ATTACHMENT B

SAN BERNARDINO COUNTY TRANSPORTATION AUTHORITY

CONSOLIDATION STUDY AND INNOVATIVE TRANSIT REVIEW

TASK 1.3: PERFORMANCE REVIEW

FINAL – February 25, 2020

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San Bernardino County Transportation Authority
Consolidation Study and Innovative Transit Review
Task 1.3 — Performance Review
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1.0 PERFORMANCE REVIEW OF OMNITRANS

The purpose of the San Bernardino County Transportation Authority (SBCTA) Consolidation Study and Innovative Transit Review is to analyze the pros, cons, and financial and organizational impacts from a potential consolidation of SBCTA with Omnitrans, the principal public transit operator in the San Bernardino Valley area.

As part of the overall study, Task 1.3 of the study's Scope of Work calls for the consultant team to conduct a high-level performance review of Omnitrans, reviewing standard transit performance indicators, comparing those indicators with Omnitrans' performance projections, and comparing its performance with peer transit agencies. The intent of the performance review is to identify areas where the agency is doing well, as well as areas with opportunity for improvement through internal efficiency improvement.

In order to conduct the performance review, a three-part process was employed. The process, detailed in this chapter, entailed:

- Standardized Performance Review on Key Indicators – Omnitrans was evaluated using a set of standardized performance indicators and their TransTrack data submittals. A historical trend analysis of data from FY 2015 to FY 2019 was performed, as well as a separate mode-specific analysis using FY 2019 data. This provided a uniform set of performance indicators for each mode operated.
- Internal Agency Performance Review – Omnitrans' most recent Short-Range Transit Plan (SRTP), containing its goals, objectives and service standards, was last updated in 2015, and there have been significant shifts in transit performance nation-wide since then. Thus, for this analysis, Omnitrans' service projections for FY 2019 were compared with FY 2019 actuals to determine whether the agency is currently on track with its projections.
- Peer Agency Performance Review – In order to conduct a peer agency performance review, peers were identified using National Transit Database (NTD) information for the most recent NTD year available (FY 2018). Peer agencies were selected using a web-based transit agency analysis tool from the Florida State Department of Transportation, further explained later in this chapter.

1.1 Standardized Performance Review on Key Indicators

Omnitrans as well as all of the other transit agencies in San Bernardino County submit on-going operational and financial data into the TransTrack transit reporting system. The data in this system is based on actual reported results and is separated by year and mode, yielding valuable information for purposes of evaluating performance. FY 2015 through FY 2019 TransTrack data were selected as the base statistics sources for this evaluation because those were the most recent five fiscal years for which a full-year's data was available at the time of this study.

As a starting point, base statistical information was obtained for the following:

- Total Passenger Boardings;

- Total Operating Costs;
- Fare Revenues[1];
- Revenue Miles;
- Revenue Hours;
- Operating Subsidy (calculated from Total Operating Costs minus Fare Revenues); and
- Peak Vehicles[2].

These base statistics were then used to develop a standardized set of performance indicators over the five-year period, grouped by category as follows:

Cost and Financial Efficiency – These indicators evaluate cost per unit of service supplied and include:

- Operating Cost per Revenue Mile;
- Operating Cost per Revenue Hour; and
- Annual Operating Cost per Peak Vehicle.

Service Effectiveness – These indicators evaluate service utilization per unit of service supplied and include:

- Passenger Trips per Revenue Mile;
- Passenger Trips per Revenue Hour; and
- Annual Passengers per Peak Vehicle.

Cost Effectiveness – These indicators evaluate financial efficiency and include:

- Operating Cost per Passenger Trip;
- Farebox Recovery Ratio; and
- Subsidy per Passenger Trip.

1.1.1 Omnitrans Overall Performance Indicators

A historical summary of Omnitrans FY 2015 through FY 2019 system-wide performance is shown in **Table 1-1**.

[1] Fare revenues from TransTrack were the reported fare receipts only, and excluded SBCTA Measure I subsidies which were used to augment fares for farebox recovery requirements in some years.

[2] Peak vehicle information (also known as "Vehicles Operated in Maximum Service") was obtained from the National Transit Database for Omnitrans, as the data in TransTrack were inconsistent.

Table 1-1. Omnitrans System-wide Performance, FY 2015 – FY 2019

System-wide Base Statistic	FISCAL YEAR					% Change, FY15 - FY19	Avg % Change/ Year
	FY15	FY16	FY17	FY18	FY19		
Total Passenger Boardings	14,391,194	12,813,471	11,652,596	11,210,246	10,863,530	-24.5%	-6.1%
Total Operating Costs	$70,232,818	$68,371,273	$77,037,131	$83,331,930	$94,814,382	35.0%	8.8%
Fare Revenues[1]	$15,405,753	$14,805,083	$15,234,575	$12,755,725	$13,273,389	-13.8%	-3.5%
Revenue Miles	11,185,275	11,320,282	11,389,326	11,415,447	11,425,097	2.1%	0.5%
Revenue Hours	821,648	805,732	832,315	830,282	832,951	1.4%	0.3%
Operating Subsidy (Op Costs - Fares)	$54,827,065	$53,566,190	$61,802,556	$70,576,205	$81,540,993	48.7%	12.2%
Vehicles Operated in Maximum Svc[2]	248	266	250	250	250		
Performance Indicators							
Cost and Financial Efficiency							
Operating Cost per Revenue Mile	$6.28	$6.04	$6.76	$7.30	$8.30	32.2%	8.0%
Operating Cost per Revenue Hour	$85.48	$84.86	$92.56	$100.37	$113.83	33.2%	8.3%
Annual Operating Cost per Peak Veh	$ 283,197	$ 257,035	$ 308,149	$ 333,328	$ 379,258	33.9%	8.5%
Service Effectiveness							
Passengers per Revenue Mile	1.29	1.13	1.02	0.98	0.95	-26.1%	-6.5%
Passengers per Revenue Hour	17.52	15.90	14.00	13.50	13.04	-25.5%	-6.4%
Annual Passengers per Peak Vehicle	58,029	48,171	46,610	44,841	43,454	-25.1%	-6.3%
Cost Effectiveness							
Operating Cost per Passenger Trip	$4.88	$5.34	$6.61	$7.43	$8.73	78.8%	19.7%
Farebox Recovery Ratio	21.9%	21.7%	19.8%	15.3%	14.0%	-36.2%	-9.0%
Subsidy per Passenger Trip	$3.81	$4.18	$5.30	$6.30	$7.51	97.0%	24.3%

*Source: TransTrack Reports & NTD

Notes:

1. Fare Revenues exclude non-fare Measure I Subsidies
2. All Base Statistics from TransTrack Reports except Vehicles Operated in Maximum Service, from NTD. FY19 VOMS assumed same as FY18

Several important overall trends over the past five years are apparent from review of these data. Looking first at the base statistics, Omnitrans experienced an overall ridership drop over this five-year period of nearly 25 percent, comparable to ridership declines experienced at other transit systems[3]. Fare revenues declined along with the

[3] See Falling Transit Ridership: California and Southern California. Prepared for Southern California Association of Governments, January 2018.

ridership drop, falling 13.8 percent after benefiting from a fare increase in FY 2015[4]. During this same period, however, total operating costs rose 35 percent[5]. Overall service levels were relatively flat. With all these trends combined, operating subsidies grew nearly 49 percent over this period. **Figure 1-1** and **Figure 1-2** display these key trends graphically.

Figure 1-1. Omnitrans Total Passengers, FY 2015 – FY 2019

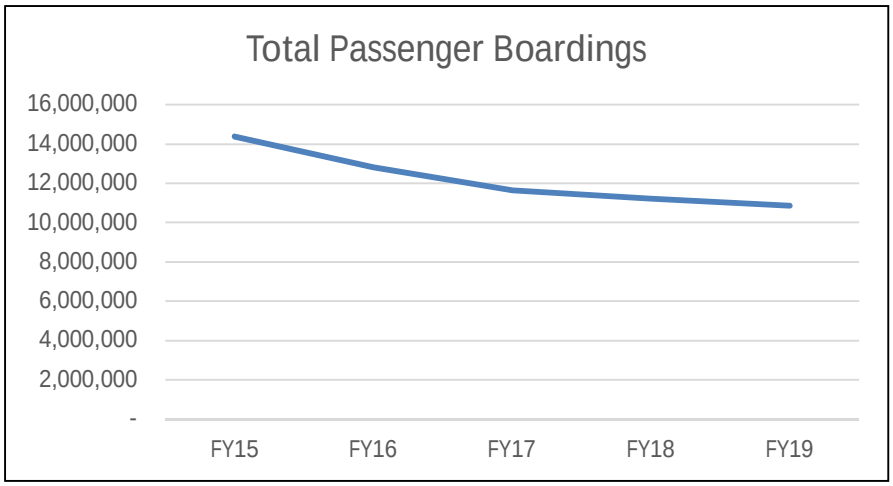
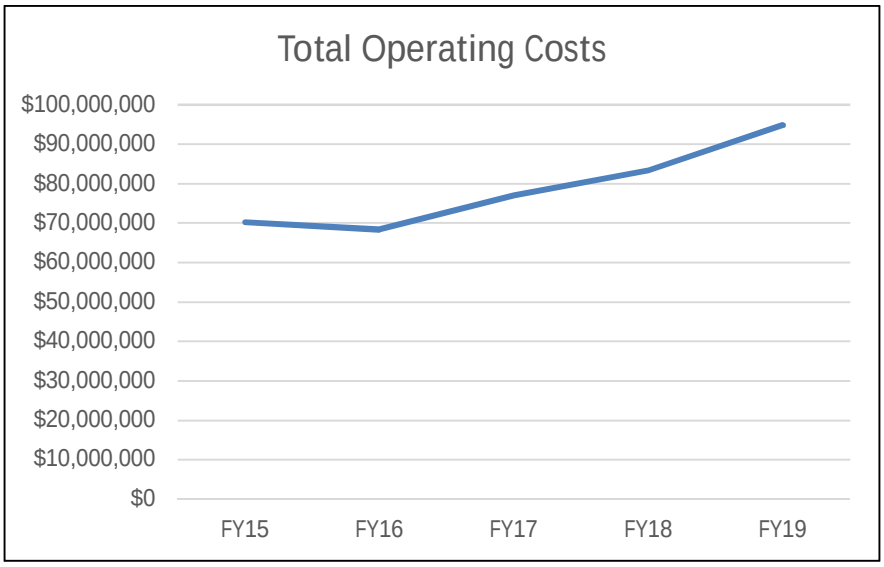


Figure 1-2. Omnitrans Total Operating Costs, FY 2015 – FY 2019



[4] The Omnitrans FY 2019-2020 Service Plan provides that a 25-cent increase in the single ride regular fare from $1.50 to $1.75 was implemented in FY 2015 with similar increases in other fares. Another 25-cent in the base fare increase was implemented in September 2019.

[5] A review of the key factors in the increase in operating costs over this period is provided in section 1.1.2.

All three operating cost per unit of service Cost and Financial Efficiency performance indicators rose 32 to 34 percent during the five-year period. For example, Operating Cost per Revenue Hour rose from $85.48 in FY 2015 to $113.83 in FY 2019. This rate of increase far exceeds inflation during this period and will be examined more closely during subsequent parts of this study to identify potential root causes. **Figure 1-3** and **Figure 1-4** illustrate two of the key operating cost per unit of service indicators.

Figure 1-3. Omnitrans Operating Cost per Revenue Mile, FY 2015 – FY 2019

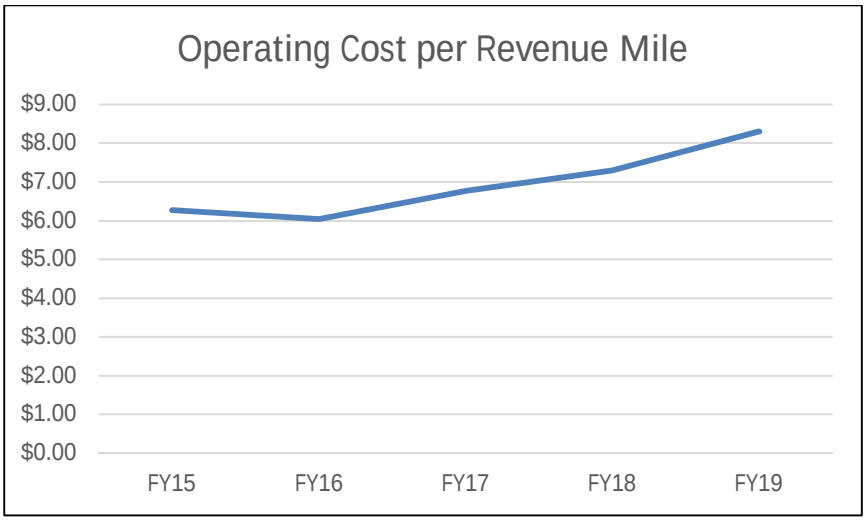
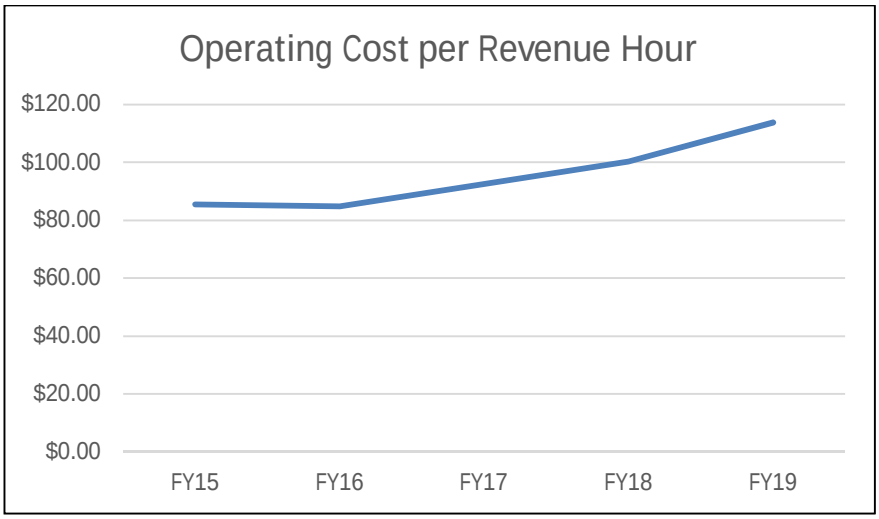


Figure 1-4. Omnitrans Operating Cost per Revenue Hour, FY 2015 – FY 2019



All three passenger per unit of service Effectiveness indicators showed a 25 to 26 percent drop during the five-year period, mirroring the 25 percent drop in overall ridership and relatively flat levels of service. For example, Passengers per Revenue

Hour, a key productivity indicator, dropped from 17.52 to 13.04 passengers per revenue hour. **Figure 1-5** and **Figure 1-6** display two of these service productivity indicators.

Figure 1-5. Omnitrans Passengers per Revenue Mile, FY 2015 – FY 2019

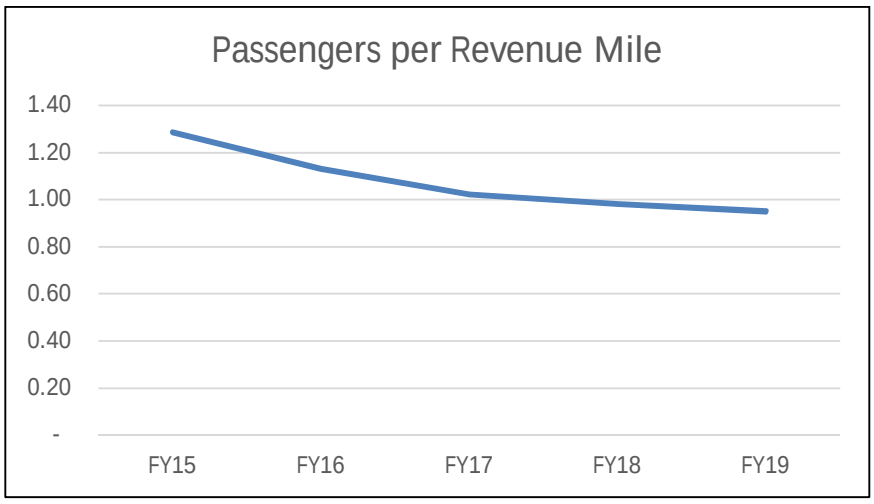
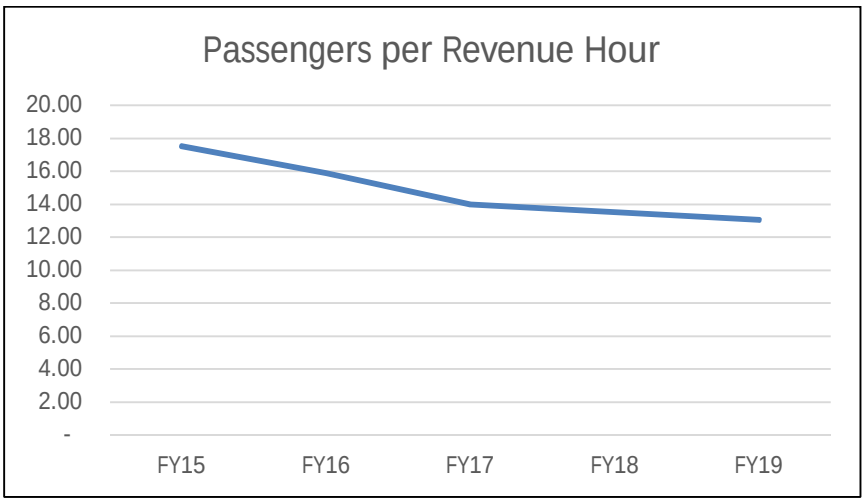


Figure 1-6. Omnitrans Passengers per Revenue Hour, FY 2015 – FY 2019



The Cost Effectiveness indicators show how pronounced the combined effects of the reduction in passengers and rise in costs were to Omnitrans. Operating Cost per Passenger Trip rose nearly 80 percent during the five-year period, and Subsidy per Passenger Trip rose nearly 100 percent. The System-wide Farebox Recovery Ratio declined 36 percent, reflecting the compensating effect of the fare increase which occurred during the period. Farebox recovery ratios for the separate modes also trended downward. **Figure 1-7** and **Figure 1-8** display two of these combined trends.

