210	Employee Training	709.39	-	-	7,000.00	-	(7,000.00)
509220	Educational Reimbursements	-	-	-	-	-	-
509240	Outside Freight	-	-	-	-	-	-
509250	Bank charges	23,327.98	6,721.76	3,360.88	35,000.00	6,721.76	(28,278.24)
509260	Employee Recognition	374.96	410.00	205.00	1,000.00	410.00	(590.00)
509970	PO Invoice Over/Under	6.06	(7.20)	(3.60)	-	(7.20)	(7.20)
509990	Other Miscellaneous Expense	-	-	-	-	-	-
590300	Distributed Labor - Maintenance - Direc	-	-	-	-	-	-
590400	Allocated Indirect Labor & Benefits	(981,892.08)	(1,653,351.42)	(826,675.71)	(1,667,503.16)	(1,653,351.42)	14,151.74
<b>TOTAL MISCELLANEOUS EXPENSE</b>							
		<b>(943,619.21)</b>	<b>(1,629,491.44)</b>	<b>(814,745.72)</b>	<b>(1,593,003.16)</b>	<b>(1,629,491.44)</b>	
512340	Leases/Rentals - Other	-	-	-	-	-	-
512400	Capital Lease - Tires	-	-	-	-	-	-
<b>TOTAL LEASES &amp; RENTALS</b>							
513200	Deprec Exp - Bus Shelters	8,105.78	8,105.80	4,052.90	67,505.78	96,592.87	29,087.09
513210	Deprec Exp - Buildings	888,928.65	888,928.66	444,464.33	888,928.65	888,928.65	-
513220	Deprec Exp - Building Improvements	797,908.49	797,908.50	398,954.25	821,748.09	859,939.95	38,191.86
513230	Deprec Exp - Land Improvements	145,184.84	139,272.48	69,636.24	137,468.83	84,890.43	(52,578.40)
513300	Deprec Exp - Support Vehicles	222,950.66	260,528.32	130,264.16	217,180.18	358,012.91	140,832.73
513310	Deprec Exp - Fixed Route Revenue Vehicle	6,806,375.32	6,390,854.92	3,195,427.46	6,012,412.91	5,744,489.01	(267,923.90)
513320	Deprec Exp - Access Revenue Vehicles	-	-	-	-	-	-
513400	Deprec Exp - Furniture and Fixtures	-	-	-	-	-	-
513410	Deprec Exp - Machinery and Shop Eqpmnt	222,481.08	261,432.16	130,716.08	487,330.36	298,983.68	(188,346.68)
513420	Deprec Exp - Office Equipment	1,786,442.84	1,765,897.16	882,948.58	1,822,500.19	1,772,099.88	(50,400.31)
513430	Deprec Exp - Computers and Software	5,531,050.23	5,774,525.34	2,887,262.67	6,226,294.97	5,344,174.59	(882,120.38)
<b>TOTAL DEPRECIATION</b>							
		<b>16,409,427.89</b>	<b>16,287,453.34</b>	<b>8,143,726.67</b>	<b>16,681,369.96</b>	<b>15,448,111.97</b>	<b>(1,233,257.99)</b>
564900	Capital Purch Expense - Local	90,618.64	120,124.42	60,062.21	-	-	-
564960	Pass Through To Other Agency	620,107.78	-	549,119.91	-	-	-
564990	Capital Purch Expense - Federal	254,443.72	243,005.60	121,502.80	-	-	-
<b>TOTAL CAPITAL PURCH EXPENSE</b>							
		<b>965,170.14</b>	<b>363,130.02</b>	<b>730,684.92</b>	-	-	-
<b>TOTAL EXPENSES</b>							
		<b>19,850,258.19</b>	<b>18,959,792.62</b>	<b>10,029,016.22</b>	<b>18,461,309.80</b>	<b>18,047,440.22</b>	<b>(377,381.30)</b>
<b>TOTAL EXPENSES NET DEPRECIATION</b>							
		<b>2,475,660.16</b>	<b>2,309,209.26</b>	<b>1,154,604.63</b>	<b>1,779,939.84</b>	<b>2,599,328.25</b>	

# Access

Access provides public transportation services to persons who are physically or cognitively unable to use regular bus service (ADA certified and/or Omnitrans Disability Identification Card holders). Access operates curb-to-curb service with minibuses or vans.

FISCAL SUMMARY BY PROGRAM					
	2011-2012 ACTUAL	2012-2013 ADOPTED	2013-2014 PROPOSED	\$ / % Change FY 2013-2014	
Salaries and Benefits	117,617	135,949	117,096	(18,853)	-13.87%
Services	75,701	66,831	48,315	(18,516)	-27.71%
Material and Supplies	1,718,298	2,262,686	2,072,770	(189,916)	-8.39%
Occupancy	82,014	93,909	85,158	(8,751)	-9.32%
Casualty and Liability	143,631	239,200	128,954	(110,246)	-46.09%
Taxes	-	-	-	-	
Purchased Transport	7,442,184	7,269,907	7,504,912	235,005	3.23%
Printing and Advertising	-	-	-	-	
Miscellaneous Expenses	-	-	-	-	
Leases and Rentals	-	-	-	-	
<b>SUBTOTAL</b>	<b>9,579,445</b>	<b>10,068,482</b>	<b>9,957,204</b>	<b>(111,277)</b>	<b>-1.11%</b>
Depreciation	660,866	563,593	906,304	342,711	60.81%
<b>SUBTOTAL</b>	<b>10,240,311</b>	<b>10,632,074</b>	<b>10,863,508</b>	<b>231,434</b>	<b>2.18%</b>
<b>GRAND TOTAL **</b>	<b>9,579,445</b>	<b>10,068,482</b>	<b>9,957,204</b>	<b>(111,277)</b>	<b>-1.11%</b>

\*\* Less Depreciation





# Expense Report for Access Consolidated

EXPENSE REPORT FOR ACCESS CONSOLIDATED							
GL ACCT CODE	DESCRIPTION	A FY12 Act	B FY13 YE EST	C FY 13YTD Dec	D FY 13 ANNUAL BUDGET	E FY14 Proposed Bud	F Variance FY14 to FY13
501100	Regular Pay - Operators		-		0.00		0.00
501130	Regular Pay - Others	72,371.59	69,068.64	34,534.32	80,872.99	69,068.64	(11,804.35)
501310	Overtime Pay - Operator		-		0.00	0.00	0.00
501340	Overtime Pay - Other		-		0.00	0.00	0.00
<b>TOTAL SALARIES</b>		<b>72,371.59</b>	<b>69,068.64</b>	<b>34,534.32</b>	<b>80,872.99</b>	<b>69,068.64</b>	<b>(11,804.35)</b>
502210	PERS Employer Expense	9,111.07	8,678.32	4,339.16	9,821.79	8,678.32	(1,143.47)
502240	PERS Reimbursement Expense	5,757.95	5,726.68	2,863.34	6,739.83	5,726.68	(1,013.15)
502270	PacificCare COPD	4,439.22	4,611.94	2,305.97	5,517.77	4,611.94	(905.83)
502320	Health Saving Acct Expense		-		0.00	0.00	0.00
502330	Life Insurance Expense	371.14	360.36	180.18	493.20	360.64	(132.56)
502360	Employers Medicare Tax Expense	1,278.19	1,266.02	633.01	1,466.55	1,266.02	(200.53)
502370	LTD CO PD Expense	855.05	848.48	424.24	896.74	848.48	(48.26)
502390	Unemployment Insurance expense		-		0.00	0.00	0.00
502420	Workers Compensation Expense		-		0.00	0.00	0.00
502450	Sick Leave Expense	1,425.42	3,866.48	1,933.24	2,342.88	3,866.48	1,523.60
502480	Holiday Pay Expense	3,441.62	3,807.00	1,903.50	5,762.97	3,807.00	(1,955.97)
502490	Floating Holiday Pay Expense		-		0.00	0.00	0.00
502510	Vacation Pay Expense	5,042.57	5,071.46	2,535.73	7,302.07	5,071.46	(2,230.61)
502600	SDI Reimbursement Expense	881.01	801.70	400.85	1,062.60	801.70	(260.90)
502630	EE Bond Expense		-		0.00	0.00	0.00
502690	Jury Duty Leave Expense	-23.99	-		7.89	0.00	(7.89)
502720	Military Duty Leave Expense		-		0.00	0.00	0.00
502780	Deferred Compensation Expense	2,171.89	2,210.66	1,105.33	2,068.30	2,210.66	142.36
502790	Bonus Pay		-		0.00	0.00	0.00
502880	Kaiser COPD	10,494.57	10,777.68	5,388.84	11,593.27	10,777.68	(815.59)
<b>TOTAL FRINGE BENEFITS</b>		<b>45,245.71</b>	<b>48,026.78</b>	<b>24,013.39</b>	<b>55,075.87</b>	<b>48,027.06</b>	<b>(7,048.81)</b>
503060	Professional & Technical Fees	841.87	-		500.00	0.00	(500.00)
503110	Contract Maintenance Services		-				0.00
503160	Custodial Services Expense		-				0.00
503210	Security Services Expense	66,359.18	48,314.54	24,157.27	57,451.00	48,314.54	(9,136.46)
503260	Fare Collection Service Expense	8,500.00	7,638.02	3,819.01	8,880.00	0.00	(8,880.00)
503310	Contract Labor Expense		-			0.00	0.00
503360	Employee Physicals Expense		-			0.00	0.00
503990	Other Services		-			0.00	0.00
<b>TOTAL SERVICES</b>		<b>75,701.05</b>	<b>55,952.56</b>	<b>27,976.28</b>	<b>66,831.00</b>	<b>48,314.54</b>	<b>(18,516.46)</b>
504000	Discounts Received		-				0.00
504010	Bus & Other Rolling Stock Parts	-30,125.54	13,356.20	6,678.10	38,500.00	13,356.20	(25,143.80)
504020	Tire s & Tubes		-		0.00	0.00	0.00
504030	Preventative Maintenance		-		0.00	0.00	0.00
504060	Workshop clearing account		-		0.00	0.00	0.00