Figure 1-7. Omnitrans System-wide and Modal Farebox Recovery Ratios, FY 2015 – FY 2019[6]

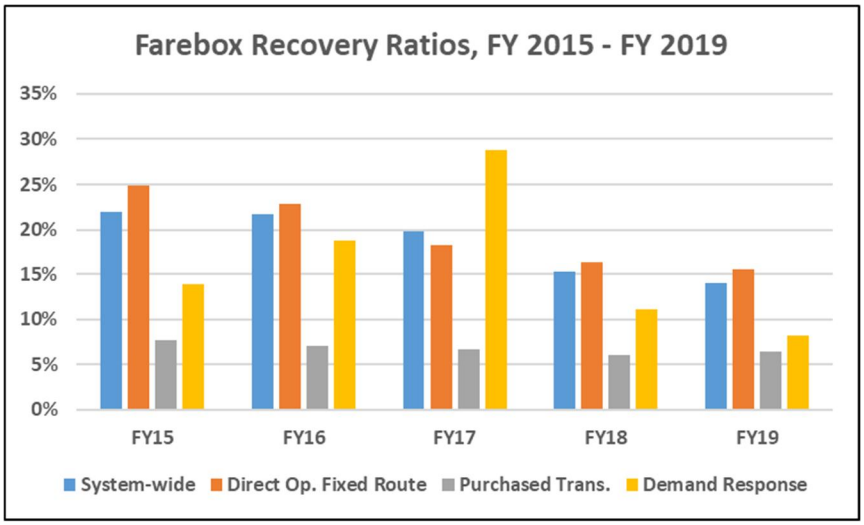
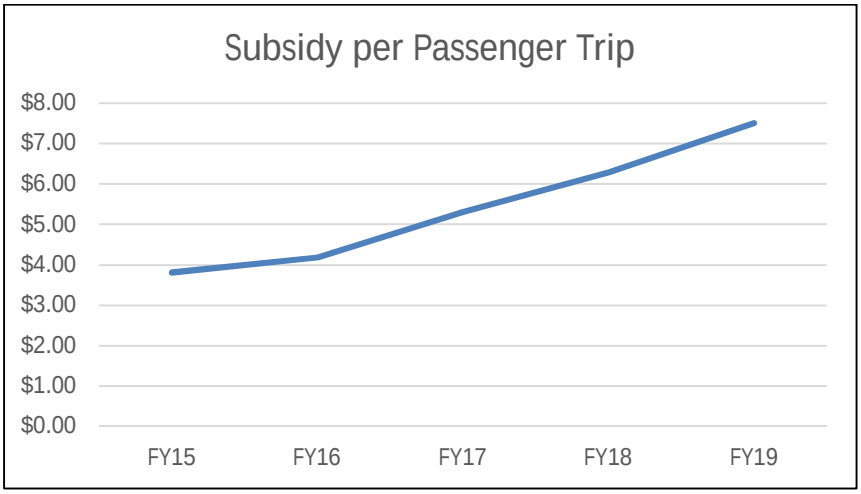


Figure 1-8. Omnitrans System-wide Subsidy per Passenger Trip, FY 2015 – FY 2019



It should be noted that Omnitrans has been aware of and has been tracking these performance indicator trends for some time. At the time of this analysis (January 2020), Omnitrans is working on an 11 percent service reduction program, targeting low-productivity services and proposing a micro- transit pilot project for Chino Hills. These changes, if approved by the Board in Spring 2020, would become effective in Fall 2020[7].

[6] Farebox recovery ratios exclude non-fare Measure I subsidies.
[7] Per Omnitrans Powerpoint Connect*Forward* Summary of Proposed Service Changes.

1.1.2 Identification of Key Factors in System-wide Cost Increase

The 35 percent increase in Omnitrans' system-wide operating costs over the five-year review period warranted closer examination. During the January 23, 2020 Omnitrans Agency Interview conducted for Task 1.2 in this study, this question was explored in depth. Table 1-2 provides an analysis of the sources of cost increases by budget category and other special factors, and is discussed below.

Table 1-2. Analysis of Omnitrans Operating Cost Increases by Budget Category and Special Factors, FY 2015 - FY 2019

Budget Categories	FY15	FY16	FY17	FY18	FY19	Total Change, FY15 - FY19	Category % of Total Cost Increase	% Change, FY15 - FY19	Avg % Change/ Year
Salaries & Fringe Benefits	$42,420,214	$43,345,722	$48,197,892	$53,287,351	$55,356,401	$12,936,187	52.9%	30.5%	7.6%
Services	3,066,686	2,392,695	2,784,710	2,831,695	3,783,584	$716,898	2.9%	23.4%	5.8%
Materials & Supplies	8,611,037	6,008,281	6,194,305	5,584,044	7,585,990	($1,025,047)	-4.2%	-11.9%	-3.0%
Occupancy	3,433,114	3,726,259	3,811,147	4,204,578	5,096,134	$1,663,020	6.8%	48.4%	12.1%
Casualty & Liability	2,851,520	3,107,806	6,379,626	7,869,167	7,812,623	$4,961,103	20.3%	174.0%	43.5%
Taxes	59,503	61,561	52,879	34,106	13,627	($45,876)	-0.2%	-77.1%	-19.3%
Purchased Transportation	9,261,048	9,041,314	8,803,691	8,947,264	10,764,903	$1,503,855	6.1%	16.2%	4.1%
Printing & Advertising	939,459	918,087	878,001	861,669	893,427	($46,032)	-0.2%	-4.9%	-1.2%
Miscellaneous Expense	(301,117)	(216,639)	(56,953)	(287,944)	3,507,694	$3,808,811	15.6%	-1264.9%	-316.2%
Total Operating Costs	$70,341,464	$68,385,086	$77,045,298	$83,331,930	$94,814,383	$24,472,919	100.0%	34.8%	8.7%
Special Factors Affecting Costs in the Above Categories:						Five-Year Total	Percent of Total Change, FY15 - FY19		
CTSA		$11,190	$11,629	$681,092	$1,453,977	$2,157,888	8.8%		
Rail					$400,323	$400,323	1.6%		
Medi-Cal Write Off					$3,111,055	$3,111,055	12.7%		
Total Special Factors	$0	$11,190	$11,629	$681,092	$4,965,355	$5,669,266	23.2%		

Key: (XXX) = Decrease in Operating Expenses
XXX = Increase in Operating Expenses

Source: Omnitrans Finance Department

1.1.2.1 Cost Increases by Budget Category

Salaries and Fringe Benefits – Costs in this category rose 30.5 percent over the five-year period and account for nearly 53 percent of the entire cost increase, averaging 7.6 percent per year. Root causes of the increase include annual salary increases for management staff and bargaining unit positions, as well as Omnitrans taking on two new functions: the Coordinated Transportation Service Agency (CTSA) and the Arrow Rail function when it was planned that Omnitrans would be assuming operation of the new Arrow line service. Omnitrans had a five-year salary freeze prior to the review period.

It should also be noted that, during this period, in 2016, the requirements of California's Public Employee Pension Reform Act were implemented. This resulted in Omnitrans no longer picking up the seven percent employee share of CalPERS contributions; however, also in FY 2016, the agency instead increased bargaining unit hourly wage rates by a comparable amount. These concurrent changes are not a cause of the overall salary and benefits cost increase from FY 2015 to FY 2019, but will have a small long term cost impact due to

compounding of the extra seven percent now in base wages. In addition, salary costs rise due to the annual increases and step increases provided in the labor agreements.

Services – This category increased 23.4 percent or $717,000 over this period, averaging 5.8 percent per year. This category includes a number of outside service providers for everything from maintenance services to support fees on IT equipment and applications.

Materials and Supplies – This category decreased by 11.9 percent or $1,025,000 over the five-year period. The implementation of the conversion from LNG to CNG fueling is a big part of this savings.

Occupancy – This category entails utility costs and the costs of maintaining and securing facilities. Costs in this category increased 48 percent over the five-year period, averaging 12 percent a year. Significant factors in the increase in this area include the increase in electric utility costs to run the CNG fueling stations, and the increase in maintenance and security costs for the newly-opened San Bernardino Transit Center, which became an Omnitrans responsibility during this period.

Casualty and Liability – This category accounted for 20 percent of the entire cost increase between FY 2015 and FY 2019 and had by far the largest percentage increase of any of the regular budget categories. Costs increased 174 percent, or $4.9 million over this five-year period. The category, includes both liability insurance premiums and budgets for losses, and worker's compensation. Omnitrans obtains its liability insurance from the California Transit Indemnity Pool, a pool of transit agencies from throughout the state. As a pool, when one agency experiences a loss, all members of the pool end up participating in the cost. Staff stated that Omnitrans is the largest transit operator in the pool, and will be reviewing this cost area to see if liability insurance should be sought on the open market. They will also be reviewing their current Self-Insured Retention (SIR) level of $100,000, to see if the agency could reduce overall costs by going to a higher SIR.

Taxes – This relatively small budget category declined by 77 percent or $45,900, to a FY 2019 figure of $13,627.

Purchased Transportation – This budget category covers the contracted service provider for OmniAccess and OmniGo. This category increased 16.2 percent or $1.5 million over the five-year period, for an average increase of 4.1 percent per year. Service levels (as measured in revenue hours) also dropped 10.7 percent over this period with the reduction in OmniAccess passengers.

While the overall increase over the five-year period was 16.2 percent, a closer examination of Table 1-2 reveals that Purchased Transportation costs actually declined or were stable from FY 2015 to FY 2018, but then showed a sharp increase of 20 percent or $1.8 million from FY 2018 to FY 2019. There were two reasons for the increase in FY 2019. Omnitrans staff explained that California minimum wage law increases significantly impacted Purchased Transportation costs. The agency released a RFP for Purchased Transportation in FY 2017-18 prior to exercising option years on the existing MV contract. After going through the procurement process, Omnitrans chose to stick with the option years in the existing contract

but negotiated an allowance with MV due to minimum wage law increases. This negotiated allowance was responsible for approximately half of the cost increase from FY 2018 to FY 2019.
The other factor was a change in insurance, requiring the Contractor to provide Commercial General Liability and Auto Coverage for the remainder of the Agreement[8]. That accounted for approximately half of the cost increase from FY 2018 to FY 2019.

Printing and Advertising – This budget category dropped 4.9 percent, or $46,000, over the five-year period, to a FY 2019 figure of $893,000.

Miscellaneous Expense – This budget category showed relatively modest annual increases over the first four years of the analysis period, but then showed a $3.5 million cost increase in FY 2019, accounting for nearly 16 percent of the entire operating cost increase over five years. Omnitrans reports that this was primarily a result of an auditor requirement to write off two years' worth of unreimbursed Medi-Cal expenses as a bad debt, which occurred due to a change in the State reimbursement rate (see next section).

1.1.2.2 Special Factors Affecting Costs

Omnitrans staff stated during the January 23, 2020 Agency Interview that the overall increase in operating costs as reported in TransTrack data and as analyzed by the study team were accurate. However, as noted above, there were some special factors affecting operating costs during the five-year analysis period that should be kept in mind:

Assumption of CTSA Role and Staffing – With SBCTA and Omnitrans agreement, in 2016, Omnitrans took over the responsibilities as CTSA for the San Bernardino Valley. Once the transition of this role to Omnitrans was fully implemented, Omnitrans incurred an additional annual operating cost of $681,000 in FY 2018 and nearly $1.5 million in FY 2019. This constituted new scope for the agency.

Staffing for Arrow Rail Line – In 2015, SBCTA adopted the recommendations of a study on implementation options for the Arrow Rail project. Those recommendations called for Omnitrans to be the operator and rolling stock maintainer of the new rail service, with SCRRA providing dispatching and right-of-way maintenance. With that recommendation's adoption, Omnitrans began hiring implementation staff for the new service. At first, those staff costs were paid directly by SBCTA, but in FY 2019, a cost of $400,000 was incurred for that staff in Omnitrans' budget. This constituted new scope for the agency. However, this decision has subsequently been revisited, and SBCTA is now planning to transfer service operations and maintenance to SCRRA also. The staff hired by Omnitrans will be transferred to SCRRA.

Medi-Cal Write-off – Omnitrans took a write-off of $3.1 million in receivables for Medi-Cal reimbursements for non-emergency transportation services provided by Access that were not materialized.. Instead of getting the full amount billed for Access trips provided for medical appointments, the agency could now only get 25% of that amount. Omni

[8] See Omnitrans *Comprehensive Annual Financial Report*, Fiscal Year Ended June 30, 2019, Page 7.

wrote off the amount they were carrying in total in FY 2019 as an operating expense, on recommendation of the auditors.

Finally, as noted above in Section 1.1.2.1, taking on maintenance and security responsibilities for the San Bernardino Transit Center, increased electric utility costs to run the CNG fueling stations, and changes in California's minimum wage laws, all had impacts on various parts of the operating budget.

1.1.3 Omnitrans Mode-Specific Performance Indicators

Base Statistics and Performance Indicators were obtained separately for fixed-route directly-operated services, fixed-route purchased transportation services, and for demand-response services over the same five-year period to determine if the observed systemwide changes were also present in both major modal categories. This categorization is consistent with the modal categories used in the NTD. **Table 1-3** displays the information for the fixed-route directly-operated services, **Figures 1-9** and **1-10** display the Fixed-Route Purchased Transportation Passengers per Revenue hour, and Operating Cost per Passenger, respectively.

Table 1-4 shows the same information for fixed-route purchased transportation services, and **Table 1-5** shows the results for demand-response service (Access).

Table 1-3. Omnitrans Fixed-Route Directly-Operated Performance, FY 2015 – FY 2019

	FISCAL YEAR					% Change, FY15 - FY19	Avg % Change/ Year
Fixed-Route Base Statistic	FY15	FY16	FY17	FY18	FY19		
Total Passenger Boardings	13,776,835	12,252,666	11,106,029	10,731,052	10,389,437	-24.6%	-6.1%
Total Operating Costs	$54,154,791	$53,833,136	$62,447,654	$67,795,318	$76,024,780	40.4%	10.1%
Fare Revenues[1]	$13,468,297	$12,300,872	$11,452,900	$11,125,212	$11,783,841	-12.5%	-3.1%
Revenue Miles	8,034,875	8,357,734	8,466,582	8,632,182	8,762,018	9.0%	2.3%
Revenue Hours	618,271	607,574	638,620	645,792	650,806	5.3%	1.3%
Operating Subsidy (Op Costs - Fares)	$40,686,494	$41,532,264	$50,994,754	$56,670,106	$64,240,939	57.9%	14.5%
Vehicles Operated in Maximum Svc[2]	145	162	147	147	147		
Performance Indicators							
Cost and Financial Efficiency							
Operating Cost per Revenue Mile	$6.74	$6.44	$7.38	$7.85	$8.68	28.7%	7.2%
Operating Cost per Revenue Hour	$87.59	$88.60	$97.79	$104.98	$116.82	33.4%	8.3%
Annual Operating Cost per Peak Veh	$ 373,481	$ 332,303	$ 424,814	$ 461,193	$ 517,175	38.5%	9.6%
Service Effectiveness							
Passengers per Revenue Mile	1.71	1.47	1.31	1.24	1.19	-30.8%	-7.7%
Passengers per Revenue Hour	22.28	20.17	17.39	16.62	15.96	-28.4%	-7.1%
Annual Passengers per Peak Vehicle	95,013	75,634	75,551	73,000	70,676	-25.6%	-6.4%
Cost Effectiveness							
Operating Cost per Pass. Trip	$3.93	$4.39	$5.62	$6.32	$7.32	86.2%	21.5%
Farebox Recovery Ratio	24.87%	22.85%	18.34%	16.41%	15.50%	-37.7%	-9.4%
Subsidy per Passenger Trip	$2.95	$3.39	$4.59	$5.28	$6.18	109.4%	27.3%

*Source: TransTrack Reports & NTD

Notes:

1. Fare Revenues exclude non-fare Measure I Subsidies. Fare Revenues calculated based on Farebox Recovery Ratio from TransTrack.
2. All Base Statistics from TransTrack Reports except Vehicles Operated in Maximum Service, from NTD. FY19 VOMS assumed same as FY18

1.1.3.1 Fixed-Route Directly-Operated

Fixed-route performance indicators mirrored the system-wide indicators, which was expected since fixed-route directly-operated service dominates total service provided. Ridership dropped by 24.6 percent during the five-year period, and operating costs increased 40.4 percent. The farebox recovery ratio, which excludes Measure I fare subsidies in this analysis, dropped from 24.87 percent in FY 2015 to 15.50 percent in FY 2019. The subsidy per passenger increased 109.4 percent during the same period, from $2.95 to $6.18.

Figures 1-9 and 1-10 display the Fixed-Route Directly Operated Passengers per Revenue hour, and Operating Cost per Passenger, respectively.

Figure 1-9. Omnitrans Fixed-Route Directly-Operated Passengers per Revenue Hour, FY 2015 – FY 2019

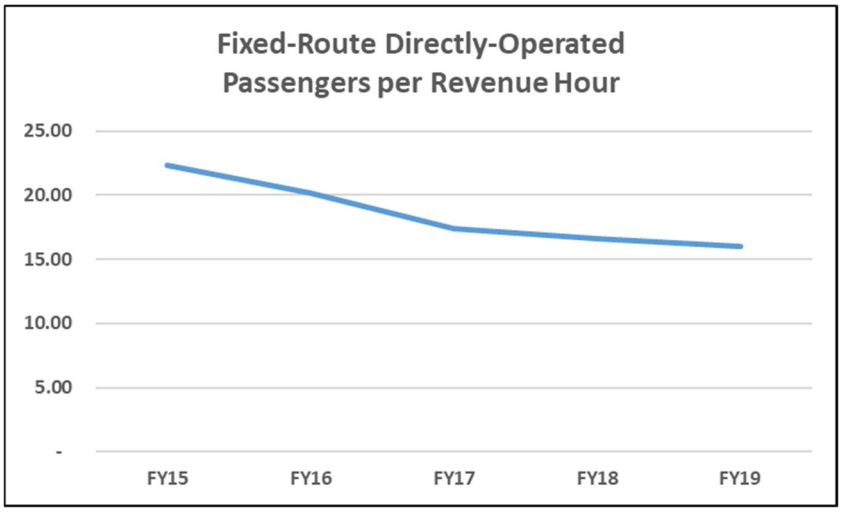
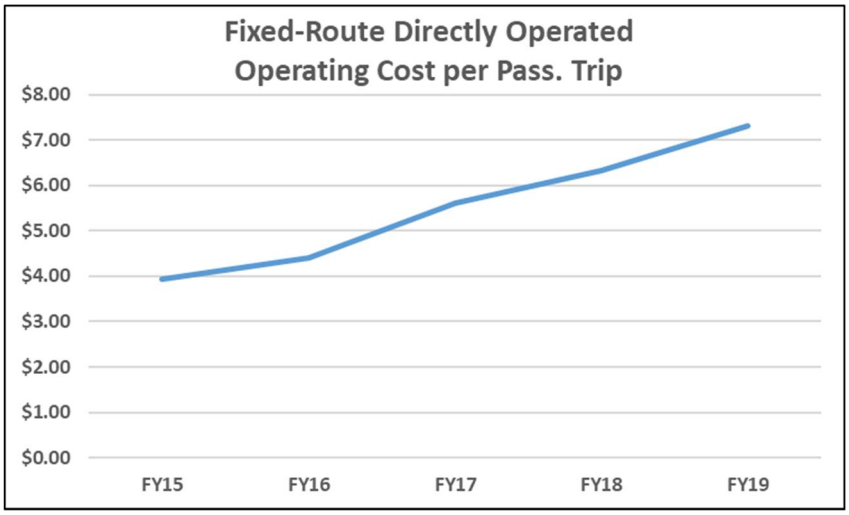


Figure 1-10. Omnitrans Fixed-Route Directly-Operated Operating Cost per Passenger, FY 2015 – FY 2019



1.1.3.2 Fixed-Route Purchased Transportation (OmniGo Service)

Fixed-route purchased transportation service performance indicators showed a ridership drop of 21.6 percent during the five-year period, but operating costs increased only 12.7 percent during this period, considerably lower than for directly-operated fixed-route service. The farebox recovery ratio, which excludes Measure I fare subsidies in this analysis, has hovered between six percent and 7.7 percent during this period. The subsidy per passenger increased 46 percent during the same period, from $12.74 to $18.58. Omnitrans has indicated that nearly all OmniGo service is proposed to be eliminated in September 2020.

Figures 1-9 and 1-10 display the Fixed-Route Purchased Transportation Passengers per Revenue hour, and Operating Cost per Passenger, respectively.