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GL ACCT CODE	DESCRIPTION	A FY12 Act	B FY13 YE EST	C FY 13YTD Dec	D FY 13 ANNUAL BUDGET	E FY14 Proposed Bud	F Variance FY14 to FY13
509230	Printing Charges	-	-	-	0.00	0.00	0.00
<b>TOTAL PRINTING &amp; ADVERTISING</b>							
508000	Interest Expense		-			0.00	0.00
509010	Memberships, Dues, Pub, Subscript		-		0.00	0.00	0.00
509020	Travel & Meetings		-		0.00	0.00	0.00
509030	Postage and Express Mail		-			0.00	0.00
509070	Bad Debt expense / NSF		-			0.00	0.00
509100	Bus Pass Sales Discounts		-			0.00	0.00
509200	Safety Training		-			0.00	0.00
509210	Employee Training		-			0.00	0.00
509220	Educational Reimbursements		-			0.00	0.00
509240	Outside Freight		-			0.00	0.00
509250	Bank Charges		-			0.00	0.00
509260	Employee Recognition		-			0.00	0.00
	PO Invoice Over Under		-			0.00	0.00
509990	Other Miscellaneous Expense		-			0.00	0.00
590300	Distributed Labor - Maintenance - Direc		-		0.00	0.00	0.00
590400	Allocated Indirect Labor & Benefits	-	-	-	0.00	0.00	0.00
<b>TOTAL MISCELLANEOUS EXPENSE</b>							
512340	Leases/Rentals - Other		-		0.00	0.00	0.00
512400	Capital Lease - Tires		-			0.00	0.00
<b>TOTAL LEASES &amp; RENTALS</b>							
513200	Deprec Exp - Bus Shelters		-				0.00
513210	Deprec Exp - Buildings		-				0.00
513220	Deprec Exp - Building Improvements		-				0.00
513230	Deprec Exp - Land Improvements		-				0.00
513300	Deprec Exp - Support Vehicles		-				0.00
513310	Deprec Exp - Fixed Route Revenue Vehicle		-				0.00
513320	Deprec Exp - Access Revenue Vehicles	660,866.30	580,578.54	290,289.27	563,592.78	906,303.56	342,710.78
513400	Deprec Exp - Furniture and Fixtures		-				0.00
513410	Deprec Exp - Machinery and Shop Equipme		-				0.00
513420	Deprec Exp - Office Equipment		-				0.00
513430	Deprec Exp - Computers and Software		-				0.00
<b>TOTAL DEPRECIATION</b>							
		660,866.30	580,578.54	290,289.27	563,592.78	906,303.56	342,710.78
564900	Capital Purch Expense - Local		-				0.00
564960	Pass Through To Other Agency		-				0.00
564990	Capital Purch Expense - Federal		-				0.00
<b>TOTAL CAPITAL PURCH EXPENSE</b>							
		-	-	-	-	-	-
<b>TOTAL EXPENSES</b>							
		10,240,311.20	10,102,731.16	5,051,365.58	10,632,074.31	10,863,508.01	231,433.70
<b>TOTAL EXPENSES - net Depreciation</b>							
		9,579,444.90	9,522,152.62	4,761,076.31	10,068,481.53	9,957,204.45	



# Yucaipa - Omnilink

FISCAL SUMMARY BY PROGRAM				
	2011-2012 ACTUAL	2012-2013 ADOPTED	2013-2014 PROPOSED	\$ / % Change FY 2013-2014
Salaries and Benefits	4,786	5,571	4,764	(807) -14.48%
Services	7,174	3,197	2,674	(523) -16.35%
Material and Supplies	41,011	57,754	44,088	(13,666) -23.66%
Occupancy	5,463	6,530	5,473	(1,057) -16.18%
Casualty and Liability	15,885	24,833	3,021	(21,812) -87.84%
Taxes	-	-	-	-
Purchased Transport	187,633	241,227	247,708	6,481 2.69%
Printing and Advertising	-	-	-	-
Miscellaneous Expenses	-	-	-	-
Leases and Rentals	105	5,084	-	(5,084)
<b>SUBTOTAL</b>	<b>262,057</b>	<b>344,196</b>	<b>307,728</b>	<b>(36,468) -10.60%</b>
Depreciation	-	-	-	-
<b>SUBTOTAL</b>	<b>262,057</b>	<b>344,196</b>	<b>307,728</b>	<b>(36,468) -10.60%</b>
<b>GRAND TOTAL **</b>	<b>262,057</b>	<b>344,196</b>	<b>307,728</b>	<b>(36,468) -10.60%</b>

\*\* Less Depreciation

This Omnilink service provides curb-to-curb demand-responsive service for the general public within the City of Yucaipa and facilitates transfers to/from regular fixed route services for travel beyond its boundaries. This service is operated by a private company under contract to the Agency. The contractor is responsible for the daily activities of service delivery such as reservations, scheduling and dispatching. They hire and train their operating personnel in accordance with all Agency and legal requirements and maintain the fleet of paratransit vehicles assigned to this service.



A passenger using a bike lid at the Yucaipa Transit Center.

# Expense Report for Yucaipa - Omnilink

EXPENSE REPORT FOR YUCAIPA COMMUNITY LINK							
GL ACCT CODE	DESCRIPTION	A FY12 Act	B FY13 YE EST	C FY 13YTD Dec	D FY 13 ANNUAL BUDGET	E FY14 Proposed Bud	F Variance FY14 to FY13
501100	Regular Pay - Operators		-		0.00	0.00	0.00
501130	Regular Pay - Others	2,939.59	2,811.06	1,405.53	3,302.08	2,811.06	(491.02)
501310	Overtime Pay - Operator		-		0.00	0.00	0.00
501340	Overtime Pay - Other		-		0.00	0.00	0.00
<b>TOTAL SALARIES</b>		<b>2,939.59</b>	<b>2,811.06</b>	<b>1,405.53</b>	<b>3,302.08</b>	<b>2,811.06</b>	<b>(491.02)</b>
502210	PERS Employer Expense	371.02	352.96	176.48	402.45	352.96	(49.49)
502240	PERS Reimbursement Expense	234.27	232.66	116.33	276.31	232.66	(43.65)
502270	PacificCare COPD	224.49	233.36	116.68	315.65	233.36	(82.29)
502320	Health Saving Acct Expense	0.00	-		0.00	0.00	0.00
502330	Life Insurance Expense	15.67	15.20	7.60	20.28	15.20	(5.08)
502360	Employers Medicare Tax Expense	51.74	51.66	25.83	59.49	51.66	(7.83)
502370	LTD CO PD Expense	34.75	34.40	17.20	36.38	34.40	(1.98)
502390	Unemployment Insurance expense		-		0.00	0.00	0.00
502420	Workers compensation expense		-		0.00	0.00	0.00
502450	Sick Leave Expense	62.58	159.88	79.94	108.24	159.88	51.64
502480	Holiday Pay Expense	140.09	152.58	76.29	236.26	152.58	(83.68)
502490	Floating Holiday Pay Expense		-		0.00	0.00	0.00
502510	Vacation Pay Expense	205.41	202.80	101.40	301.77	202.80	(98.97)
502600	SDI Reimbursement Expense	36.01	32.48	16.24	43.17	32.48	(10.69)
502630	EE Bond Expense		-			0.00	0.00
502690	Jury Duty Leave Expense	-0.85	-		1.97	0.00	(1.97)
502720	Military Duty Leave Expense		-		0.00	0.00	0.00
502780	Deferred Compensation Expense	82.49	85.84	42.92	82.27	85.84	3.57
502790	Bonus Pay		-			0.00	0.00
502880	Kaiser COPD	388.97	399.50	199.75	384.89	399.50	14.61
<b>TOTAL FRINGE BENEFITS</b>		<b>1,846.64</b>	<b>1,953.32</b>	<b>976.66</b>	<b>2,269.11</b>	<b>1,953.32</b>	<b>(315.79)</b>
503060	Professional & Technical Fees		-		0.00	0.00	0.00
503110	Contract Maintenance Services		-				0.00
503160	Custodial Services Expense		-				0.00
503210	Security Services Expense	7,174.21	2,674.20	1,337.10	3,197.00	2,674.20	(522.80)
503260	Fare collection service expense		-			0.00	0.00
503310	Contract Labor Expense		-			0.00	0.00
503360	Employee Physicals Expense		-			0.00	0.00
503990	Other Services		-			0.00	0.00
<b>TOTAL SERVICES</b>		<b>7,174.21</b>	<b>2,674.20</b>	<b>1,337.10</b>	<b>3,197.00</b>	<b>2,674.20</b>	<b>(522.80)</b>
504000	Discounts Received		-				0.00
504010	Bus & Other Rolling Stock Parts		-		3,000.00	0.00	(3,000.00)
504020	Tires & Tubes		-		0.00	0.00	0.00
504030	Preventative Maintenance		-		0.00	0.00	0.00
504060	Workshop clearing account		-		0.00	0.00	0.00
504090	LNG/CNG Fuels		-		0.00	0.00	0.00

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GL ACCT CODE	DESCRIPTION	A FY12 Act	B FY13 YE EST	C FY 13YTD Dec	D FY 13 ANNUAL BUDGET	E FY14 Proposed Bud	F Variance FY14 to FY13
509230	Printing Charges	-	-	-	-	0.00	0.00
<b>TOTAL PRINTING &amp; ADVERTISING</b>							
508000	Interest Expense	-	-	-	-	0.00	0.00
509010	Memberships, Dues, Pub, Subscript	-	-	-	0.00	0.00	0.00
509020	Travel & Meetings	-	-	-	0.00	0.00	0.00
509030	Postage and Express Mail	-	-	-	-	0.00	0.00
509070	Bad Debt expense / NSF	-	-	-	-	0.00	0.00
509100	Bus Pass Sales Discounts	-	-	-	-	0.00	0.00
509200	Safety Training	-	-	-	-	0.00	0.00
509210	Employee Training	-	-	-	-	0.00	0.00
509220	Educational Reimbursements	-	-	-	-	0.00	0.00
509240	Outside Freight	-	-	-	-	0.00	0.00
509250	Bank charges	-	-	-	-	0.00	0.00
509260	Employee Recognition	-	-	-	-	0.00	0.00
	PO Invoice Over Under	-	-	-	-	0.00	0.00
509990	Other Miscellaneous Expense	-	-	-	-	0.00	0.00
590300	Distributed Labor - Maintenance - Direc	-	-	-	-	0.00	0.00
590400	Allocated Indirect Labor & Benefits	-	-	-	-	0.00	0.00
<b>TOTAL MISCELLANEOUS EXPENSE</b>							
		-	-	-	0.00	0.00	
512340	Leases/Rentals - Other	105.23	-	-	5,084.00	0.00	(5,084.00)
512400	Capital Lease - Tires	-	-	-	-	0.00	0.00
<b>TOTAL LEASES &amp; RENTALS</b>							
		105.23	-	-	5,084.00	0.00	
513200	Deprec Exp - Bus Shelters	-	-	-	-	-	0.00
513210	Deprec Exp - Buildings	-	-	-	-	-	0.00
513220	Deprec Exp - Building Improvements	-	-	-	-	-	0.00
513230	Deprec Exp - Land Improvements	-	-	-	-	-	0.00
513300	Deprec Exp - Support Vehicles	-	-	-	-	-	0.00
513310	Deprec Exp - Fixed Route Revenue Vehicl	-	-	-	-	-	0.00
513320	Deprec Exp - Access Revenue Vehicles	-	-	-	-	-	0.00
513400	Deprec Exp - Furniture and Fixtures	-	-	-	-	-	0.00
513410	Deprec Exp - Machinery and Shop Equipme	-	-	-	-	-	0.00
513420	Deprec Exp - Office Equipment	-	-	-	-	-	0.00
513430	Deprec Exp - Computers and Software	-	-	-	-	-	0.00
<b>TOTAL DEPRECIATION</b>							
		-	-	-	-	-	-
564900	Capital Purch Expense - Local	-	-	-	-	-	0.00
564960	Pass Through To Other Agency	-	-	-	-	-	0.00
564990	Capital Purch Expense - Federal	-	-	-	-	-	0.00
<b>TOTAL CAPITAL PURCH EXPENSE</b>							
		-	-	-	-	-	-
<b>TOTAL EXPENSES</b>							
		262,057.27	212,037.12	106,018.56	344,196.15	307,728.44	(31,383.71)