Table 1-4. Omnitrans Fixed-Route Purchased Transportation Performance, FY 2015 – FY 2019

	FISCAL YEAR					% Change, FY15 - FY19	Avg % Change/ Year
Fixed-Route Base Statistic	FY15	FY16	FY17	FY18	FY19		
Total Passenger Boardings	145,317	126,851	114,224	101,107	113,969	-21.6%	-5.4%
Total Operating Costs	$2,005,719	$1,930,981	$1,864,933	$1,968,934	$2,261,441	12.7%	3.2%
Fare Revenues[1]	$153,714	$136,327	$123,272	$118,136	$144,054	-6.3%	-1.6%
Revenue Miles	372,977	375,556	366,706	352,398	348,657	-6.5%	-1.6%
Revenue Hours	27,739	27,796	26,724	26,935	25,237	-9.0%	-2.3%
Operating Subsidy (Op Costs - Fares)	$1,852,005	$1,794,654	$1,741,661	$1,850,798	$2,117,387	14.3%	3.6%
Vehicles Operated in Maximum Svc[2]	7	7	7	7	7		
Performance Indicators							
Cost and Financial Efficiency							
Operating Cost per Revenue Mile	$5.38	$5.14	$5.09	$5.59	$6.49	20.6%	5.2%
Operating Cost per Revenue Hour	$72.31	$69.47	$69.78	$73.10	$89.61	23.9%	6.0%
Annual Operating Cost per Peak Veh	$ 286,531	$ 275,854	$ 266,419	$ 281,276	$ 323,063	12.7%	3.2%
Service Effectiveness							
Passengers per Revenue Mile	0.39	0.34	0.31	0.29	0.33	-16.1%	-4.0%
Passengers per Revenue Hour	5.24	4.56	4.27	3.75	4.52	-13.8%	-3.4%
Annual Passengers per Peak Vehicle	20,760	18,122	16,318	14,444	16,281	-21.6%	-5.4%
Cost Effectiveness							
Operating Cost per Pass. Trip	$13.80	$15.22	$16.33	$19.47	$19.84	43.8%	10.9%
Farebox Recovery Ratio	7.66%	7.06%	6.61%	6.00%	6.37%	-16.9%	-4.2%
Subsidy per Passenger Trip	$12.74	$14.15	$15.25	$18.31	$18.58	45.8%	11.4%

*Source: TransTrack Reports & NTD

Notes:

1. Fare Revenues exclude non-fare Measure I Subsidies. Fare Revenues calculated based on Farebox Recovery Ratio from TransTrack.
2. All Base Statistics from TransTrack Reports except Vehicles Operated in Maximum Service, from NTD. FY19 VOMS assumed same as FY18

Figure 1-11. Omnitrans Fixed-Route Purchased Transportation Passengers per Revenue Hour, FY 2015 – FY 2019

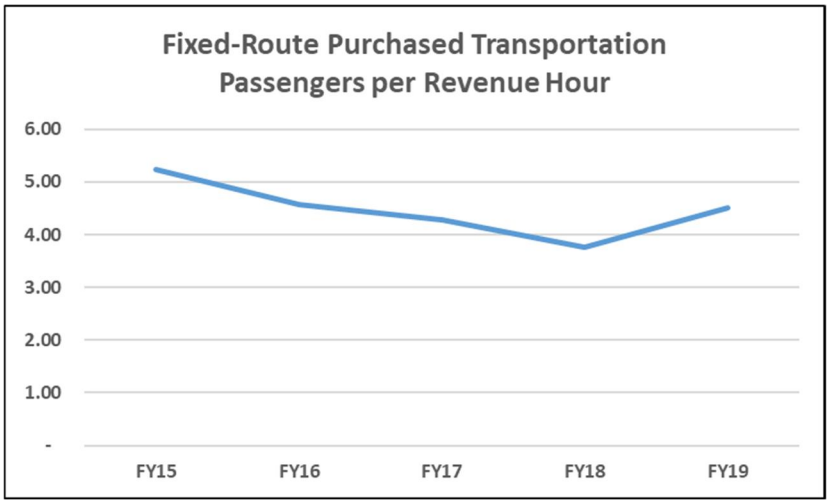
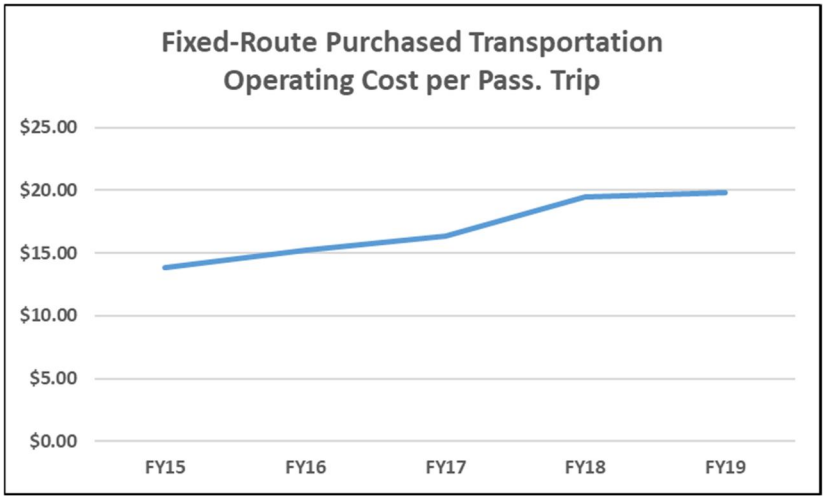


Figure 1-12. Omnitrans Fixed-Route Purchased Transportation Operating Cost per Passenger, FY 2015 – FY 2019



1.1.3.3 Demand Response Service

Omnitrans' demand-response service experienced almost as large a ridership drop as the fixed-route system with a 23.2 percent drop in riders over the five-year period. It should be noted that Omnitrans implemented in-person interviews as part of the ADA Passenger Certification process during this period, which has resulted in a reported 40 percent fewer applicants and certifications. Given that the ADA service is by far the most costly and heavily-subsidized service on a per-passenger basis, the reduction in ridership is a positive outcome in helping to control costs.

Table 1-5. Omnitrans Demand Response Service Performance, FY 2015 – FY 2019

	FISCAL YEAR						
Demand Response Base Statistic	FY15	FY16	FY17	FY18	FY19	% Change, FY15 - FY19	Avg % Change/ Year
Total Passenger Boardings	469,042	433,954	432,343	378,087	360,124	-23.2%	-5.8%
Total Operating Costs	$12,856,470	$12,607,156	$12,724,544	$13,567,678	$16,528,160	28.6%	7.1%
Fare Revenues[1]	$1,781,907	$2,366,363	$3,657,034	$1,511,439	$1,342,087	-24.7%	-6.2%
Revenue Miles	2,777,423	2,586,992	2,556,039	2,430,867	2,314,421	-16.7%	-4.2%
Revenue Hours	175,638	170,361	166,970	157,555	156,906	-10.7%	-2.7%
Operating Subsidy (Op Costs - Fares)	$11,074,563	$10,240,793	$9,067,510	$12,056,239	$15,186,073	37.1%	9.3%
Vehicles Operated in Maximum Svc[2]	96	97	96	96	96		
Performance Indicators							
Cost and Financial Efficiency							
Operating Cost per Revenue Mile	$4.63	$4.87	$4.98	$5.58	$7.14	54.3%	13.6%
Operating Cost per Revenue Hour	$73.20	$74.00	$76.21	$86.11	$105.34	43.9%	11.0%
Annual Operating Cost per Peak Veh	$ 133,922	$ 129,971	$ 132,547	$ 141,330	$ 172,168	28.6%	7.1%
Service Effectiveness							
Passengers per Revenue Mile	0.17	0.17	0.17	0.16	0.16	-7.9%	-2.0%
Passengers per Revenue Hour	2.67	2.55	2.59	2.40	2.30	-14.1%	-3.5%
Annual Passengers per Peak Vehicle	4,886	4,474	4,504	3,938	3,751	-23.2%	-5.8%
Cost Effectiveness							
Operating Cost per Pass. Trip	$27.41	$29.05	$29.43	$35.89	$45.90	67.4%	16.9%
Farebox Recovery Ratio	13.86%	18.77%	28.74%	11.14%	8.12%	-41.4%	-10.4%
Subsidy per Passenger Trip	$23.61	$23.60	$20.97	$31.89	$42.17	78.6%	19.6%

*Source: TransTrack Reports & NTD

Notes:

1. Fare Revenues exclude non-fare Measure I Subsidies. Fare Revenues calculated based on Farebox Recovery Ratio from TransTrack.
2. All Base Statistics from TransTrack Reports except Vehicles Operated in Maximum Service, from NTD. FY19 VOMS assumed same as FY18

However, the demand response system experienced a 28.6 percent increase in operating costs over this period, which is unexpected given the ridership decline. Demand response systems typically field only as much service as required to meet demand on a day-to-day basis, and a ridership drop of this magnitude should have resulted in fewer vans on the road at less cost. Revenue Miles and Revenue Hours dropped, but costs still rose substantially. Furthermore, the same contractor operates this service and the fixed-route purchased transportation, with similar vehicles, so a lower rate of cost growth would have been expected.

Demand response Passengers per Revenue Hour dropped from 2.67 to 2.30 passengers per hour, a drop of 14.1 percent. Operating Cost per Passenger Trip rose from $27.41 to $45.90, an increase of 67.4 percent. This result reflects the combined

effects of reduced passengers and rising operating costs, including cost increases due to negotiated increases for state minimum wage impacts and insurance increases as discussed in section 1.1.2.1. These trends are depicted in **Figure 1-13** and **Figure 1-14**.

Figure 1-13. Omnitrans Demand-Response Passengers per Revenue Hour, FY 2015 – FY 2019

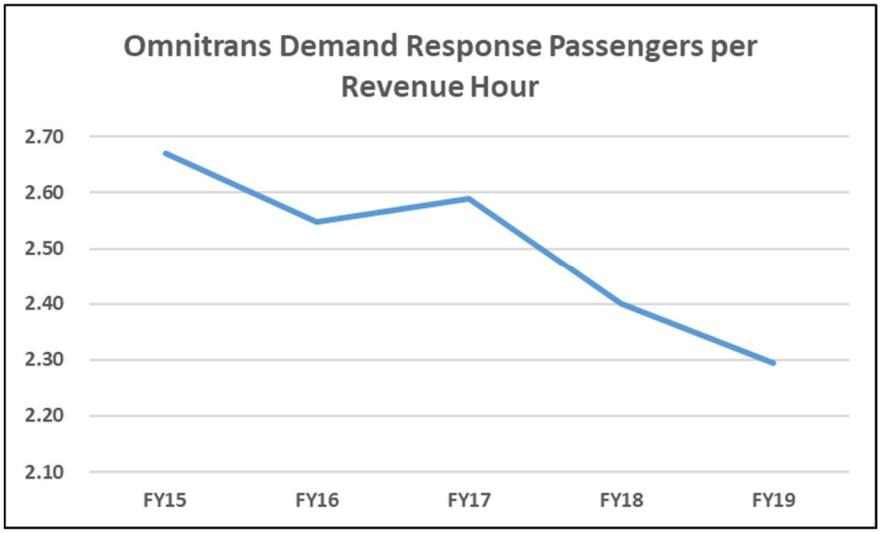
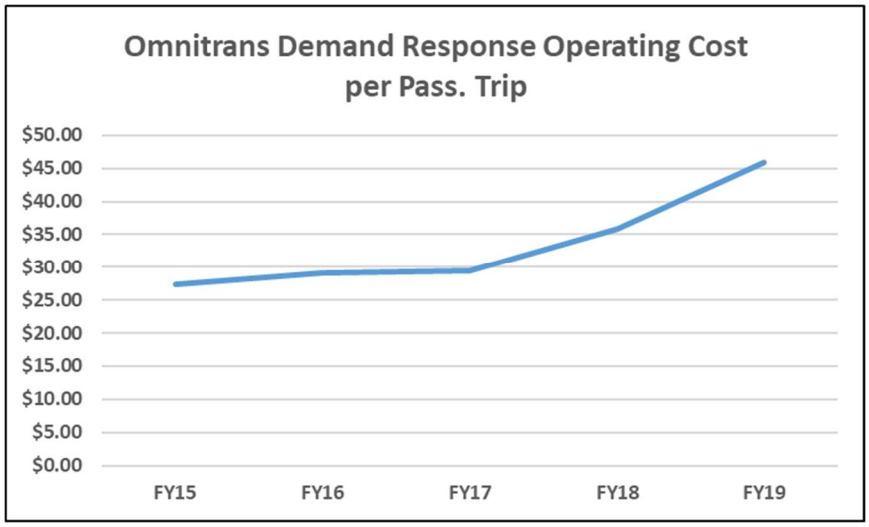


Figure 1-14. Omnitrans Demand-Response Operating Cost per Passenger, FY 2015 – FY 2019



Examining **Figure 1-13** and **Figure 1-14**, it is notable that the trend lines show improvements or stabilization between FY 2015 and FY 2017, but dramatic downturns between FY 2017 and FY 2019. This finding merits further investigation as to potential causes, some of which is due to the aforementioned negotiated cost increases in FY 2019.

1.2 Internal Agency Performance Review

This section provides an overview of how Omnitrans performed against its adopted Service Plan for FY 2019. Projections were established on a modal basis. The table in this section includes columns indicating whether the service projections were achieved, with "Yes" indicating the standard was met, "No" indicating it was not met, and "Nearly Met" indicating the indicator came within five percent of meeting the standard.

FY 2019 has been selected as the year for analysis based on it being the most recent completed fiscal year. It should be noted that Omnitrans' most recently-adopted SRTP is nearly five years old, and its service standards have not been updated to reflect the decline in ridership being experienced by transit agencies across the country. Omnitrans is currently working on a new SRTP, which will update these indicators. Thus, for the current study, the study team elected to compare FY 2019's projections in the Omnitrans FY 2019 Service Plan against actual FY 2019 performance to assess whether the agency is generally on track with its current projections.

1.2.1 Omnitrans Service Plan Projections

For this analysis, projection data for fixed-route (directly-operated), fixed-route (purchased transportation), and demand-response were obtained from the *Omnitrans FY 2018-2019 Service Plan* (Omnitrans, 2019a), or were calculated based on those projections. These projected FY 2019 figures were compared against the actual results for the selected indicators reported in TransTrack. The base statistics included:

- Total Passenger Boardings;
- Total Operating Costs;
- Fare Revenues;
- Revenue Miles;
- Revenue Hours;
- Peak Vehicles; and
- Total Operating Subsidy.

Table 1-6 shows how Omnitrans' actual FY 2019 statistics and performance indicators compare to the projections in the *Omnitrans FY 2018 - 2019 Service Plan*.

Table 1-6. Omnitrans Performance: Actual (FY 2019) v. Projected (FY 2019)

	Fixed-Route - Direct Operated			Fixed-Route - Purchased			Demand-Response - Purchased		
FY 2019 Statistics	**FY19 Actual[1]**	**FY19 Budget[2]**	**Meet Projection?**	**FY19 Actual[1]**	**FY19 Budget[2]**	**Meet Projection?**	**FY19 Actual[1]**	**FY19 Budget[2]**	**Meet Projection?**
Total Passenger Boardings	10,389,437	10,208,000	-	113,969	100,000	-	360,124	382,000	-
Total Operating Costs	$76,024,780	$71,657,946	-	$2,261,441	$2,131,545	-	$16,528,160	$15,578,789	-
Fare Revenues	$11,783,841	$10,994,000	-	$144,054	$120,000	-	$1,342,087	$1,638,000	-
Revenue Miles	8,762,018	8,028,000	-	348,657	367,000	-	2,314,421	2,423,000	-
Revenue Hours	650,807	604,000	-	25,237	27,000	-	156,907	194,000	-
Peak Vehicles	145	136	-	7	7	-	96	96	-
Total Operating Subsidy	$64,240,939	$60,663,946		$2,117,387	$2,011,545		$15,186,073	$13,940,789	
Performance Indicators									
Cost and Financial Efficiency									
Operating Cost per Revenue Mile	$8.68	$8.93	YES	$6.49	$5.81	NO	$7.14	$6.43	NO
Operating Cost per Revenue Hour	$116.82	$118.64	YES	$89.61	$78.95	NO	$105.34	$80.30	NO
Operating Cost per Peak Vehicle	$524,309	$526,897	YES	$323,063	$304,506	NO	$172,168	$162,279	NO
Service Effectiveness									
Passenger Trips per Revenue Mile	1.19	1.27	Nearly Met	0.33	0.27	YES	0.16	0.16	YES
Passenger Trips per Revenue Hour	15.96	16.90	NO	4.52	3.70	YES	2.30	1.97	YES
Passengers per Peak Vehicle	71,651	75,059	Nearly Met	16,281	14,286	YES	3,751	3,979	NO
Cost Effectiveness									
Operating Cost per Passenger Trip	$7.32	$7.02	Nearly Met	$19.84	$21.32	YES	$45.90	$40.78	NO
Farebox Recovery Ratio	15.50%	15.3%	YES	6.37%	5.6%	YES	8.12%	10.5%	NO
Average Fare per Passenger	$ 1.13	$ 1.08	YES	$ 1.26	$ 1.20	YES	$ 3.73	$ 4.29	NO
Subsidy per Passenger Trip	$ 6.18	$ 5.94	Nearly Met	$ 18.58	$ 20.12	YES	$ 42.17	$ 36.49	NO

Source: TransTrack Data and *FY 2018-2019 Service Plan*

Notes:

1. Based on Transit Operator's TransTrack data, fare revenues exclude non-fare Measure I subsidy
2. Based on the Omnitrans *FY 2018-2019 Service Plan* and Original FY 2019 Operating Budget of $89,368,280

1.2.2 Fixed-Route (Directly-Operated) Services

The fixed-route (directly-operated) service met all Cost and Financial Efficiency projections for FY 2019.

Of the Service Effectiveness measures, FY 2019 projections for Passenger Trips per Revenue Mile and Passengers per Peak Vehicle came within five percent of being met, while the Passengers Trips per Revenue Hour projection was not met in actual experience. Still, the projections in this area were fairly close to actuals, overall.

The Farebox Recovery Ratio projection of 15.3 percent was met and exceeded for fixed-route (directly-operated) service. It should be noted that, though the FY 2019 projection was met, the actual farebox recovery ratio of 15.3 percent does not meet the TDA minimum requirement of 20 percent for fixed-route service, and that Measure I subsidies (now allowed under revised TDA regulations) were needed to meet the minimum requirement. Operating Cost per Passenger Trip and Subsidy per Passenger Trip projections came within five percent of being met. The latter indicator's actual result shows a subsidy of $6.18 per passenger trip. The average fare per passenger was five cents higher than the projection.

1.2.3 Fixed-Route (Purchased Transportation) Services (OmniGo Service)

The fixed-route (purchased transportation) services did not meet any of the Cost and Financial Efficiency projections, though the actual results for these indicators were lower in cost than those of fixed-route (directly-operated) services. The lower cost is likely attributable to both the lower unit costs of contracted services and the fact that these services use cutaway van vehicles, and not full-size buses, which are used in fixed-route (directly-operated) services.

The fixed-route (purchased transportation) services met all of the projections for Service Effectiveness indicators. However, it should be noted that the actual values obtained are comparatively very low for fixed-route service, with 4.52 passengers per revenue hour. Fixed-route productivity at this low level is difficult to sustain in financially-constrained times, and may indicate areas for conversion to alternative mobility options.

The fixed-route (purchased transportation) services met all of the projections for Cost-Effectiveness. Again, however, it should be noted that, at an actual operating subsidy of $18.58 per passenger trip, micro-transit options might be more financially-viable. The average fare per passenger was six cents higher than the projection, but the overall farebox recovery ratio was only 6.37 percent, the lowest of any of Omnitrans' modes.

Omnitrans is proposing to discontinue most of the OmniGo service in September, 2020, due to its low productivity and high cost per passenger.

1.2.4 Demand-Response Service

The demand response service did not meet any of the projections for Cost and Financial Efficiency. Its actual Operating Cost per Revenue Hour was significantly higher than projected, and significantly higher than the fixed-route (purchased transportation) service, which is operated by the same contractor using the same type of vehicles. The

difference may be due to the more intensive passenger assistance required with this service.

The demand-response service did meet two of the three Service Effectiveness indicators. However, the projections were set very low in recognition of the low productivity which is typical of ADA paratransit services generally. For example, the service averaged actual results of 2.30 passengers per revenue hour.

The demand-response service did not meet any of the Cost-Effectiveness projections. At $45.90 per passenger trip, this service is, by far, Omnitrans' most expensive service on a per-passenger basis. The farebox recovery ratio was only 8.12 percent, vs. a projection of 10.5 percent. Average fare per passenger was $0.56 lower than the projection, which may suggest that a re-visit of the ADA service fares is warranted. Under the ADA, Omnitrans could raise the current *OmniAccess* $3.75 base fare to $4.00 (twice the fixed-route base fare).

Providing ADA paratransit service is a federal requirement for Federal Transit Administration (FTA)-funded fixed-route operators. At minimum, Omnitrans must ensure that only properly-certified individuals are allowed to use the service, the certification process is accurate, and areas beyond the required ¾-mile band around fixed-route lines are not being served. With the 11 percent service reductions Omnitrans is currently considering, reduction of ADA paratransit coverage areas is also being proposed (Omnitrans, 2019b), both to reflect the reduced fixed-route structure and to eliminate areas outside of those strictly required by the ADA ¾-mile rule[9].

[9] See Omnitrans. 2019b. *ConnectForward: Omnitrans' FY 2021 – 2025 Short Range Transit Plan* (Summary of Proposed Changes).

1.3 Peer Agency Performance Review

The Peer Agency Performance Review compares Omnitrans' performance with that of similar agencies in terms of size, services operated, and/or service area characteristics. The key to conducting such an analysis is to identify appropriate peers and a uniform source of data.

1.3.1 Approach – Urbanized Operators

In order to conduct this portion of the study, peer agencies were identified using NTD information for 2018, the most recent year with available data. Omnitrans is an FTA-designated urbanized area transit operator that can apply for, receive, and dispense Urbanized Area Formula Grant funds pursuant to 49 U.S.C. § 5307(a)(2). Therefore, Omnitrans is a "full reporter" under the NTD program. As a result, detailed information is available in the NTD for Omnitrans and peer agencies to conduct a peer review using performance indicators similar to those reviewed earlier in this report.

In order to select peers for comparison, a web-based tool sponsored by the Florida Department of Transportation was utilized. Referred to as the Integrated National Transit Database Analysis System (INTDAS), this tool uses transit and demographic factors available on each full-reporter agency to create "likeness scores" for all agencies and provides a listing in likeness score order of the most-like to least-like agencies. Using this tool, the study team identified the following peer agencies for Omnitrans, focused only on California agencies given the state's unique funding mechanisms:

1. Riverside Transit Agency (RTA);
2. Fresno Area Express (FAX);
3. San Mateo County Transit District (SamTrans);
4. Golden Empire Transit District (GET - Bakersfield); and
5. SunLine Transit Agency (SunLine - Coachella Valley).

Peer Agency Reviews

The following discussion summarizes the peer agency performance analysis for Omnitrans.

1.3.2 Omnitrans Peer Review

As noted, the peer review for Omnitrans involved comparing operations to other urbanized operators. Table 1-7 provides a summary of service and financial data for Omnitrans and the selected peers (RTA, FAX, SamTrans, GET – Bakersfield, and SunLine – Coachella Valley.

The base statistics shown in Table 1-7 were used to calculate performance indicators which show Omnitrans' and each peer agency's financial efficiency, service-effectiveness, and cost-effectiveness. A comparison of these performance indicators between Omnitrans and peer operators is discussed below and shown in **Figure 1-15**, **Figure 1-16**, and **Figure 1-17**.

Table 1-7. Omnitrans Performance: Peer Comparison Base Statistics

FY18 STATISTICS	Fixed-Route – All						Demand-Response					
	Omnitrans	*RTA*	*FAX*	*SamTrans*	*GET*	*SunLine*	*Omnitrans*	*RTA*	*FAX*	*SamTrans*	*GET*	*SunLine*
Service Area Population	1,500,107	2,018,724	527,438	777,905	497,989	460,275	Same as Fixed-Route					
Total Passenger Boardings	10,832,159	8,167,508	9,750,802	11,457,737	6,377,043	3,947,023	378,087	415,902	213,026	362,251	58,241	156,292
Total Operating Costs	$71,804,281	$63,931,369	$41,979,373	$120,476,488	$28,071,400	$26,209,335	$13,514,125	$13,398,681	$7,204,580	$17,718,240	$1,976,578	$5,901,495
Fare Revenues	$11,249,865	$9,207,788	$6,068,176	$14,831,331	$4,319,308	$2,574,580	$1,511,449	$1,505,152	$294,817	$910,740	$156,246	$325,536
Revenue Miles	8,984,580	9,851,791	4,337,684	6,787,803	3,902,753	3,402,692	2,430,867	3,462,841	1,212,603	2,959,214	477,081	989,084
Revenue Hours	672,727	660,112	374,764	653,107	309,645	231,781	157,556	211,174	104,147	187,936	32,580	66,851
Peak Vehicles	154	181	98	267	69	57	96	112	52	132	18	30

Source: NTD, 2018

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Figure 1-15 displays the peer review information for Omnitrans' fixed-route and demand-response services on Cost and Financial Efficiency indicators:

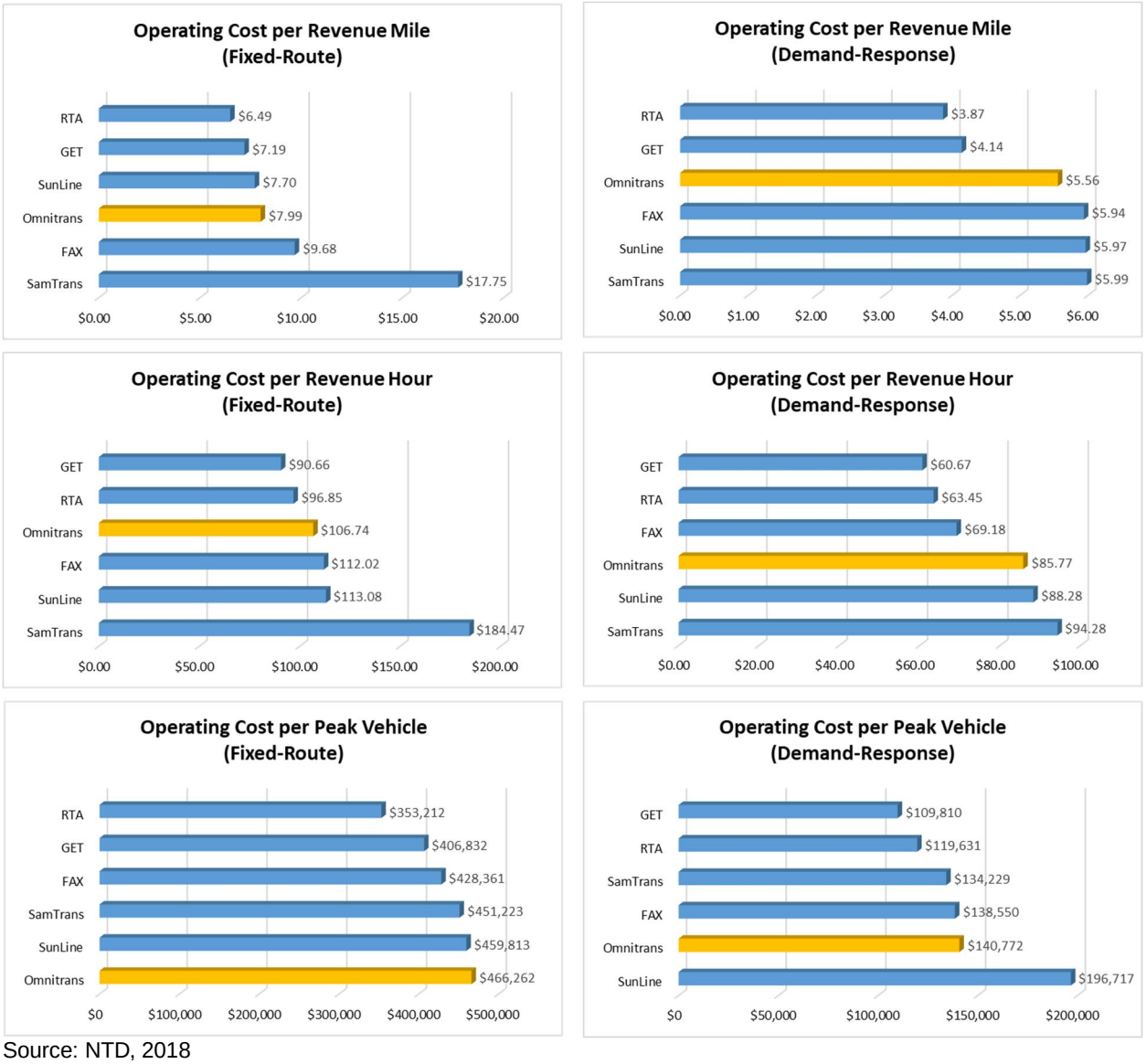
Omnitrans' fixed-route services':

- Operating Cost per Revenue Mile of $7.99 (third) was higher than the median;
- Operating Cost per Revenue Hour of $106.74 (fourth) was lower than the median;
- Annual Cost per Peak Vehicle of $466,262 (first) was highest among the peers.

Omnitrans' demand-response service's:

- Operating Cost per Revenue Mile of $5.56 (fourth) was lower than the median;
- Operating Cost per Revenue Hour of $85.77 (third) was higher than the median;
- Annual Cost per Peak Vehicle of $140,772 (second) was higher than the median.

Figure 1-15. Omnitrans FY 2018 Cost and Financial Efficiency Performance Comparison



Source: NTD, 2018

Figure 1-16 displays the peer review information for Omnitrans' fixed-route and demand-response services on Service-Effectiveness indicators:

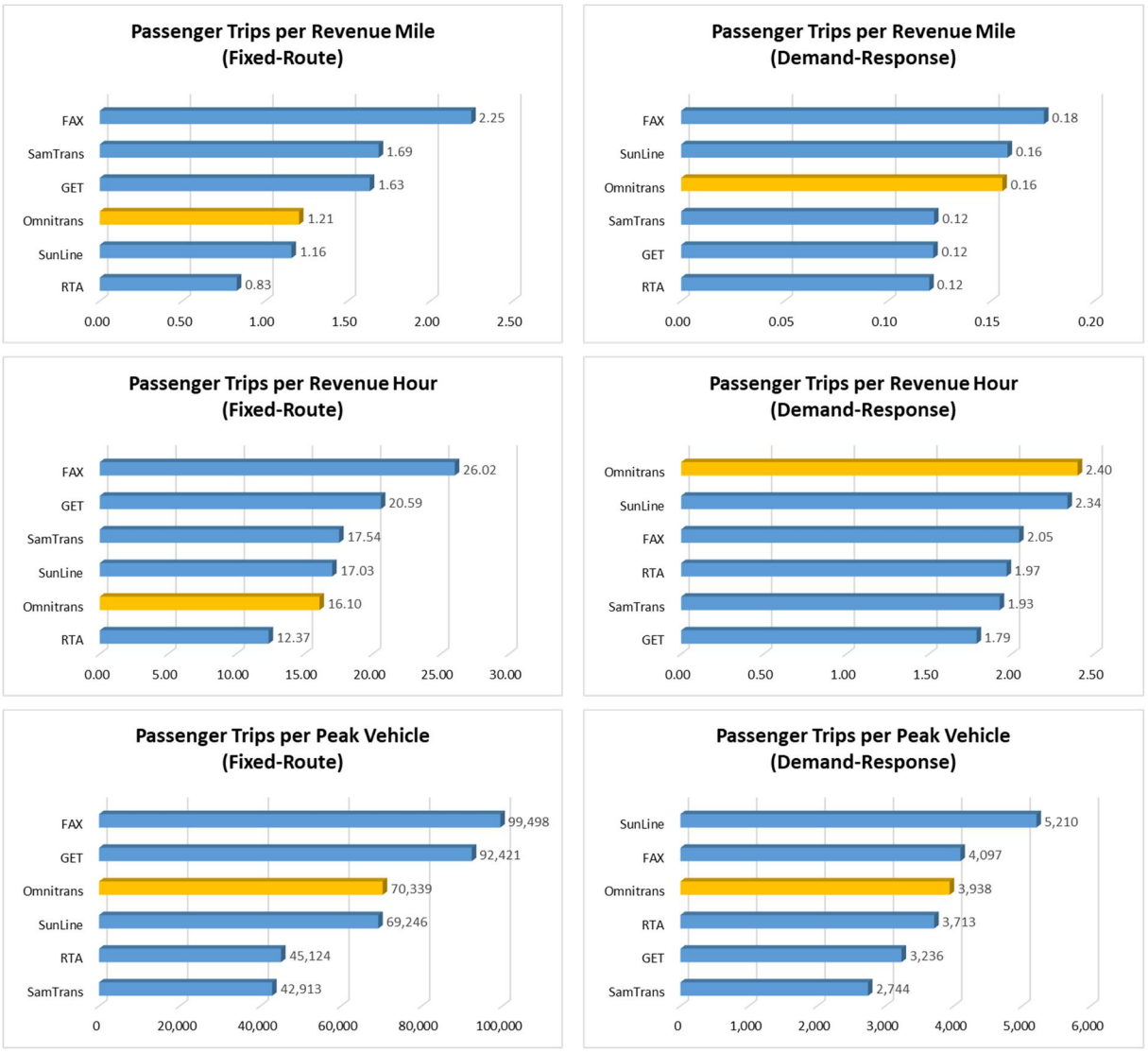
Omnitrans' fixed-route services':

- Passenger Trips per Revenue Mile of 1.21 (fourth) was lower than the median;
- Passenger Trips per Revenue Hour of 16.10 (fifth) was lower than the median;
- Annual Passengers per Peak Vehicle of 70,339 (third) was higher than the median.

Omnitrans' demand-response service's :

- Passenger Trips per Revenue Mile of 0.16 (third) was higher than the median;
- Passenger Trips per Revenue Hour of 2.40 (first) was the highest among their peers;
- Annual Passengers per Peak Vehicle of 3,938 (third) was the higher than the median.

Figure 1-16. Omnitrans FY 2018 Service Effectiveness Performance Comparison



Source: NTD, 2018

Figure 1-17 displays the peer review information for Omnitrans' fixed-route and demand-response services on Cost-Effectiveness indicators:

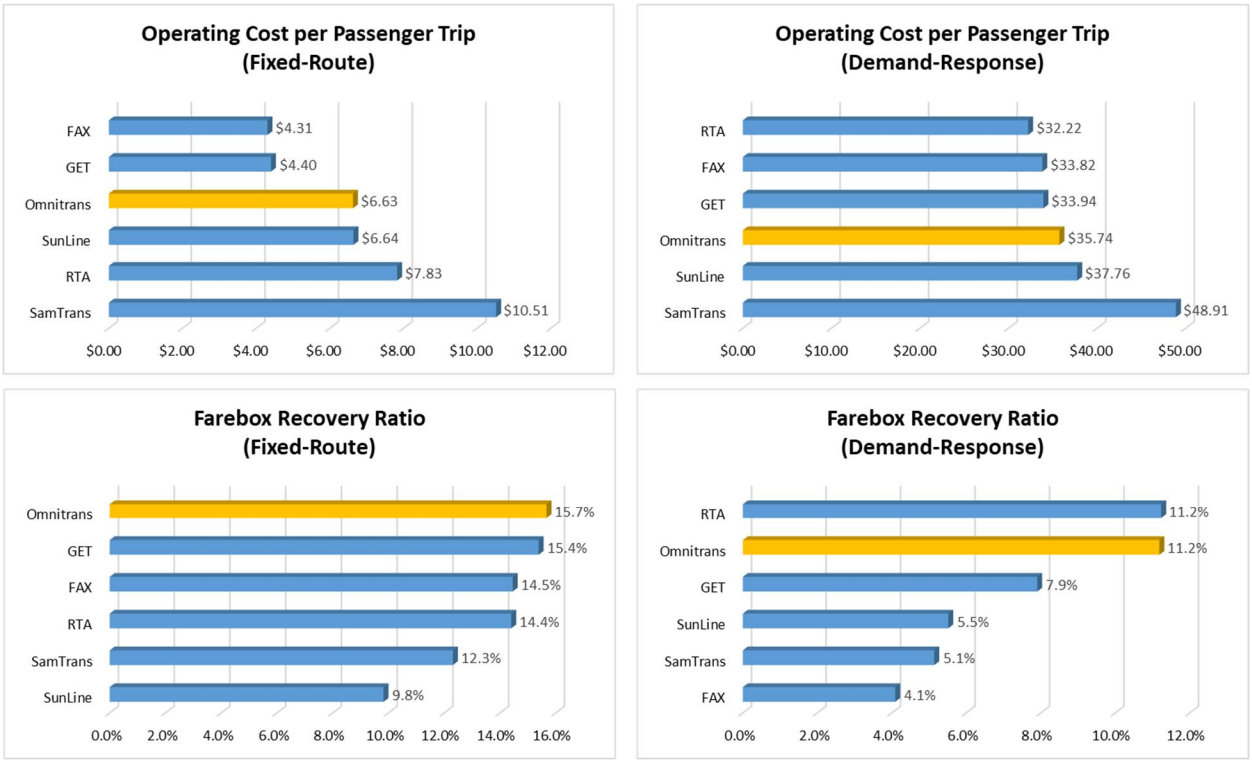
Omnitrans' fixed-route services':

- Operating Cost per Passenger Trip of $6.63 (third) was lower than the median;
- Farebox Recovery Ratio of 15.7 percent (first) was the highest among their peers.

Omnitrans' demand-response service's :

- Operating Cost per Passenger Trip of $35.74 (fourth) was higher than the median;
- Farebox Recovery Ratio of 11.2 percent (second) was higher than the median.

Figure 1-17. Omnitrans FY 2018 Cost Effectiveness Performance Comparison



Source: NTD, 2018

1.4 Summary, Conclusions, and Recommendations

This section summarizes the performance review presented in this chapter, and provides recommendations for further review and possible improvement by Omnitrans.

1.4.1 Cost and Financial Efficiency

Omnitrans' projections for FY 2019 Cost and Financial Efficiency performance indicators were met for its fixed-route (directly-operated) service. Projections were not met for its fixed-route (purchased transportation) or demand-response services.