# Chino Hills

This Omnibus service provides curb-to-curb demand-responsive service for the general public within the City of Chino Hills and facilitates transfers to/from regular fixed route services for travel beyond its boundaries. This service is operated by a private company under contract to the Agency. The contractor is responsible for the daily activities of service delivery such as reservations, scheduling and dispatching. They hire and train their operating personnel in accordance with all Agency and legal requirements and maintain the fleet of paratransit vehicles assigned to this service.

FISCAL SUMMARY BY PROGRAM				
	2011-2012 ACTUAL	2012-2013 ADOPTED	2013-2014 PROPOSED	\$ / % Change FY 2013-2014
Salaries and Benefits	-	-	-	-
Services	-	-	-	-
Material and Supplies	32,989	37,805	22,164	(15,641) -41.37%
Occupancy	-	-	-	-
Casualty and Liability	2,665	8,369	1,119	(7,250) -86.63%
Taxes	-	-	-	-
Purchased Transport	107,029	127,717	126,503	(1,214) -0.95%
Printing and Advertising	-	-	-	-
Miscellaneous Expenses	-	-	-	-
Leases and Rentals	-	-	-	-
<b>SUBTOTAL</b>	<b>142,683</b>	<b>173,891</b>	<b>149,786</b>	<b>(24,106) -13.86%</b>
Depreciation	-	-	-	-
<b>SUBTOTAL</b>	<b>142,683</b>	<b>173,891</b>	<b>149,786</b>	<b>(24,106) -13.86%</b>
<b>GRAND TOTAL **</b>	<b>142,683</b>	<b>173,891</b>	<b>149,786</b>	<b>(24,106) -13.86%</b>

\*\* Less Depreciation



# Expense Report for Chino Hills

EXPENSE REPORT FOR CHINO HILLS						
GL ACCT CODE	DESCRIPTION	A FY12 Act	B FY13 YE EST	C FY 13YTD Dec	D FY 13 ANNUAL BUDGET	E FY14 Proposed Bud
						F Variance FY14 to FY13
501100	Regular Pay - Operators		-			0.00
501130	Regular Pay - Others		-			0.00
501310	Overtime Pay - Operator		-			0.00
501340	Overtime Pay - Other		-			0.00
TOTAL SALARIES		-	-	-	-	-
502210	PERS Employer Expense		-			0.00
502240	PERS Reimbursement Expense		-			0.00
502270	PacificCare COPD		-			0.00
502320	Health Saving Acct Expense		-			0.00
502330	Life Insurance Expense		-			0.00
502360	Employers Medicare Tax Expense		-			0.00
502370	LTD CO PD Expense		-			0.00
502390	Unemployment Insurance expense		-			0.00
502420	Workers Compensation Expense		-			0.00
502450	Sick Leave Expense		-			0.00
502480	Holiday Pay Expense		-			0.00
502490	Floating Holiday Pay Expense		-			0.00
502510	Vacation Pay Expense		-			0.00
502600	SDI Reimbursement Expense		-			0.00
502630	EE Bond Expense		-			0.00
502690	Jury Duty Leave Expense		-			0.00
502720	Military Duty Leave Expense		-			0.00
502780	Deferred Compensation Expense		-			0.00
502790	Bonus Pay		-			0.00
502880	Kaiser COPD		-			0.00
TOTAL FRINGE BENEFITS		-	-	-	-	-
503060	Professional & Technical Fees		-		0.00	0.00
503110	Contract Maintenance Services		-			0.00
503160	Custodial Services Expense		-			0.00
503210	Security Services Expense		-		0.00	0.00
503260	Fare collection Service Expense		-			0.00
503310	Contract Labor Expense		-			0.00
503360	Employee Physicals Expense		-			0.00
503990	Other Services		-			0.00
TOTAL SERVICES		-	-	-	0.00	0.00
504000	Discounts Received		-			0.00
504010	Bus & Other Rolling Stock Parts		-		3,000.00	(3,000.00)
504020	Tire s & Tubes		-		0.00	0.00
504030	Preventative Maintenance		-		0.00	0.00
504060	Workshop clearing account		-		0.00	0.00



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GL ACCT CODE	DESCRIPTION	A	B	C	D	E	F
		FY12 Act	FY13 YE EST	FY 13YTD Dec	FY 13 ANNUAL BUDGET	FY14 Proposed Bud	Variance FY14 to FY13
509230	Printing Charges		-	-	-	0.00	0.00
<b>TOTAL PRINTING &amp; ADVERTISING</b>							
508000	Interest Expense		-			0.00	0.00
509010	Memberships, Dues, Pub, Subscript		-			0.00	0.00
509020	Travel & Meetings		-			0.00	0.00
509030	Postage and Express Mail		-			0.00	0.00
509070	Bad Debt expense / NSF		-			0.00	0.00
509100	Bus Pass Sales Discounts		-			0.00	0.00
509200	Safety Training		-			0.00	0.00
509210	Employee Training		-			0.00	0.00
509220	Educational Reimbursements		-			0.00	0.00
509240	Outside Freight		-			0.00	0.00
509250	Bank Charges		-			0.00	0.00
509260	Employee Recognition		-			0.00	0.00
	PO Invoice Over Under		-			0.00	0.00
509990	Other Miscellaneous Expense		-			0.00	0.00
590300	Distributed Labor - Maintenance - Direc		-			0.00	0.00
590400	Allocated Indirect Labor & Benefits		-		0.00	0.00	0.00
<b>TOTAL MISCELLANEOUS EXPENSE</b>							
512340	Leases/Rentals - Other		-			0.00	0.00
512400	Capital Lease - Tires		-			0.00	0.00
<b>TOTAL LEASES &amp; RENTALS</b>							
513200	Deprec Exp - Bus Shelters		-				0.00
513210	Deprec Exp - Buildings		-				0.00
513220	Deprec Exp - Building Improvements		-				0.00
513230	Deprec Exp - Land Improvements		-				0.00
513300	Deprec Exp - Support Vehicles		-				0.00
513310	Deprec Exp - Fixed Route Revenue Vehicle		-				0.00
513320	Deprec Exp - Access Revenue Vehicles		-				0.00
513400	Deprec Exp - Furniture and Fixtures		-				0.00
513410	Deprec Exp - Machinery and Shop Equipme		-				0.00
513420	Deprec Exp - Office Equipment		-				0.00
513430	Deprec Exp - Computers and Software		-				0.00
<b>TOTAL DEPRECIATION</b>							
564900	Capital Purch Expense - Local		-				0.00
564960	Pass Through To Other Agency		-				0.00
564990	Capital Purch Expense - Federal		-				0.00
<b>TOTAL CAPITAL PURCH EXPENSE</b>							
<b>TOTAL EXPENSES</b>							
		142,683.11	126,173.50	63,086.75	173,891.30	149,785.76	(24,105.54)

# OmniGo/Purchased Transportation

Omnitrans uses purchased transportation 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. The use of purchased transportation on weekends is designed to match a smaller cutaway vehicle with a 16-18 passenger capacity to routes that rarely see more than 16 passengers on board at one time. OmniGo service is a neighborhood shuttle service that uses the same smaller vehicles in regular fixed route service. The OmniGo program was designed to augment OmniLink after multiple years when the standalone version of OmniLink did not meet standard.



FISCAL SUMMARY BY PROGRAM				
	2011-2012 ACTUAL	2012-2013 ADOPTED	2013-2014 PROPOSED	\$ / % Change FY 2013-2014
Salaries and Benefits	-	-	-	-
Services	-	10,046	4,219	(5,827) -58.00%
Material and Supplies	135,753	327,823	260,901	(66,922) -20.41%
Occupancy	-	-	-	-
Casualty and Liability	1,231	-	3,692	3,692
Taxes	-	-	-	-
Purchased Transport	1,145,382	1,257,329	1,244,623	(12,706) -1.01%
Printing and Advertising	-	-	-	-
Miscellaneous Expenses	-	-	-	-
Leases and Rentals	-	-	-	-
<b>SUBTOTAL</b>	<b>1,282,366</b>	<b>1,595,198</b>	<b>1,513,435</b>	<b>(81,763) -5.13%</b>
Depreciation	-	-	-	-
<b>SUBTOTAL</b>	<b>1,282,366</b>	<b>1,595,198</b>	<b>1,513,435</b>	<b>(81,763) -5.13%</b>
<b>GRAND TOTAL **</b>	<b>1,282,366</b>	<b>1,595,198</b>	<b>1,513,435</b>	<b>(81,763) -5.13%</b>