In the peer agency review, Omnitrans' Operating Cost per Revenue Mile was higher than the median for fixed-route services and lower than median for demand-response services in comparison to its peers. Its Cost per Revenue Hour was below the median for fixed-route services and above the median for demand-response services. Omnitrans' annual Operating Cost per Peak Vehicle was the highest for fixed-route services, which may be attributed to Omnitrans' flat service profile by time of day (rather than a more traditional bi-modal a.m./p.m. peak mode), which requires the Omnitrans fleet to run throughout the day (low peak-to-base ratio). Additionally, Omnitrans' annual Operating Cost per Peak Vehicle was the second-highest amongst its peers for demand-response services.

Omnitrans' Operating Cost per Peak Vehicle data warrants further investigation to determine potential root causes. Omnitrans had the second-highest miles operated per peak vehicle per year for fixed-route services among the peer agencies, possibly further indicating a low peak-to-base service ratio and long hours of service for each bus. This could also be a reflection of the nature of Omnitrans' lower-density service area compared to its peers. Omnitrans had the third-highest average operating speed among its peers, at 13.4 miles per hour. The peers ranged from 10.4 to 14.9 miles per hour. The higher average operating speed results in more vehicle-related mileage per revenue hour, driving up operating costs per hour and per peak vehicle.

1.4.2 Service-Effectiveness

Omnitrans' FY 2019 projections for Service-Effectiveness performance indicators were nearly met for its fixed-route (directly-operated) service and met for fixed-route (purchased transportation) services. Two of the three standards for Service-Effectiveness were met for demand-response service, and one was not met. It should be noted that these Service-Effectiveness indicators overall reflect a significant deterioration in performance from the levels seen in the 2015 Countywide Transit Efficiency Study, and reflect the national trend of declining transit ridership. This is also reflected in the peer agency data, with three of the five peers operating at under 20 passengers per revenue hour; comparable to Omnitrans' 16.10 passengers per revenue hour. A continuation of this downward trend is not sustainable in the long run, and points to the need for a re-thinking of transit service delivery, modes, and mobility options, similar to Omnitrans' proposed service changes that will be rolled out in late 2020 and explored in the "Innovative Transit Review" portion of this study.

As noted in section 1.2.3 of this report, Omnitrans should seriously consider the service-effectiveness of its "*OmniGo*" service. At 4.52 passengers per revenue hour, it is the lowest-performing fixed-route service among Omnitrans' fixed-route service offerings, as well as its most expensive fixed-route service on a cost-per passenger basis. It could possibly be replaced with a more cost-effective micro-transit option. Significant reductions in OmniGo Service are already being proposed for the September 2020 service change.

Among peer agencies, Omnitrans falls near the median in terms of Passenger Trips per Revenue Mile for both fixed-route and demand-response services. However, its Passenger Trips per Revenue Hour was near the bottom amongst its peers for fixed-route services but at the top for demand-response services. Omnitrans' annual Passenger Trips per Peak Vehicle was third highest for both fixed-route services and demand-response services amongst its peers.

1.4.3 Cost-Effectiveness

Omnitrans' FY 2019 projections for Cost-Effectiveness were met or nearly met for its fixed-route (directly-operated) service. Projections were met for its fixed-route (purchased transportation) service, but again, at levels that are very poor for a fixed-route service. Projections were not met for its demand-response service.

Omnitrans' Operating Cost per Passenger Trip was at the median for fixed-route services, and higher than the median for demand-response services. Omnitrans' Farebox Recovery Ratio was at the top of its peer group for fixed-route services and second-highest for demand-response services. However, with a 15.7 percent Farebox Recovery Ratio for fixed-route services, Omnitrans' figure is below the state's-mandated 20 percent ratio, and has required Measure I subsidies to meet the mandate. The fact that Omnitrans' Farebox Recovery Ratio was the best among its peers is further evidence of the industry-wide slide in transit productivity over the past several years.

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SAN BERNARDINO COUNTY TRANSPORTATION AUTHORITY

CONSOLIDATION STUDY AND INNOVATIVE TRANSIT REVIEW

TASK 1.2: UPDATED AGENCY FUNCTIONAL ASSESSMENT AND PROS/CONS OF CONSOLIDATION

REVISED – February 27, 2020

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San Bernardino County Transportation Authority
Consolidation Study and Innovative Transit Review
Task 1.2—Updated Agency Functional Assessment & Initial Pros/Cons of Consolidation
February 27, 2020

Prepared for:
SBCTA

Prepared by:
WSP USA

QUALITY CONTROL	*Name*	*Date (M/D/Y)*
Preparation	*Tom L./ Luke Y.*	*1/26/20*
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Approval for Re-Release	*Billy*	*2/19/20*
Further Agency Comments	*Tom L.*	*2/23/20*
Approval for Re-Release	*Billy H.*	*2/25/20*

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1.0 INTRODUCTION AND STUDY PURPOSE

1.1 Study Overview

San Bernardino County is the largest county in geographic area in the contiguous United States, with areas that vary from relatively dense urban concentrations to rural communities and undeveloped desert and mountain landscapes. Like the county they are located in, the six transit operator/agencies in San Bernardino County vary widely in size and nature of the transit services provided. However, all are in the business of moving people by public transit efficiently and economically.

In 2015, the San Bernardino County Transportation Authority (SBCTA) conducted a study (the "2015 Study") of all the transit operators in the County with the goal of identifying opportunities for improved economies through increased coordination, cooperation, and joint efforts. That study identified a series of potential strategies that could be pursued to improve efficiency and reduce cost overall among the operators. Some of those recommended strategies were subsequently implemented by some of the operators.

Since that time, an industry-wide trend across the U.S. has been a significant drop in transit ridership. Omnitrans, the largest of the San Bernardino County transit operators, has experienced a 25 percent loss in ridership while service levels remained relatively flat. In addition, operating costs at Omnitrans have risen 35 percent between FY 2015 and FY 2019 for a variety of reasons. Key factors included increases in salary and benefit costs and liability insurance, but also included increases in Agency scope, such as assuming responsibility for the Coordinated Transportation Service Agency (CTSA), establishing a rail function (for the upcoming implementation of the Arrow line), and taking on maintenance and security for the San Bernardino Transit Center. Other cost drivers included expenses related to a Medi-Cal transportation reimbursement write-off and negotiated increases in Purchased Transportation costs necessitated in part by the state's increase in the minimum wage. The combined impact of these trends has been a significant deterioration of Omnitrans' system-wide performance indicators such as the cost per unit of service and cost per passenger, and a significant increase in operating subsidy requirements.[1] These trends are not financially sustainable, and Omnitrans is working with SBCTA at this time to implement service reductions and other actions to address their mid- and long-term financial performance.

The purpose of this 2020 SBCTA Consolidation Study and Innovative Transit Review is two-fold. First, the study will identify the financial, organizational, and operational impacts of a potential consolidation of Omnitrans into SBCTA to determine if improved efficiencies and economies can be achieved from the combined agency. Second, the Innovative Transit Review will take a fresh look at current transit service delivery in the

[1] These trends, including a detailed analysis of the causes of the operating cost increase and performance indicator results, are analyzed in depth in the Performance Review Report as part of the current Consolidation Study and Innovative Transit Review.

San Bernardino Valley area and analyze strategies to realign transit services that better match resources to the changing demand for public transportation.

1.2 Methodology

Task 1 of the 2020 SBCTA Consolidation Study and Innovative Transit Review conducted an update to the 2015 Study's functional assessment to identify the areas of potential agency overlap and opportunities for efficiency between SBCTA and Omnitrans. This was done using three approaches:

- **Document Review** – The consultant team reviewed available information on SBCTA and Omnitrans from documents such as Annual Budgets, Comprehensive Annual Financial Reports (CAFRs), Short-Range Transit Plans, Service and Management Plans, Labor Agreements, TransTrack data, and agency websites.

- **Agency Functional Assessment Questionnaire** – The consultant team developed a detailed Functional Assessment Questionnaire which solicits information from each agency on how they functionally organize and operate the services they provide and the activities they conduct.

- **Agency Interviews** – Following completion of the Questionnaires, the consultant team conducted interviews of key staff at each agency to expand on the information requested in the Questionnaire and to further probe areas for efficiency that could be yielded by a potential consolidation.

The Questionnaire and the agency interviews were structured around obtaining information on six key areas:

1. Agency background information – Basic information regarding agency policy-setting authority, budgets, funding sources, retirement systems, processes for complying with Federal Transit Administration (FTA) Certifications and Assurances, and agency progress in implementing the coordination strategies from the 2015 Study. The agencies were also asked for their views on opportunities for efficiency through potential consolidation.

2. Current transit services provided – Detailed information on the range of services each agency provides, as well as methods of service delivery, operational contracts, and overall system design concepts or philosophies.

3. Operations and Administrative Support Functions – A request for information on how the various operational and administrative functions of the organization are staffed (or filled by consultant services), including position titles, number of staff in each position, summary of job duties, salary information, and representation status (unionized or non-unionized position). This information was especially important in identifying areas of agency overlap/potential economy from consolidation. Information was also requested on employee benefit programs, and agency insurance types and liability coverage levels.

4. Management Information Systems (MIS)/Information Technology (IT) – Identification of the various MIS/IT systems used to support agency activities, used for assessment of possible commonalities and potential efficiencies.

5. Fixed Asset Review – Review of each agency's fixed assets and capital project prioritization processes.

6. Service Planning – Size, scope, and nature of the current service planning effort conducted by each agency.

Once all the information on the two agencies' functions was obtained, it was arrayed in matrices in order to compare and contrast each agency and identify areas of commonality in preparation for the next step in the study.

1.3 Background on San Bernardino County

As an introduction to the background section on SBCTA and Omnitrans, it should be noted that both agencies are engaged in the improvement of transportation and mobility in San Bernardino County. However, their missions and activities are very different.

SBCTA is principally an administrative and project delivery organization, with wide authority over all aspects of transportation in the County, including both highway and transit service programs. As a statutorily-established[2] County Transportation Commission (CTC), SBCTA is responsible for short- and long-range transportation planning, including coordination and approval of all public mass transit service, approval of capital development projects for public transit and highway projects, and conducting major transportation improvement projects in the Transportation Improvement Program. SBCTA administers Measure I, the County-wide half-cent sales tax measure, and also passes through state Transportation Development Act (TDA) and FTA formula funds to the five transit operators in the County, among other duties[3].

Omnitrans is one of those five transit operators, and is by far the largest transit operator in San Bernardino County. Omnitrans is a Joint Powers Authority and not statutorily-established.[4] Their service area is the San Bernardino Valley portion of the County, also referred to as the Metro-Valley area. Omnitrans' principal role is as a transit service provider, and utilizes federal, state, local, and farebox revenues to deliver those services. Omnitrans coordinates closely with SBCTA on matters related to funding levels, pass-through revenues, and capital projects, but is principally a service provider,

[2] In 2016, SB 1305 (Morell) was enacted, consolidating the CTC, local transportation authority, service authority for freeway emergencies, and local congestion management agency into a single entity - SBCTA. The San Bernardino Associated Governments continues as a Joint Powers Authority functioning as a Council of Governments (SBCOG).

[3] Under an MOU with SCAG, SBCTA is responsible for allocating FTA Section 5307 program funds.

[4] The Joint Powers Agreement establishing Omnitrans was executed in 1976 and subsequently amended to include the County of San Bernardino and the Cities of Chino, Chino Hills, Colton, Fontana, Grand Terrace, Highland, Loma Linda, Montclair, Ontario, Rancho Cucamonga, Redlands, Rialto, San Bernardino, Upland, and Yucaipa as signatories. The agreement created a County-wide Transportation Authority to be Known as 'Omnitrans'" pursuant to the Joint Exercise of Powers Act.

and not an administrative agency. Omnitrans also administers a number of contracts for vendors associated with operations and maintenance.

San Bernardino County is the largest county in geographic area in the contiguous U.S. and encompasses 20,053 square miles. A geographic region that size includes a great amount of diversity from urbanized cities to mountain resort areas and scattered rural communities. The east and west San Bernardino Valleys, along with the Victor Valley in the high desert, are home to the vast majority of the County's population and is a more urbanized setting[5]. The remaining portion of the County's population is spread across mountain and desert communities. A total of 93 percent of the land area within San Bernardino County is within the San Bernardino County Desert Region (SBCTA, 2019a).

The County's total population as of 2018 was estimated at 2.175 million. The population is projected to grow 28 percent between 2020 and 2040. Currently, the population is estimated to be 54 percent Latino. The Latino share of the population is projected to grow to 64 percent by 2045. Unemployment rose to an all-time high of over 13 percent during the economic downturn in 2010 but has decreased dramatically since then, to 4.2 percent as of August 2018. The median household income was estimated at $60,420 as of 2017, and 16.2 percent of residents were living in poverty as of that year. The cost of living in San Bernardino County is the lowest in Southern California (SBCTA, 2019a).

Measure I, the County-wide voter approved half-cent transportation transactions and use tax, is estimated to generate almost $6.56 billion through 2040 for funding of major freeway construction, commuter rail service, local street and road improvements, special transit service for the elderly and disabled population, and traffic management and environmental enhancement efforts. Measure I divided San Bernardino into seven subareas for purposes of tax revenue administration and funding allocation, reflecting the relative population of the subareas, as shown in Table 1-1 and Figure 1-1.

[5] Victor Valley is designated an urbanized area for FTA funding purposes.

Figure 1-1. San Bernardino County Subareas

Source: SBCTA, 2019b

Table 1-1. Measure I Funding Allocation by Subarea

Subarea	Percentage*
Cajon Pass[6]	2.83%
Colorado River	0.14%
Morongo Basin	1.35%
Mountains	1.17%
North Desert	2.86%
San Bernardino Valley	80.62%
Victor Valley	11.03%

Source: SBCTA, 2019b
Notes: *Percentages are adjusted annually based on actual revenue.

[6] Per the Measure I Expenditure Plan, Cajon Pass receives a separate funding allocation though not specifically identified on the Subareas Boundary Map.

1.4 Report Organization

Section 2 of this report provides an overview of Omnitrans and SBCTA in order to provide an understanding of their relative size, activities, and resources.

Section 3 provides a functional assessment of the two agencies based on the six key areas of the Questionnaire, utilizing comparison matrices with supporting written analysis of the findings.

Section 4 provides a review of progress by Omnitrans and SBCTA in implementing the coordination and optimization strategies discussed in the 2015 Study, and identifies any opportunities for additional efficiencies.

Section 5 uses the information developed from this data collection effort to provide a preliminary identification of the pros and cons of consolidation of the two agencies.

The Appendix contains meeting summaries from each of the agency interviews conducted with the transit agencies and the completed questionnaires.

2.0 OVERVIEW OF TRANSPORTATION AGENCIES IN THIS STUDY

This chapter provides an overview of the two agencies involved in this study, Omnitrans and SBCTA, utilizing the completed Agency Questionnaires, agency interviews, and background information from a document review. The review identified areas of commonality as well as differences that would bear on a potential consolidation of the agencies.

2.1 Omnitrans

Omnitrans serves southwest San Bernardino County, within the Valley Subarea (Figure 1-1). The Omnitrans service area covers 466 square miles and has a population of 1,500,107 (National Transit Database, 2018). Omnitrans provides service to 15 cities (the Cities of Chino, Chino Hills, Colton, Fontana, Grand Terrace, Highland, Loma Linda, Montclair, Ontario, Rancho Cucamonga, Redlands, Rialto, San Bernardino, Upland, and Yucaipa) and nearby areas of San Bernardino County. Omnitrans also serves Pomona Transit Center in Los Angeles County and the Riverside Downtown Terminal in Riverside County. Omnitrans is the largest local transit provider in San Bernardino County.

2.1.1 Agency

Omnitrans, previously known as the San Bernardino Transit System, was created by a Joint Powers Agreement (JPA) in 1976, which was subsequently amended to, among other things, add members to the Joint Powers Authority. Omnitrans is governed by a 19-member board consisting of four of the five San Bernardino County Supervisors and an elected official from each of the 15-member cities. The Omnitrans Board adopts the budget, establishes policy (fares, marketing, and service changes), adopts rules and regulations, and submits federal and state grant applications.

2.1.2 Omnitrans Transit Services

Omnitrans primarily operates a hub-and-spoke bus transit system with transfers at major transfer centers, including the San Bernardino Transit Center (SBTC), which it co-owns and operates.[7] Omnitrans also provides demand-response service (Omnitrans, 2015).

2.1.2.1 Fixed-Routes

Omnitrans routes are grouped as follows, based on service type (SBCTA, 2020).

Regular “fixed-route” service is provided on one bus rapid transit (BRT) line (the “sbX Green Line”, Figure 2-1), two freeway express service routes, and 26 “local bus” fixed-routes.[8] Service hours are Monday to Friday (3:27 a.m. to 11:28 p.m.), Saturday (5:20

[7] From 2015 to 2019, Omnitrans was the designated operator for the future Arrow passenger rail service to Redlands, which is anticipated to open in 2022. However, the rail service will now be operated by the Southern California Regional Rail Authority (SCRRA, or Metrolink).

[8] Another Rapid Bus and BRT line, the West Valley Connector, is currently in the project development phase.

a.m. to 11:37 p.m.), and Sunday (5:35 a.m. to 8:25 p.m.). These services are directly-operated by Omnitrans.

"OmniGo" provides fixed-route circulator service on three contract-operated routes. Service is provided in Yucaipa, Grand Terrace, and Chino Hills, using smaller "cutaway" style buses for lower cost. Service hours are Monday to Friday (5:00 a.m. to 8:52 p.m., Saturday (6:05 a.m. to 8:25 p.m., and Sunday (6:05 a.m. to 6:39 p.m.).

Figure 2-1. Omnitrans' sbX Service

Omnitrans sbX BRT vehicle

BRT station on sbX line.

2.1.2.2 Demand-Response Service

Omnitrans' *"OmniAccess"* provides complementary ADA paratransit service to seniors and persons with disabilities within the ADA service area (i.e., 3/4-mile on either side of an existing fixed route). Service hours are the same as for the associated fixed-route in each area. Omnitrans is also the designated Consolidated Transportation Services Agency (CTSA) for the Omnitrans service area and coordinates Social Service Agency transportation services in the Valley to improve efficiency.

2.1.2.3 Annual System Ridership

In FY 2019, Omnitrans served 10,385,360 trips on its regular fixed-route services, 113,864 trips on its contracted OmniGo service, and 360,124 ADA demand-response trips (SBCTA, 2020).

2.1.2.4 Fares

The Omnitrans fare structure is shown in Table 2-1. Generally, fares are dependent upon the service type, with reduced fares offered to seniors, persons with disabilities, Medicare recipients, veterans, and youth (Omnitrans I.D. cards are required for seniors and persons with disabilities). Additionally, children 46 inches tall and under ride free. Cash or a ticket for the exact fare (for each individual trip), or a pass, is required for the selected service. Omnitrans also accepts fare payment through its Token Transit smartphone app.

Access service is restricted to riders and attendants with ADA certification (an Omnitrans I.D. card is required); therefore, fares are dependent upon travel between zones (note: eligible riders may bring up to one guest; however, both the eligible rider and the guest must pay the fare, while the eligible attendant is free).

Omnitrans offers the *Go Smart* student pass program, which allows students at participating colleges and universities unlimited free rides on all fixed-route services. Additionally, under this program, eligible students with ADA certification receive a 20 percent discount on *Access* service. Schools and/or programs include California State University San Bernardino, Chaffey College, San Bernardino Valley College, and Crafton Hills College.