\*\* Less Depreciation



# Expense Report for OmniGo

EXPENSE REPORT FOR OMNIGO							
GL ACCT CODE	DESCRIPTION	A FY12 Act	B FY13 YE EST	C FY 13YTD Dec	D FY 13 ANNUAL BUDGET	E FY14 Proposed Bud	F Variance FY14 to FY13
501100	Regular Pay - Operators		-			0.00	0.00
501130	Regular Pay - Others		-			0.00	0.00
501310	Overtime Pay - Operator		-			0.00	0.00
501340	Overtime Pay - Other		-			0.00	0.00
<b>TOTAL SALARIES</b>							
502210	PERS Employer Expense		-			0.00	0.00
502240	PERS Reimbursement Expense		-			0.00	0.00
502270	PacificCare COPD		-			0.00	0.00
502320	Health Saving Acct Expense		-			0.00	0.00
502330	Life Insurance Expense		-			0.00	0.00
502360	Employers Medicare Tax Expense		-			0.00	0.00
502370	LTD CO PD Expense		-			0.00	0.00
502390	Unemployment Insurance expense		-			0.00	0.00
502420	Workers Compensation Expense		-			0.00	0.00
502450	Sick Leave Expense		-			0.00	0.00
502480	Holiday Pay Expense		-			0.00	0.00
502490	Floating Holiday Pay Expense		-			0.00	0.00
502510	Vacation Pay Expense		-			0.00	0.00
502600	SDI Reimbursement Expense		-			0.00	0.00
502630	EE Bond Expense		-			0.00	0.00
502690	Jury Duty Leave Expense		-			0.00	0.00
502720	Military Duty Leave Expense		-			0.00	0.00
502780	Deferred Compensation Expense		-			0.00	0.00
502790	Bonus Pay		-			0.00	0.00
502880	Kaiser COPD		-			0.00	0.00
<b>TOTAL FRINGE BENEFITS</b>							
503060	Professional & Technical Fees		-		0.00	0.00	0.00
503110	Contract Maintenance Services		-				0.00
503160	Custodial Services Expense		-				0.00
503210	Security Services Expense		8,438.74	4,219.37	10,046.00	4,219.17	(5,826.83)
503260	Fare collection Service Expense		-			0.00	0.00
503310	Contract Labor Expense		-			0.00	0.00
503360	Employee Physicals Expense		-			0.00	0.00
503990	Other Services		-			0.00	0.00
<b>TOTAL SERVICES</b>							
		-	8,438.74	4,219.37	10,046.00	4,219.17	(5,826.83)
504000	Discounts Received		-				0.00
504010	Bus & Other Rolling Stock Parts		-		5,000.00	0.00	(5,000.00)
504020	Tire s & Tubes		-		0.00	0.00	0.00
504030	Preventative Maintenance		-		0.00	0.00	0.00
504060	Workshop clearing account		-		0.00	0.00	0.00

504090	LNG/CNG Fuels				-			0.00	0.00	0.00	0.00
504091	CNG Hedging Activities							0.00	0.00	0.00	0.00
504100	Gasoline	182,218.41	271,506.44	135,753.22				322,822.72	260,901.00	(61,921.72)	
504110	Diesel Fuel		-						0.00	0.00	0.00
504120	Oil		-						0.00	0.00	0.00
504130	Lubricants & Chemicals		-						0.00	0.00	0.00
504140	CNG Fuel Tax Credit		-						0.00	0.00	0.00
504190	Computer Supplies		-						0.00	0.00	0.00
504200	Washer & Cleaner Supplies		-						0.00	0.00	0.00
504210	Office Supplies		-						0.00	0.00	0.00
504220	Small Tools		-						0.00	0.00	0.00
504230	Clothing & Safety Supplies		-						0.00	0.00	0.00
504240	Tool Allowance		-						0.00	0.00	0.00
504900	Price Variance		-						0.00	0.00	0.00
504910	Inventory Adjustment		-						0.00	0.00	0.00
504990	Other materials & supplies		-						0.00	0.00	0.00
<b>TOTAL MATERIALS &amp; SUPPLIES</b>		<b>182,218.41</b>	<b>271,506.44</b>	<b>135,753.22</b>				<b>327,822.72</b>	<b>260,901.00</b>	<b>(66,921.72)</b>	
505020	Utility Other than Propulsion Power		-						0.00	0.00	0.00
505030	Telephone		-					0.00	0.00	0.00	0.00
505040	Data communication Lines		-						0.00	0.00	0.00
505060	Repairs & Maint - Buildings		-						0.00	0.00	0.00
505110	Repairs & Maint - Equipment		-						0.00	0.00	0.00
505160	Repairs & Maint - Office Equipment		-						0.00	0.00	0.00
505170	R & M Software [Contracts]		-						0.00	0.00	0.00
505210	Repairs & Maint Grounds		-						0.00	0.00	0.00
505230	Repairs & Maint Stops & Satations		-						0.00	0.00	0.00
505960	Other Occupancy Expense		-					0.00	0.00	0.00	0.00
<b>TOTAL OCCUPANCY</b>		<b>-</b>	<b>-</b>	<b>-</b>				<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
506110	Property/Official & Emp Liab Insurance		-						0.00	0.00	0.00
506160	Gen Liab & Veh Liab/Loss Insurance	1,230.62	7,383.72	3,691.86					3,691.86	3,691.86	
506180	General Auto PD/PL Uninsured Ded/IBNR		-						0.00	0.00	0.00
506310	Worker's Comp Excess/Employer's Liab Ex		-						0.00	0.00	0.00
506360	Worker's Comp Self Insured IBNR								0.00	0.00	0.00
506960	General Liability/Loss IBNR										0.00
<b>TOTAL CASUALTY &amp; LIABILITY</b>		<b>1,230.62</b>	<b>7,383.72</b>	<b>3,691.86</b>				<b>-</b>	<b>3,691.86</b>	<b>3,691.86</b>	
507040	Vehicle License Registration Fees		-						0.00	0.00	0.00
507050	Fuel & Lubricant taxes		-						0.00	0.00	0.00
507990	Other Taxes		-						0.00	0.00	0.00
<b>TOTAL TAXES</b>		<b>-</b>	<b>-</b>	<b>-</b>				<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
508220	Purchased Transportation	1,145,381.96	1,207,407.42	603,703.71				1,249,020.23	1,236,314.00	(12,706.23)	
508900	Purch Trans Lease Cost - LTF		1,661.78	830.89				1,661.75	1,661.75	0.00	0.00
508990	Purch Trans Lease Cost - FTA		6,647.04	3,323.52				6,646.98	6,646.98	0.00	0.00
<b>TOTAL PURCH TRANSPORT</b>		<b>1,145,381.96</b>	<b>1,215,716.24</b>	<b>607,858.12</b>				<b>1,257,328.96</b>	<b>1,244,622.73</b>	<b>(12,706.23)</b>	

Continued from previous page

GL ACCT CODE	DESCRIPTION	A	B	C	D	E	F
		FY12 Act	FY13 YE EST	FY 13YTD Dec	FY 13 ANNUAL BUDGET	FY14 Proposed Bud	Variance FY14 to FY13
509230	Printing Charges	-	-	-	-	0.00	0.00
<b>TOTAL PRINTING &amp; ADVERTISING</b>							
508000	Interest Expense	-	-	-	-	0.00	0.00
509010	Memberships, Dues, Pub, Subscript	-	-	-	-	0.00	0.00
509020	Travel & Meetings	-	-	-	-	0.00	0.00
509030	Postage and Express Mail	-	-	-	-	0.00	0.00
509070	Bad Debt expense / NSF	-	-	-	-	0.00	0.00
509100	Bus Pass Sales Discounts	-	-	-	-	0.00	0.00
509200	Safety Training	-	-	-	-	0.00	0.00
509210	Employee Training	-	-	-	-	0.00	0.00
509220	Educational Reimbursements	-	-	-	-	0.00	0.00
509240	Outside Freight	-	-	-	-	0.00	0.00
509250	Bank Charges	-	-	-	-	0.00	0.00
509260	Employee Recognition	-	-	-	-	0.00	0.00
	PO Invoice Over Under	-	-	-	-	0.00	0.00
509990	Other Miscellaneous Expense	-	-	-	-	0.00	0.00
590300	Distributed Labor - Maintenance - Direc	-	-	-	-	0.00	0.00
590400	Allocated Indirect Labor & Benefits	-	-	-	0.00	0.00	0.00
<b>TOTAL MISCELLANEOUS EXPENSE</b>							
512340	Leases/Rentals - Other	-	-	-	-	0.00	0.00
512400	Capital Lease - Tires	-	-	-	-	0.00	0.00
<b>TOTAL LEASES &amp; RENTALS</b>							
513200	Deprec Exp - Bus Shelters	-	-	-	-	0.00	0.00
513210	Deprec Exp - Buildings	-	-	-	-	0.00	0.00
513220	Deprec Exp - Building Improvements	-	-	-	-	0.00	0.00
513230	Deprec Exp - Land Improvements	-	-	-	-	0.00	0.00
513300	Deprec Exp - Support Vehicles	-	-	-	-	0.00	0.00
513310	Deprec Exp - Fixed Route Revenue Vehicle	-	-	-	-	0.00	0.00
513320	Deprec Exp - Access Revenue Vehicles	-	-	-	-	0.00	0.00
513400	Deprec Exp - Furniture and Fixtures	-	-	-	-	0.00	0.00
513410	Deprec Exp - Machinery and Shop Equipme	-	-	-	-	0.00	0.00
513420	Deprec Exp - Office Equipment	-	-	-	-	0.00	0.00
513430	Deprec Exp - Computers and Software	-	-	-	-	0.00	0.00
<b>TOTAL DEPRECIATION</b>							
564900	Capital Purch Expense - Local	-	-	-	-	0.00	0.00
564960	Pass Through To Other Agency	-	-	-	-	0.00	0.00
564990	Capital Purch Expense - Federal	-	-	-	-	0.00	0.00
<b>TOTAL CAPITAL PURCH EXPENSE</b>							
<b>TOTAL EXPENSES</b>							
		1,328,830.99	1,503,045.14	751,522.57	1,595,197.68	1,513,434.76	(81,762.92)



# How one mom used Omnitrans to change her life

**When Kathleen Brink became disabled** due to seizures 3 years ago, her world fell apart. Her doctor would no longer allow her to drive, she lost her job as a mortgage underwriter and she was in the middle of an ugly divorce and custody battle for her son and daughter, ages five and nine. She had no idea how she was going to get the kids back and forth to school or do the simple things she had always taken for granted, like grocery shopping or running errands. One day she was sitting in the law office, crying and feeling completely helpless, when her lawyer pointed out that she did have another option. She could ride the bus.

Kathleen had never ridden a bus before. She'd had her own car since she was 16-years old, and the prospect of relying on public transit for everything she needed felt impossible and overwhelming. Still, she managed to push aside her anxiety to research the Omnitrans routes she needed and to work out a schedule.

"At first the kids were mortified to be going to school on a public bus," laughed Kathleen. "This was a whole new experience for them. Now it's like being a part of a little family. We know all the regular riders, and we all look out for each other. Paul, our driver, is a great guy and always watches after the kids. In a few more years my oldest starts high school and she's really looking forward to taking the Omnitrans bus to school with her friends. It's evidently the cool kid thing to do!"

Now Kathleen and her family take the bus and train wherever they need to go. There's no car payment, no gas tank to fill, no insurance fees to worry about, and she likes not having to battle the traffic. Her life has changed in other ways as well.

"This was a lifestyle that was forced on me, but I decided early on to just embrace it and make it work," said Kathleen. "During my first year of riding the bus, I lost 100 pounds. I was walking and getting out more and



living healthier. It really made me see the world differently. I was never a big 'green' person before, but it actually felt good to know I had lessened my footprint on the earth. Now I've even taken it a step further and gone vegetarian!"

She added, "I love Omnitrans. Without you guys, I would have lost custody of my kids and would never have been able to maintain my independence. I'm healthier and more active than I was before. I've also gotten to know our little group of regular riders and feel more connected to my community. You've made it possible for us to enjoy life in ways we never would have imagined."





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