Omnitrans also works with several other transit agencies to honor each other's fare media (i.e., passes and tickets). Omnitrans accepts all purchased passes from Foothill Transit, Riverside Transit Authority (RTA), MARTA, and Metrolink from points of connection, and from Orange County Transportation Authority (OCTA) from Chino Transit Center. Round-trip Metrolink tickets/passes also are valid on Omnitrans to Metrolink (connecting routes only). Omnitrans 31-, 7-, and 1-day passes are accepted as follows: from points of contact (RTA and MARTA); from Pomona and Montclair Transit Centers (Foothill Transit); and from Chino Transit Center (Foothill Transit and OCTA). Premium services are excluded to/from Omnitrans and RTA, including *OmniLink*, *Access*, Commuterlink, and Dial-a-Ride.

Telephone operators are available Monday to Friday from 7:00 a.m. to 6:00 p.m. and Saturday and Sunday from 8:00 a.m. to 5:00 p.m.

Table 2-1. Omnitrans Fares

Service Type	Rider Type	Fare Type	Price
Local Bus, Freeway Express, OmniGo, & sbX Rapid Transit	Full Fare	Cash Fare	$2.00
		1-Day Pass	$6.00
		7-Day Pass	$20.00
		31-Day Pass	$60.00
	Seniors/Disability/Medicare/Veterans	Cash Fare	$0.90
		1-Day Pass	$2.75
		7-Day Pass	$9.00
		31-Day Pass	$30.00
	Youth	7-Day Pass	$15.00
		31-Day Pass	$45.00
OmniAccess	1 – 3 Zone Trip	Cash Fare or Ticket	$3.75
	Each Additional Zone	Cash Fare or Ticket	$1.00

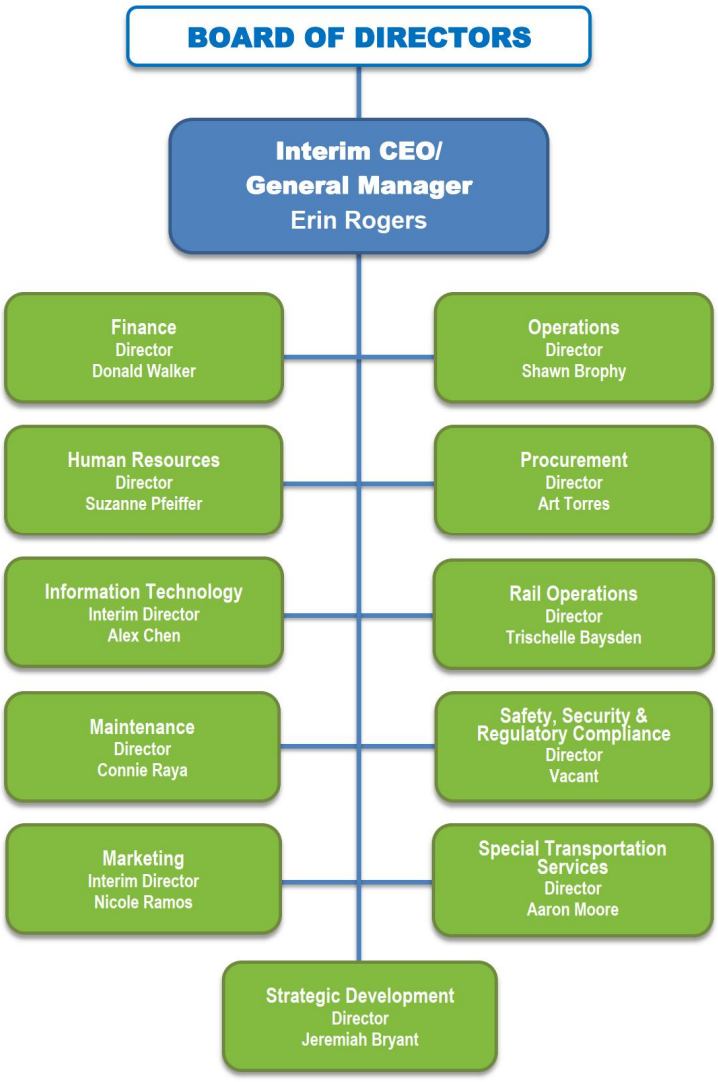
Source: Omnitrans website, www.omnitrans.org accessed 01/18/2020.

2.1.3 Operations and Administrative Support Functions

2.1.3.1 Organizational Structure

The Omnitrans organizational structure is comprised of eleven divisions, each under a Director, reporting to the CEO/General Manager, as illustrated in Figure 2-2. The Interim CEO/General Manager was appointed in November 2019 and served for two years as Omnitrans Deputy General Manager. A majority of the directors under her have served at Omnitrans for two years or less, reflecting recent leadership changes.

Figure 2-2. Omnitrans' Organizational Chart[9]



[9] The Rail Operations Division will no longer be in place next year – the Arrow Line Rail function is transferring to SCRRA.

2.1.3.2 Staffing Levels

As of January 2020 and per the completed Omnitrans Questionnaire, total Omnitrans staff (including all management, administrative, and bargaining unit positions) consisted of 722 employees, as shown in Table 2-2. Management and Administrative positions total 163. There were 463 coach operators and 96 maintenance workers. The coach operators are members of the Amalgamated Transit Union (ATU) and maintenance employees and some administrative staff are members of the Teamsters Union Local No. 166. Table 2-2 provides the estimated FY 2020 salary and benefit costs, based on the assumption that employees, on average, are at the mid-point of their ranges, and the benefit load is 45 percent of salaries. These assumptions yielded a total FY 2020 labor and benefits cost estimate that was within 0.88% of the FY 2020 budget. Using this approach, the total estimated FY 2020 salary and benefits cost was $54.9 million.

In addition to staffed agency positions, Omnitrans relies on many contractors and suppliers to carry out its responsibilities. The estimated annual cost of these consultant and contractor costs exceeds $20.6 million, excluding fuel supplies, based on information from Omnitrans' completed Questionnaire. These services cover a host of areas and specialties and are detailed in tables in the Appendix. The single largest contractor service is MV Transportation's contract for the OmniAccess and OmniGo service operations, totaling $11.0 million. A sizable portion of the other services are comprised of annual license and support fees for the many computer applications Omnitrans uses, which totaled $2.1 million in annual fees.

Table 2-2. Omnitrans Staffing

		FY2020		
Staff Position	FY2020 # of Positions	Annualized Salary Cost (FY 20 Positions)[1,2]	Benefit Load (Estimate at 45%)	Total Annualized Cost
General Management				
CEO/General Manager	1	$ 239,400	$ 107,730	$ 347,130
Deputy General Manager	1	$ -	$ -	
Functional Area Total	2	$ 239,400	$ 107,730	$ 347,130
Clerk of the Board Functions				
Sr. Executive to the CEO/Clerk of the Board	1	$ 80,076	$ 36,034	$ 116,110
Executive Staff Assistant	1	$ 70,686	$ 31,809	$ 102,495
Functional Area Total	2	$ 150,762	$ 67,843	$ 218,605
Budgeting				
Treasury Manager	1	$ 103,998	$ 46,799	$ 150,797
Functional Area Total	1	$ 103,998	$ 46,799	$ 150,797
Finance Department				
Director of Finance	1	$ 127,590	$ 57,416	$ 185,006
Accounting Manager	1	$ 103,998	$ 46,799	$ 150,797
Sr. Financial Analyst	2	$ 160,152	$ 72,068	$ 232,220
Accountant	2	$ 141,372	$ 63,617	$ 204,989
Accounting Clerk	2	$ 77,501	$ 34,875	$ 112,376
Functional Area Total	8	$ 610,613	$ 274,776	$ 885,389
Payroll				
Payroll Technician	2	$ 109,416	$ 49,237	$ 158,653
Functional Area Total	2	$ 109,416	$ 49,237	$ 158,653

Table 2-2. Omnitrans Staffing (Continued)

		FY2020		
Staff Position	FY2020 # of Positions	Annualized Salary Cost (FY 20 Positions)[1,2]	Benefit Load (Estimate at 45%)	Total Annualized Cost
Human Resources				
Director of Human Resources	1	$ 127,590	$ 57,416	$ 185,006
Employee Relations Manager	1	$ 103,998	$ 46,799	$ 150,797
Sr. Human Resources Analyst (Leave/DAPM)	1	$ 80,076	$ 36,034	$ 116,110
Sr. Human Resources Analyst (EEO/Compensation/ Recruitment)	1	$ 80,076	$ 36,034	$ 116,110
Human Resources Analyst	2	$ 141,372	$ 63,617	$ 204,989
Human Resources Technician (Payroll)	1	$ 54,708	$ 24,619	$ 79,327
Human Resources Assistant	2	$ 90,384	$ 40,673	$ 131,057
Administrative Assistant II	1	$ 54,708	$ 24,619	$ 79,327
Human Resources Technician (Benefits)	1	$ 54,708	$ 24,619	$ 79,327
Functional Area Total	11	$ 732,912	$ 329,810	$ 1,062,722
IT Department				
Director of Information Technology	1	$ 127,590	$ 57,416	$ 185,006
Database Manager	1	$ 103,998	$ 46,799	$ 150,797
Network Administrator	1	$ 90,966	$ 40,935	$ 131,901
System Coordinator	1	$ 90,966	$ 40,935	$ 131,901
Application Developer	1	$ 80,076	$ 36,034	$ 116,110
Application Specialist	1	$ 80,076	$ 36,034	$ 116,110
Network Engineer	1	$ 80,076	$ 36,034	$ 116,110
Systems Engineer	1	$ 80,076	$ 36,034	$ 116,110
Systems Specialist	1	$ 80,076	$ 36,034	$ 116,110
Web Designer	1	$ 80,076	$ 36,034	$ 116,110
Functional Area Total	10	$ 893,976	$ 402,289	$ 1,296,265
Procurement Department				
Director of Procurement	1	$ 127,590	$ 57,416	$ 185,006
Contracts Manager	1	$ 103,998	$ 46,799	$ 150,797
Materials Manager	1	$ 90,966	$ 40,935	$ 131,901
Sr. Contract Administrator	1	$ 90,966	$ 40,935	$ 131,901
Contract Administrator	2	$ 160,152	$ 72,068	$ 232,220
Contract Review Analyst	1	$ 64,530	$ 29,039	$ 93,569
Warranty Coordinator	1	$ 54,708	$ 24,619	$ 79,327
Parts Clerk	11	$ 426,254	$ 191,814	$ 618,069
Administrative Clerk (Procurement)	1	$ 38,750	$ 17,438	$ 56,188
Functional Area Total	20	$ 1,157,915	$ 521,062	$ 1,678,976

Table 2-2. Omnitrans Staffing (Continued)

		FY2020		
Staff Position	FY2020 # of Positions	Annualized Salary Cost (FY 20 Positions)[1,2]	Benefit Load (Estimate at 45%)	Total Annualized Cost
Maintenance Department				
Maintenance Manager	2	$ 207,996	$ 93,598	$ 301,594
Shift Supervisor	11	$ 880,836	$ 396,376	$ 1,277,212
Technical Services Manager	1	$ 90,966	$ 40,935	$ 131,901
Transit Technical Trainer	1	$ 70,686	$ 31,809	$ 102,495
Director of Maintenance	1	$ 127,590	$ 57,416	$ 185,006
Senior Fleet Analyst	1	$ 64,530	$ 29,039	$ 93,569
Fleet Analyst	1	$ 54,708	$ 24,619	$ 79,327
Maintenance Clerk	1	$ 36,556	$ 16,450	$ 53,006
Functional Area Total	19	$ 1,533,868	$ 690,241	$ 2,224,109
Facility Maint. Administration				
Facility Manager	1	$ 103,998	$ 46,799	$ 150,797
Facility Supervisor	1	$ 80,076	$ 36,034	$ 116,110
Stops & Zones Supervisor (from Stops and Zones Section)	1	$ 70,686	$ 31,809	$ 102,495
Functional Area Total	3	$ 254,760	$ 114,642	$ 369,402
Safety and Security Admin.				
Director of Safety/Reg. Compliance	1	$ 127,590	$ 57,416	$ 185,006
Safety & Reg. Compliance Mgr	1	$ 103,998	$ 46,799	$ 150,797
Environmental/Occupational Health & Safety Specialist	1	$ 80,076	$ 36,034	$ 116,110
Safety & Reg. Compliance Specialist	1	$ 80,076	$ 36,034	$ 116,110
Security & Emerg. Preparedness Coordinator	1	$ 80,076	$ 36,034	$ 116,110
Functional Area Total	5	$ 471,816	$ 212,317	$ 684,133

Table 2-2. Omnitrans Staffing (Continued)

		FY2020		
Staff Position	FY2020 # of Positions	Annualized Salary Cost (FY 20 Positions)[1,2]	Benefit Load (Estimate at 45%)	Total Annualized Cost
Operations Department				
Transportation Manager	2	$ 207,996	$ 93,598	$ 301,594
Field Supervisor	16	$ 1,130,976	$ 508,939	$ 1,639,915
Dispatch Supervisor	1	$ 80,076	$ 36,034	$ 116,110
Dispatcher	7	$ 451,710	$ 203,270	$ 654,980
Director of Operations	1	$ 127,590	$ 57,416	$ 185,006
Fleet Safety & Training Supervisor	1	$ 80,076	$ 36,034	$ 116,110
Fleet Safety & Training Instructor	6	$ 424,116	$ 190,852	$ 614,968
Assistant Transportation Manager	2	$ 160,152	$ 72,068	$ 232,220
Operations Senior Secretary	1	$ 64,530	$ 29,039	$ 93,569
Administrative Clerk	3	$ 116,251	$ 52,313	$ 168,564
Functional Area Total	40	$ 2,843,473	$ 1,279,563	$ 4,123,036
Planning & Scheduling				
Director of Strategic Development	1	$ 127,590	$ 57,416	$ 185,006
Business Intelligence Analyst	1	$ 80,076	$ 36,034	$ 116,110
Service Planning Manager	0	$ -	$ -	$ -
Scheduling Analyst	2	$ 141,372	$ 63,617	$ 204,989
Planner I	1	$ 64,530	$ 29,039	$ 93,569
Administrative Secretary (split between Marketing & Strategic Development)	0.5	$ 27,354	$ 12,309	$ 39,663
Functional Area Total	5.5	$ 440,922	$ 198,415	$ 639,337
Capital Project Planning/Mgmt				
Development Planning Mgr	1	$ 103,998	$ 46,799	$ 150,797
Capital Projects Svcs Mgr	1	$ 90,966	$ 40,935	$ 131,901
Functional Area Total	2	$ 194,964	$ 87,734	$ 282,698
Marketing Department				
Director of Marketing	1	$ 127,590	$ 57,416	$ 185,006
Marketing Specialist (print)	1	$ 64,530	$ 29,039	$ 93,569
Administrative Secretary (split between Marketing & Strategic Development)	0.5	$ 27,354	$ 12,309	$ 39,663
Marketing Manager	1	$ 80,076	$ 36,034	$ 116,110
Functional Area Total	3.5	$ 299,550	$ 134,798	$ 434,348

Table 2-2. Omnitrans Staffing (Continued)

		FY2020		
Staff Position	FY2020 # of Positions	Annualized Salary Cost (FY 20 Positions)[1,2]	Benefit Load (Estimate at 45%)	Total Annualized Cost
Customer Service/Telephone Information/Social Media				
Customer Service Manager	1	$ 80,076	$ 36,034	$ 116,110
Marketing Specialist (online)	1	$ 64,530	$ 29,039	$ 93,569
Sales Supervisor	1	$ 70,686	$ 31,809	$ 102,495
Customer Service Representative I - Part-Time	3	$ 82,251	$ 37,013	$ 119,264
Customer Service Representative I - Full Time	5	$ 182,780	$ 82,251	$ 265,031
Customer Service Representative II	3	$ 116,251	$ 52,313	$ 168,564
Functional Area Total	14	$ 596,574	$ 268,458	$ 865,033
Coordinated Transportation Service Agency (CTSA)				
Director of Special Transportation Services	1	$ 127,590	$ 57,416	$ 185,006
Programs Administrator	1	$ 80,076	$ 36,034	$ 116,110
Purchased Transportation Administrator	1	$ 80,076	$ 36,034	$ 116,110
Maintenance Supervisor-STS	1	$ 80,076	$ 36,034	$ 116,110
Class B Technician	1	$ 45,192	$ 20,336	$ 65,528
Travel Trainer	4	$ 218,832	$ 98,474	$ 317,306
Client Relations Coordinator	1	$ 54,708	$ 24,619	$ 79,327
Paratransit Eligibility Technician	2	$ 109,416	$ 49,237	$ 158,653
Customer Service Representative I	1	$ 36,556	$ 16,450	$ 53,006
Administrative Assistant	1	$ 45,192	$ 20,336	$ 65,528
Office Manager	1	$ 96,957	$ 43,630	$ 140,587
Functional Area Total	15	$ 974,671	$ 438,602	$ 1,413,272
Sub-Total Management/Administrative Functions	163	$ 11,609,590	$ 5,224,315	$ 16,833,905

Table 2-2. Omnitrans Staffing (Continued)

		FY2020		
Staff Position	FY2020 # of Positions	Annualized Salary Cost (FY 20 Positions)[1,2]	Benefit Load (Estimate at 45%)	Total Annualized Cost
Operations - Coach Operators				
Coach Operators - Full Time	427	$ 19,619,454	$ 8,828,754	$ 28,448,209
Coach Operators - Part Time	4	$ 137,842	$ 62,029	$ 199,870
sbX Operators	32	$ 1,603,430	$ 721,544	$ 2,324,974
Coach Operator Trainees	0	$ -	$ -	$ -
Functional Area Total	463	$ 21,360,726	$ 9,612,327	$ 30,973,053
Maintenance Employees				
Body & Paint Worker	3	$ 178,121	$ 80,154	$ 258,275
Equipment Mechanic	42	$ 2,493,691	$ 1,122,161	$ 3,615,852
Mechanic Helper	13	$ 627,869	$ 282,541	$ 910,410
Tire Repair Worker	1	$ 43,264	$ 19,469	$ 62,733
Utility Service Worker	18	$ 678,787	$ 305,454	$ 984,241
Functional Area Total	77	$ 4,021,732	$ 1,809,779	$ 5,831,511
Facility Maint. Workers				
Building Maint. Mechanic	7	$ 415,615	$ 187,027	$ 602,642
Custodian	4	$ 147,347	$ 66,306	$ 213,653
Functional Area Total	11	$ 562,962	$ 253,333	$ 816,295
		$ -		
Stops and Zones		$ -		
Stops and Zones Workers	8	$ 325,894	$ 146,652	$ 472,547
Functional Area Total	8	$ 325,894	$ 146,652	$ 472,547
Sub-Total Operations and Maintenance Workers	559	$ 26,271,315	$ 11,822,092	$ 38,093,407
Grand Total All Management/Administrative and Ops/Maintenance Employees	722	$ 37,880,905	$ 17,046,407	$ 54,927,312

Source: Consolidation Study Questionnaire

Notes:

1. Salary costs assume mid-point of ranges. Ranges have been used to protect the privacy of employees.
2. All positions assumed at 2,080 hours per year, except Part-Time Coach Operators at 1,560 hours per year

2.1.3.3 Employee Benefit Programs

All Omnitrans direct employees receive health, dental, and vision insurance plans. All employees are also covered by CalPERS retirement programs. The current employer cost of the program is 13.65 percent of eligible wages for Tier 1 employees (hired prior to January 1, 2013), and 7.25 percent of eligible wages for Tier 2 employees (hired after January 1, 2013)[10].

As a result of the California Public Employees' Pension Reform Act[11] (PEPRA) and subsequent state legislation, employees are now responsible for their share of retirement costs. Employees are carried in one of two retirement groups: those hired prior to January 1, 2013 are "Classic" (or Tier 1) retirement employees and are under a 2 percent @ 55 program; PEPRA employees are those hired after January 1, 2013 (or Tier 2), and are under a 2 percent @ 62 program. Omnitrans' FY 2019 CAFR reported that, as of the end of FY 2019, the agency had a CalPERS unfunded pension liability of $25.090 million (Omnitrans, 2019).

Employees also receive 96 hours of paid sick leave per year, 11 paid holidays, and two to five weeks of paid vacation per year, the latter depending on tenure.

Certain additional benefits are provided to specific employee groups, depending on their labor agreement or management status. Omnitrans offers a 457 Deferred Compensation Retirement Program to Management and Confidential Unit employees. In FY 2019, the agency cost of this program was $360,400.

2.1.3.4 Insurance and Liability Levels

Omnitrans currently obtains its liability insurance through the California Transit Indemnity Pool (CalTIP)[12], which includes liability and vehicle physical damage coverages. The policy provides coverage limits of $25 million with a self-insured retention of $100,000, and has an annual premium cost of $2,723,634. Omnitrans also carries several other types of insurance coverages, all of which are detailed in Table 2-3.

[10] Per the Omnitrans Comprehensive Annual Financial Report for Fiscal Year Ended June 30, 2019.
[11] See https://www.calpers.ca.gov/page/about/laws-legislation-regulations/public-employees-pension-reform-act
[12] https://www.caltiponline.org/

Table 2-3. Omnitrans Insurance and Liability Levels

Insurance Type	Annual Premium Cost	Self-Insured Retention	Coverage Limits
CalTIP Liability Program Vehicle Physical Damage (VPD) Program	 $2,530,292 $193,342	 $100,000 $5,000	 $25,000,000[13] Actual Cash Value or Repair/replacement cost.
Property Insurance (includes flood and earthquake)	$292,587	$10,000 $50,000/flood $100,000/earthquake	$100,000,000 $20,000,000 $20,000,000
Boiler and Machinery	Included in above	$10,000	$1,000,000
Cyber	Included in above	$50,000	$2,000,000 aggregate
Crime	$7,000	$2,500	$1,000,000
Employment Practices	$41,630	$100,000	$1,000,000
Excess Workers' Compensation and Employers' Liability	$136,079 based on payroll estimated @ $37,746,455	$1,000,000	Excess of $1,000,000 for workers' compensation up to statutory limits. Excess of $1,000,000 up to $5,000,000 for employers' liability.
Pollution	$58,776	$50,000	$5,000,000/each $10,000,000/Aggregate

Source: Omnitrans Completed Questionnaire (SBCTA, 2020)

2.1.4 Management Information Systems/Information Technology

Omnitrans has an extensive number of in-house computer applications used for all financial purposes. These systems are managed by an IT Department consisting of a Director of Information Technology and nine staff members. Table 2-4 lists the major systems currently in use and modules/functions provided.

[13] The Liability Coverage limit was corrected during the Agency Interview - $25,000,000

Table 2-4. Omnitrans Financial Computer Applications

Application Type/System	Module(s) Used	Functions Supported
SAP ERP	FI/CO, HCM, Payroll, PS, SRM, MM, PM, BW, ESS, MSS	Incorporates the key business functions of the agency such as finance, HR, payroll, procurement, and maintenance
BSI TaxFactory	TaxFactory 10.0	Performs calculations of Federal, State and Local and U.S. Territory payroll taxes for employees and employer
Trapeze Software	OPS, FX, BSM, PASS, COM, CERT, Blockbuster, Transitmaster, OPS-Web, Pass-Web	Intelligent transportation systems which offer scheduling, route optimization, staffing asset management, and communications systems
Microsoft Office 365	Word, Excel, PowerPoint, OneNote, Outlook, Publisher, Access and so on.	Integrates all Microsoft's existing online applications into a cloud service
Citrix	XenApp, XenDesktop	Provides a complete virtual app and desktop solution to meet business needs
PlanetBids	Vendor/Bid/Contract Management	Manages the complete bidding process for goods, services and construction-related projects

Omnitrans has five physical locations: East Valley, West Valley, I-Street, Rancho Cucamonga, and SBTC, where computer host devices are stored. Most of the hardware uses Dell products, and the operating software is mainly Microsoft Windows Server and VMWare. The company's entire system currently has nearly 250 Virtual Machines, while using 220 TB of storage capacity. For networks, there are 16 major network nodes that provide MPLS, LAN, Internet, Wireless, and Telephone functions through network providers – Windstream, One Ring, Level 3 and Frontier.

Omnitrans also has a number of transit-specific applications to support its operations, which are listed in Table 2-5. One of the main systems used by Omnitrans is Trapeze. Trapeze supports several operations activities (such as real time dispatch, workforce management, fixed-route and demand-response service scheduling, employee timekeeping, and driver work assignment bidding).

Table 2-5. Omnitrans Operations Computer Applications

Application/Vendor	Purpose
Trapeze (OPS, FX, BSM, COM, Blockbuster, Ops-Web) / Trapeze Group	- daily dispatch activities to include workforce management, employee status and update, timekeeping through sign-in terminal - used for bidding and adjustments on work pieces - yard management for vehicle parking and assignments - operations statistics and reporting
Transitmaster / Trapeze Group	- operations monitoring - radio communications with operators and supervisors - vehicle tracking, monitoring, and route flow management
NexView / TSI Solutions	- on-board video surveillance systems for customer and employee safety - used for accident and police investigation
Safety Vision / Fore-Sight-Pro	- on-board supervisor video surveillance system, for employee and customer safety - used in accident investigations and off-the bus video capturing for accident and police investigations
Head - sign / Hanover (++ Trapeze)	- used to display bus destination and other advertisements
GFI & GFI TVM / Genfare	- fare collection, ticket sales, and reporting
Nextbus / Cubic	- arrival and departure information available to customers through social media and personal mobile devices
Radio & Tower / Vision Communication	- radio communications for dispatch and supervisor with operators for safety and emergencies
Salient video Management / Salient	- on street / bus-stop safety video surveillance for customer safety, traffic flow, and protection of company equipment
Commercial Announcement / Commuter Ads.Com	- on-board buses commuter advertisements; customer safety and information messaging

In addition to applications supporting transit operations, Omnitrans has specialized applications or modules within the major systems supporting Vehicle Maintenance, Facility Maintenance, Service Planning, ADA Paratransit Dispatching/Scheduling, Customer Service, and Website Development. See the completed Questionnaire in the Appendix for the full list of applications by Department.

Omnitrans vehicles are equipped with GPS devices and are tracked by an Automatic Vehicle Location (AVL) system. This enables Omnitrans to provide real-time bus arrival information to passengers through NextBus. Vehicles are also equipped with Mobile Data Terminals (MDT), and part of the fleet is equipped with automatic passenger counters (APC) as well. The sbX system is supported by a Traffic Signal Priority (TSP) system for its dedicated bus lane segments.

On-board fare collection equipment consists of General Farebox Inc. (GFI) Odyssey fareboxes. SPX/Genfare ticket machines are on the sbX station platforms.

2.1.5 Fixed Assets

2.1.5.1 Fleet

The fixed-route revenue fleet includes 192 compressed natural gas (CNG)-fueled buses, comprised of 177 40-foot buses, and 15 60-foot articulated BRT buses (see Figure 2-3). Additionally, the revenue fleet includes 106 CNG- or gas-fueled demand response vehicles, for a total fleet of 298 vehicles. A non-revenue fleet of 69 vehicles supports the revenue fleet, including automobiles for staff and driver relief purposes, and service trucks.

It should be noted that sixteen of the 22 2003 model buses are slated to be retired, and the rest, along with those in the 2009 through 2012 vintages are slated to be repowered, extending their useful life. The FTA-expected minimum useful life for heavy-duty buses is 12 years for full size buses[14]. Omnitrans is currently participating in a SBCTA-sponsored county-wide study of zero-emission buses (ZEBs), which the entire fleet must transition to by 2040 under the California Air Resources Board (CARB) Innovative Clean Transit (ICT) regulation[15]. As part of the study, Omnitrans will determine the number and rate of ZEBs to incorporate into its fleet to meet the ICT mandate.

Table 2-6. Omnitrans Fleet: Revenue Vehicles

Manufacturer	Quantity	Model Year	Vehicle Length	Fuel Type	Mode Served
New Flyer	22	2003	40’	CNG	Fixed Route
New Flyer	27	2009	40’	CNG	Fixed Route
New Flyer	9	2011	40”	CNG	Fixed Route
New Flyer	8	2011	40’	CNG	Fixed Route
New Flyer	20	2012	40’	CNG	Fixed Route
New Flyer	16	2014	40’	CNG	Fixed Route
New Flyer	14	2012	60’	CNG	Fixed Route
New Flyer	1	2015	60’	CNG	Fixed Route
New Flyer	15	2015	40’	CNG	Fixed Route
New Flyer	13	2018	40’	CNG	Fixed Route
New Flyer	24	2018	40’	CNG	Fixed Route
New Flyer	23	2019	40’	CNG	Fixed Route
Sub-Total, Fixed Route	**192**				
StarCraft	19	2008	16’	Unleaded	Access Fleet
Aerotech	13	2009	16’	Unleaded	Access Fleet
StarCraft	15	2012	16’	CNG	Access Fleet
StarCraft	26	2015	16’	CNG	Access Fleet

[14] Per FTA Circular C 5010.1E, the minimum expected useful life for large, heavy duty buses is 12 years of service or an accumulation of at least 500,000 miles.
[15] See https://ww2.arb.ca.gov/news/california-transitioning-all-electric-public-bus-fleet-2040

StarCraft	33	2017	16’	CNG	Access Fleet
Sub-Total, Access Fleet	106				
TOTAL	**298**				

Source: Omnitrans Questionnaire, 2020.

Figure 2-3. Omnitrans sbX Revenue Vehicle and Fleet in Yard

2.1.5.2 Facilities

The Omnitrans fleet operates from four facilities – East Valley, West Valley, I Street, and Rancho Cucamonga. Omnitrans manages Operations and Maintenance at the East Valley and West Valley facilities only, while MV Transportation manages *OmniAccess* and *OmniGo* operations and maintenance at the I Street and Rancho Cucamonga facilities. The East Valley facility also houses the primary administrative offices of Omnitrans. A fifth facility on Brooks Street in Ontario is used for Social Service Agency vehicle maintenance under the Special Transportation Service division. Omnitrans also utilizes several transit centers and transfer stations throughout the service area and is responsible for maintenance at the relatively-new SBTC, which it co-owns and operates, the Montclair Transit Center, and 16 BRT stations along the sbX corridor. Omnitrans owns no rights-of-way along its transit lines.

Figure 2-4. Omnitrans East Valley Facility

2.1.5.3 Fuel

At the time of the 2015 Study, Omnitrans was receiving deliveries of Liquefied Natural Gas by tanker truck, and converting it to CNG by a vaporizer system for use in its vehicles. However, in 2017, Omnitrans implemented a key cost savings strategy identified in the 2015 Study, to convert its fueling systems at the East Valley and West Valley facilities to piped-in natural gas and use of on-site compressing equipment. The West Valley conversion occurred in August, 2017, and the East Valley conversion occurred in October, 2017. Omnitrans reported that this change has saved $4.6 million to date in reduced fuel transportation costs.

2.1.5.4 Bus Stop Signs and Shelters

Omnitrans employees directly maintain the SBTC, bus stop signage, benches, shelters, trash receptacles, solar lights, and sbX stations.

2.1.6 Short-Range Planning and Scheduling

A Director of Strategic Development and 7.5 full-time equivalents are responsible for all short-range planning and scheduling, which includes developing all vehicle operating and driver schedules. The staff and their roles are identified in Table 2-7. Omnitrans does not prepare a Long-Range Transit Plan (LRTP), which is the responsibility of SBCTA.

Table 2-7. Omnitrans Planning Staff and Roles

Planning/Applicable Position Title	# of Employees	Position Responsibilities
Director of Strategic Development	1	Oversees all planning functions, in addition to grant, audit, and business intelligence. Lead for SRTP and annual service plans with the vacant Service Planning Manager.
Service Planning Manager	0, Position is vacant and will not be filled. Work is being split between Business Intelligence Analyst and Director.	
Development Planning Manager	1	Responsible for capital planning, grants, ATP partnerships, development reviews in partnership with JPA cities
Planner I	1	Planning analysis, Title VI, GIS, NTD Statistical Data
Stops & Stations Supervisor	1	City partnerships related to stops and stop placement, and maintaining all passenger amenities
Scheduling Analyst	2	All block and driver schedules. Support planning analysis
Business Intelligence Analyst	1	Data analysis for agency and planning, support audit functions, NTD Statistical Data
Administrative Secretary	0.5	Support Planning staff

Source: Omnitrans Completed Questionnaire

Omnitrans Planning staff develop Short-Range Transit Plans (SRTP), Annual Service Improvement Plans, and Capital Planning Grants. They conduct all route planning, scheduling, service planning, transit impact analyses, and Title VI updates. The last SRTP covered FY 2015 to FY 2020 and a new SRTP is under development at this time.

2.2 SBCTA

SBCTA serves San Bernardino County, which includes 24 incorporated cities or towns (i.e., Adelanto, Apple Valley, Barstow, Big Bear Lake, Chino, Chino Hills, Colton, Fontana, Grand Terrace, Hesperia, Highland, Loma Linda, Montclair, Needles, Ontario, Rancho Cucamonga, Redlands, Rialto, San Bernardino, Twentynine Palms, Upland, Victorville, Yucaipa, and Yucca Valley) and unincorporated areas of San Bernardino County.

2.2.1 Agency

Originally created as a council of government (COG), the San Bernardino Associated Governments (SANBAG), in 1973, SBCTA, over the years, has been designated to serve as several additional authorities, including:

- **County Transportation Commission (CTC)** — SBCTA is responsible for short- and long-range transportation planning within San Bernardino County, including coordination and approval of all transit service, approval of all capital development projects for transit and highway projects, and determination of staging and scheduling of construction relative to all transportation improvement projects in the Transportation Improvement Program.
- **County Transportation Authority** — SBCTA is responsible for administration of Measure I, the voter approved half-cent transportation transactions and use tax which is estimated to generate almost $6.56 billion through 2040 for funding of major freeway construction, commuter rail service, local street and road improvements, special transit service for the elderly and disabled population, and traffic management and environmental enhancement efforts.
- **Service Authority for Freeway Emergencies** – SBCTA is responsible for operating a system of approximately 1,020 call boxes on freeways and highways within San Bernardino County.
- **Congestion Management Agency** — SBCTA manages the performance level of the regional transportation system in a manner that ensures consideration of the impacts from new development and promotes air quality improvements through the implementation of strategies in adopted air quality plans.
- **Sub-regional Planning Agency** — SBCTA represents the San Bernardino County sub-region and assists the Southern California Association of Governments (SCAG) in its role as the metropolitan planning organization (MPO). SCAG is the designated Regional Transportation Planning Agency (RTPA). SBCTA performs studies and develops consensus relative to regional growth forecasts, regional transportation plans, and mobile source components of air quality plans.

In August 2016, Governor Jerry Brown signed Senate Bill (SB) 1305, effective on January 1, 2017. SB 1305 consolidated the five transportation roles of the various entities into a single entity, SBCTA. SANBAG continues to exist as the COG. SBCTA is governed by a Board composed of the mayor or a councilmember from each of the 24 cities/towns and the five members of the San Bernardino County Board of Supervisors.

2.2.2 Services

SBCTA does not operate (either directly or through contract) any traditional fixed-route or paratransit services. However, SBCTA operates a vanpool subsidy program with 53 vanpools currently operating, as of January 2020, and provides commuter incentives for ridesharing through the IE Commuter Program. SBCTA also funds and sits on the Board of Directors for the Southern California Regional Rail Authority (SCRRA) and provides input and direct support to the Metrolink commuter rail services in San Bernardino County. SBCTA also conducts long-range transportation planning, including the regional rail network.

SBCTA is currently overseeing the construction of the Arrow passenger rail project to Redlands. This project will implement passenger rail service between the SBTC and the University of Redlands, approximately nine miles to the east, along the Interstate 10 corridor. The project budget is estimated at $359.7 million in capital costs and is expected to open for service in early 2022[16]. SBCTA is acquiring Stadler Diesel Multiple Units which will be modified to be a zero-emission multiple unit vehicle (ZEMU). The service will operate 30-minute headways during peak periods and hourly headways at other times. In addition to the ZEMU service, certain Metrolink San Bernardino Line trips will operate out to Redlands during peak periods. At this time, SBCTA is planning to enter into an agreement with Metrolink to operate the Arrow service, including operations, vehicle maintenance, dispatching, and maintenance-of-way[17].

Programs

One of the essential roles for SBCTA as the CTC, in addition to transportation planning and programming responsibilities, is the allocation of state and federal funds to high-priority transportation projects in the County. Once the SBCTA Board approves the allocation and the project is added to the appropriate programming document, the lead agency is responsible for applying for funds through SBCTA or state or federal agencies and is responsible for meeting eligibility requirements. State funds allocated by the SBCTA Board do not flow through the SBCTA budget unless SBCTA is the lead agency for project implementation. SBCTA does allocate federal funds; however, SBCTA is not a direct FTA recipient and is unable to receive FTA funds directly. In these cases, SBCTA works with Omnitrans to pass the federal funding on to SBCTA.

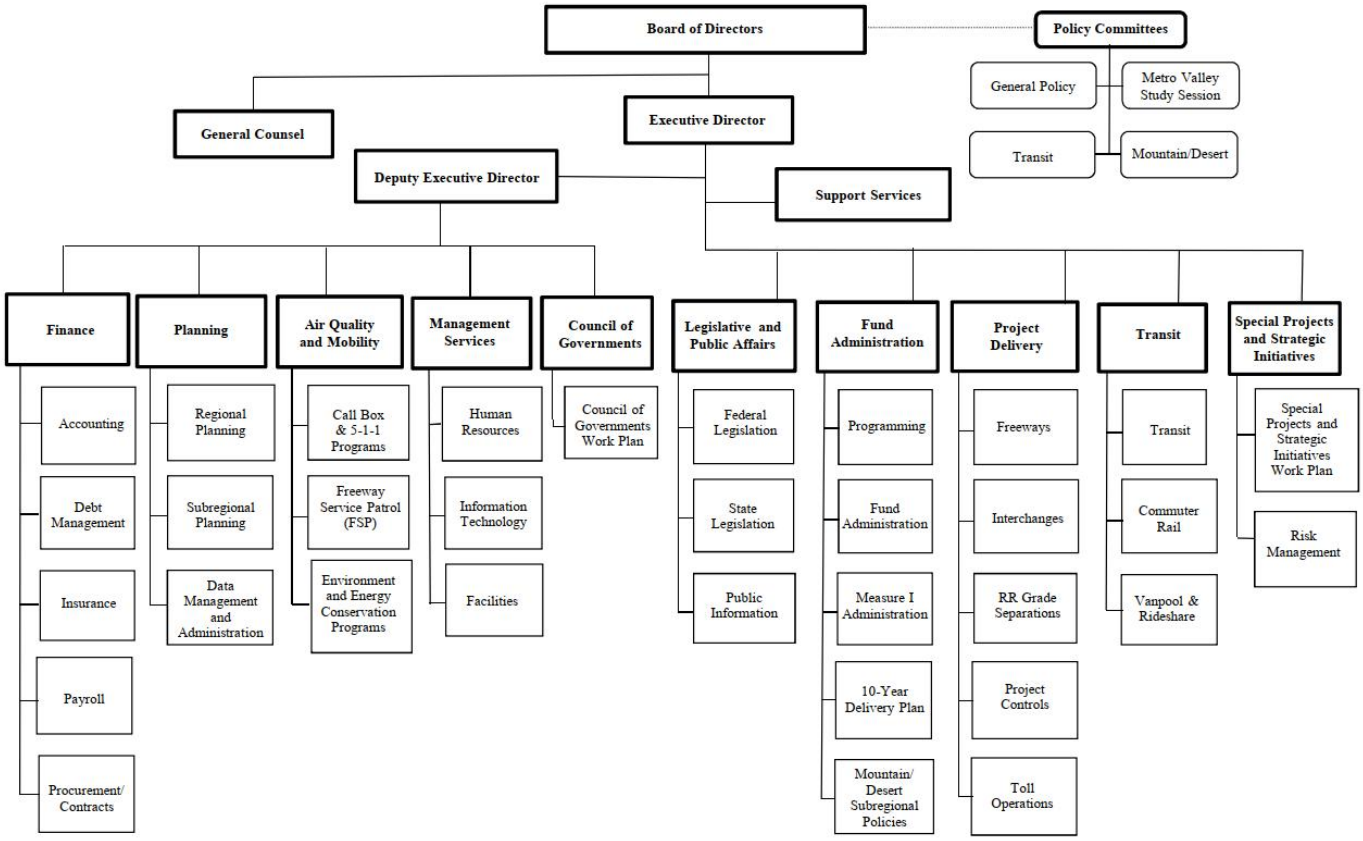
2.2.3 Operations and Administrative Support Functions

2.2.3.1 Organizational Structure

SBCTA employees are divided into nine program areas, under the management of the SBCTA Board of Directors and the Executive Director or Deputy Executive Director, as shown in Figure 2-5. A Director, Chief, or Administrator-level position leads employee groups in each program area.

[16] Per the SBCTA Redlands Passenger Rail Project (Arrow) Fact Sheet.
[17] See SBCTA Board Agenda Item 14, January 8, 2020.

Figure 2-5. SBCTA Organizational Chart



Source: SBCTA FY2020-2021 Functional Organization Chart

2.2.3.2 Staffing Levels

In FY 2020, SBCTA had a total of 67 budgeted direct employee positions spread across its program areas. Two positions were not filled as of the date of the data provided by SBCTA staff. The SBCTA total estimated salary and benefits cost for FY 2020 was $12.3 million. Table 2-8 provides the staffing positions by division and the salary and benefit cost estimates. In order to maintain confidentiality of individual positions, the salary and benefit costs are estimated assuming that, on average, all employees are at the 50th percentile of their ranges, and that the benefit load is 70 percent of salaries. Both estimating parameters are based on actual data provided by SBCTA for the entire agency staff.

Table 2-8. SBCTA Staffing and Costs

Program/Staff Position	FY2020 # of Positions	FY2020 Annualized Salary Cost (FY 20 Positions)[1,2]	FY2020 Benefit Load (Estimate at .70%)	FY2020 Total Annualized Cost
General Government				
Deputy Executive Director	1	197,806	138,464	336,271
Management Analyst III - legal	1	95,147	66,603	161,750
General Counsel	1	210,000	147,000	357,000
Assistant General Counsel	1	170,873	119,611	290,484
Director of Special Projects & Strategic Initiatives	1	170,873	119,611	290,484
Risk Manager	1	99,905	69,933	169,838
Executive Director	1	327,500	229,250	556,750
Functional Area Total	7	1,272,104	890,473	2,162,576
Clerk of the Board Functions				
Clerk of the Board/Administrative Supervisor	1	110,147	77,103	187,249
Assistant to the Clerk of the Board	1	67,620	47,334	114,953
Records Technician	1	50,459	35,321	85,781
Administrative Assistant Senior	4	257,597	180,318	437,915
Office Assistant	1	48,056	33,639	81,696
Administrative Assistant	1	55,631	38,942	94,573
Deputy Clerk of the Board	1	90,617	63,432	154,049
Functional Area Total	10	680,127	476,089	1,156,215
Fund Administration				
Director of Fund Administration	1	170,873	119,611	290,484
Management Analyst III	4	380,587	266,411	646,998
Chief of Fund Administration	1	140,577	98,404	238,981
Management Analyst II	2	164,381	115,067	279,447
Functional Area Total	8	856,418	599,492	1,455,910

Table 2-8. SBCTA Staffing and Costs (Continued)

Program/Staff Position	FY2020 # of Positions	FY2020 Annualized Salary Cost (FY 20 Positions)[1,2]	FY2020 Benefit Load (Estimate at .70%)	FY2020 Total Annualized Cost
Financial Management				
Chief Financial Officer	1	170,873	119,611	290,484
Accounting Supervisor	1	99,905	69,933	169,838
Senior Accounting Assistant	1	67,620	47,334	114,953
Senior Accountant	1	86,302	60,411	146,713
Accounting Assistant	3	166,894	116,826	283,720
Accountant	2	149,102	104,371	253,473
Chief of Fiscal Resources	1	140,577	98,404	238,981
Toll Financial Administrator	1	110,147	77,103	187,249
Functional Area Total	11	991,418	693,993	1,685,411
HR/IT/Facilities				
Management Analyst II	1	82,190	57,533	139,724
Human Resources/Information Services Administrator	1	110,147	77,103	187,249
Functional Area Total	2	192,337	134,636	326,973
Environment/Commuter				
Management Analyst III	1	95,147	66,603	161,750
Chief of Air Quality & Mobility Programs	1	140,577	98,404	238,981
AQTS Intern/part-time	1	13,320	9,324	22,644
COG Administrator	1	110,147	77,103	187,249
Functional Area Total	4	359,190	251,433	610,624
Procurement				
Procurement Manager	1	121,436	85,005	206,441
Procurement Analyst	2	164,381	115,067	279,447
Functional Area Total	3	285,817	200,072	485,888
Legislative				
Director of Legislative Affairs	1	170,873	119,611	290,484
Management Analyst II	2	164,381	115,067	279,447
Chief of Legislative and Public Affairs	1	140,577	98,404	238,981
Functional Area Total	4	475,831	333,081	808,912
Transit				
Management Analyst II	1	82,190	57,533	139,724
Management Analyst III	1	95,147	66,603	161,750
Right of Way Administrator	1	95,147	66,603	161,750
Program Manager	1	133,883	93,718	227,601
Chief of Transit and Rail	1	140,577	98,404	238,981
Director of Transit & Rail Programs	1	170,873	119,611	290,484
Functional Area Total	6	717,817	502,472	1,220,289

Table 2-8. SBCTA Staffing and Costs (Continued)

Program/Staff Position	FY2020 # of Positions	FY2020 Annualized Salary Cost (FY 20 Positions)[1,2]	FY2020 Benefit Load (Estimate at .70%)	FY2020 Total Annualized Cost
Planning				
Senior Planner	1	99,905	69,933	169,838
GIS Administrator	1	95,147	66,603	161,750
Chief of Planning	1	140,577	98,404	238,981
Planning Intern/part-time	1	25,740	18,018	43,758
Director of Planning	1	170,873	119,611	290,484
GIS Analyst	1	82,190	57,533	139,724
Functional Area Total	6	614,432	430,102	1,044,534
Project Delivery				
Corridor Manager	1	154,986	108,490	263,476
Project Delivery Manager	1	140,577	98,404	238,981
Project Controls Manager	1	133,883	93,718	227,601
Construction Manager	1	140,577	98,404	238,981
Toll Operations Administrator	1	133,883	93,718	227,601
Director of Project Delivery and Toll Operations	1	179,416	125,591	305,007
Functional Area Total	6	$ 883,321	$ 618,325	$ 1,501,646
Grand Total All Programs/Functions	67	$ 7,328,811	$ 5,130,168	$ 12,458,979

Source: SBCTA Salary and Benefits Data from Financial Management Division

Notes:

1. Salary costs assume 50th Percentile of ranges. Ranges have been used to protect the privacy of employees.
2. All positions assumed at 2,080 hours per year, except Interns
3. Includes Position added mid-year

In addition to staffed agency positions, SBCTA relies on a large amount of consultant support to carry out its responsibilities. The estimated annual cost of these consultant and contractor services is $7.3 million based on the information provided in SBCTA's completed Questionnaire, equivalent to the total value of employee salaries. These consultant support services cover a host of areas and specialties, and are detailed in tables in the Appendix.

2.2.3.3 Employee Benefit Programs

All SBCTA direct employees receive health, dental, and vision insurance plans. Nearly all active employees are covered by the San Bernardino County Employees' Retirement Association (SBCERA) retirement program and two retired employees are under CalPERS. There are two groups of SBCERA-covered employees, those hired before the effective date of PEPRA (January 1, 2013), and those hired after it, as follows:

- Tier 1 Employees contribute 7.2 percent of their salary toward the required contribution and SBCTA pays the difference of about 3.5 percent of total salaries for those employees affected ($190,000 budgeted for FY 2019-2020) plus the Employer Contribution portion of $2,200,000 (as of CY 2018), which is 38.02 percent of salaries. The retirement formula for these employees is “2 percent @ age 55”.

- Tier 2 Employees contribute a flat rate – currently at 9.10 percent. There is no SBCTA contribution toward the employee share. SBCTA pays the employer contribution of $812,000 which is 35.61 percent of salaries. The retirement formula for these employees is “2.5 percent @ age 67”.

It is notable that the SBCTA employer contribution toward retirement, ranging from 35 percent to 38 percent of salaries, is far higher than the employer cost for Omnitrans under PERS. SBCTA reported that, as of June 2019, they have a SBCERA unfunded pension liability of $14.99 million, which is more than 100 percent of total annual salaries and benefits.

Employees receive 96 hours of paid sick leave per year, 13 paid holidays, and two to four weeks of paid vacation per year, the latter depending on tenure. They also receive Administrative Leave of 40 hours per year, depending on job classification.

Employees are also eligible for Deferred Compensation Plans with various levels of matching, depending on employee group. In 2020, the highest estimated cost to SBCTA of all matching programs was $542,550 (SBCTA, 2018). The actual figure for CY 2018 was $420,000.

2.2.3.4 Insurance and Liability Levels

SBCTA currently obtains Commercial General Liability insurance, including Automobile, Errors and Omissions, and Employment Practices coverages. The policy provides coverage limits of $5,000,000, with a self-insured retention of $50,000. The annual premium of $157,668 is far lower than Omnitrans, reflecting the minimal vehicle operations risk compared to that of a transit operator. SBCTA also carries several other types of insurance coverages, all of which are detailed in Table 2-9.

Table 2-9. SBCTA Insurance and Liability Levels

Insurance Type	Annual Premium Cost	Self-Insured Retention	Coverage Limits
Commercial General Liability – including Automobile, E&O, and Employment Practices Liability Coverages	$157,668	$50,000	$5,000,000
Commercial Automobile	$1,373	$1,000 – Deductible	$1,000,000
Excess Liability	$46,914	Excess of Underlying	$5,000,000
Cyber Liability	$15,387	$5,000-$50,000	$1,000,000
Workers' Compensation	$38,126	N/A	CA Statutory $1,000,000
Commercial Property	$30,884	$5,000	$32,589,834
Crime	$11,600	$2,500	$10,000,000

2.2.4 Management Information Systems/Information Technology

SBCTA has several computer applications used for all financial and project management purposes. Table 2-10 lists the major systems currently in use and modules/functions provided.

Table 2-10. SBCTA Computer Applications

Application Type/System	Module(s) Used	Functions Supported
Adobe Acrobat DC	Standard and Pro	Office-related applications
Adobe Cloud	All	Legislative Affairs and Public Information Use
MS Office	2010, Access, Excel, OneNote, Outlook, PowerPoint, Publisher, Word	Office-related applications
MS SharePoint	2016	Electronic Document Management
Laserfiche Rio	Client, Forms, Import Agent, Laserfiche Connector, Quickfields, Web Client, Weblink	Electronic Document Management
Tyler Technology – EDEN	AP, AR, Budget Prep, Contract Management, Fixed Assets, GL, HR, Payroll, Project Acctg, Purchasing	Financial System
ShoreTel VOIP		Phone System
Esri ArcGIS Platform		Geographic Information System, Mapping/Spatial Analysis
Granicus	Minute Traq and WeGovern	Agenda Management and Board voting
NEOGOV	Insight & Perform	Applicant Tracking and EE Performance
Oracle	Primavera P6 Enterprise Project Portfolio Management	Capital Project Management
Hexagon	EcoSys	Capital Project Management
Caliper	TransCAD	Model Networks/Transportation Patterns
Sophos		Antivirus Protection
Unitrends		Onsite and Cloud backup and DRAAS
Accela	Minutraq	Board items and contracts system for board meetings

SBCTA uses Tyler Technology's EDEN software for its major financial accounting functions, including Accounts Payable, Accounts Receivable, Budget Prep, Contract Management, Fixed Assets, General Ledger, Human Resources, Payroll, Project Accounting, and Purchasing. During the SBCTA interview, staff indicated this major package is slated for replacement in the near future.

One application is especially important for SBCTA's major project management and delivery role – EcoSys Database. In support of the 10-year plan updates, EcoSys manages data input directly or imported from Primavera by project, phase, contract, fund source, and fiscal year. Revenue sources and actual expenditures are entered into EcoSys. With the information in the system, EcoSys provides an effective means to analyze the project cash flow needs and project total funding needs against funding available (SBCTA, 2020). SBCTA also uses Primavera Scheduling software for project management.

2.2.5 Fixed Assets

2.2.5.1 Fleet

SBCTA does not currently own any transit fleet fixed assets, other than a single staff vehicle. The agency is acquiring rail vehicles for the Arrow service, which will likely be transferred to Metrolink once the service begins operations.

SBCTA is currently supporting all San Bernardino County transit operators by leading a County-wide analysis of current transit fleets compared to the zero-emission buses the region will eventually need to migrate to under the CARB Zero-Emission Bus Regulation.

2.2.5.2 Facilities and Right-of-Way

SBCTA co-owns 50%/50% of several Metrolink stations or Transit Centers facilities located in the San Bernardino Valley. In virtually all cases, station sites are maintained by the local agency in which the station is situated, per the terms of a Memorandum of Understanding between the local agency and SBCTA. Services include security, maintenance, and administration of station site leases. In addition, SBCTA also constructed and owns the crew house located by the SBTC which is leased to SCRRA. Omnitrans provides maintenance and security services for this facility via an MOU with SBCTA.

The San Bernardino Santa Fe Depot building, SBCTA's administrative center, is maintained under a property management contract administered by SBCTA.

SBCTA owns railroad rights-of-way on three separate current or former rail lines, which are maintained by a SBCTA maintenance-of-way contractor or by SCRRA in the case of property within 20 feet of the rail on the San Gabriel Subdivision. The nine miles of the Redlands subdivision, currently under construction for the Arrow service, is the responsibility of the mainline construction contractor.

2.2.6 Short- and Long-Range Planning

SBCTA's Planning Division has five employees, as detailed earlier in Table 2-8. Their planning charter is broad, encompassing long-range county-wide plans, modal plans, greenhouse gas (GHG) and air quality plans, sustainability, and active transportation. SBCTA is not involved in transit route planning and scheduling, and transit operator SRTPs are prepared by the individual operators and coordinated through the SBCTA

Transit Department. SBCTA had prepared a county-wide, over-arching SRTP covering the entire county.[18]

SBCTA, not the transit operators, has responsibility for long-range transit planning, with the last LRTP having been completed in 2010. That Plan was heavily-focused on expansion of BRT services in the San Bernardino Valley. An update to the LRTP has been postponed until the current study is completed.

[18] *SBCTA Short-Range Transit Plan, FY2016 – FY2020*, prepared by WSP USA for SBCTA, December, 2016.

3.0 FUNCTIONAL ASSESSMENT OF THE TRANSIT AGENCIES

To identify commonalities and differences between Omnitrans and SBCTA functions and identify potential opportunities for efficiencies under consolidation, a detailed Questionnaire was completed by each agency. The Questionnaire covered six functional areas:

Section	Functional Area	Reference
-	General Background	Table 3-1
A	Current Transit Services Provided	Table 3-2
B	Operations and Administrative Support Functions	Table 3-3
C	Management Information Systems/Information Technology (MIS/IT)	Table 3-3
D	Fixed Asset Review	Table 3-4
E	Short- and Long-Range Planning	Table 3-5

Following receipt and review of the Questionnaires, the study team conducted agency interviews of key staff at each agency to obtain clarifications and ask follow-up questions for a complete picture of each agency's operations. Meeting summaries of those interviews are included in the Appendix to this report.

The information from this process was then summarized in the attached tables, grouped into the six key areas. The tables are based on the same format used in the 2015 Study; the study team has kept the columns of information from 2015 and added columns for 2020, so that comparisons can be made both between SBCTA and Omnitrans today and in 2015. The following discussion summarizes and analyzes the findings for each functional area. The tables are provided at the end of this section.

3.1 General Background

Table 3-1 summarizes the information collected from the "General Background" portion of the Questionnaire, supplemented by agency interview information. As noted at the beginning of this report and in the table, Omnitrans and SBCTA are both transportation agencies, but they differ dramatically in the missions they serve and the functions they provide.

3.1.1 Services Provided

Omnitrans is a traditional fixed-route bus transit operator with an extensive array of transit services; SBCTA is principally an administrative and project delivery agency and does not operate any fixed-route transit services. Thus, there are limited areas of

commonality with regard to transit service provision. SBCTA has implemented a vanpool subsidy program the past two years, which is a qualifying transit mode under FTA rules.

3.1.2 Funding

Both SBCTA and Omnitrans rely on Transportation Development Act (TDA) Local Transportation Funds (LTF) and State Transit Assistance Funds (STAF) for their programs. They both also utilize Measure I funds for both operations and capital projects.

Both agencies utilize FTA funds, but for differing purposes. FTA funding helps pay for major capital projects conducted by SBCTA; Omnitrans uses FTA funding for some capital replacements but also uses it extensively to help cover their operating budget through the "preventative maintenance" allowance in FTA rules. In fact, 19 percent of Omnitrans' FY 2020 operating budget relied on FTA Section 5307 funds.

3.1.3 Coordination and Cost Saving Strategies

In the 2015 Study, a major focus was to identify opportunities for increased coordination and/or cost efficiency. The current study's Questionnaire and follow-up discussions during the agency interviews solicited updates on the status of these efforts. These opportunity areas and status updates are shown in Table 3-1.

Areas where SBCTA and Omnitrans coordinate directly include the development and submission of grant applications, grant administration, project development, and project construction. This lends support to the notion that administrative and project delivery areas are likely to be the areas of greatest commonality between the two agencies.

Not being a transit operator, several of the operations-related opportunity areas do not apply to SBCTA. Omnitrans continues to conduct joint procurement of buses with other agencies (not necessarily San Bernardino County operators). Omnitrans has updated its transfer or interagency agreements with other agencies. Omnitrans also implemented Mutual Aid Agreements with some of other county transit agencies.

Omnitrans implemented the conversion of trucked-in LNG to CNG at its two primary operating facilities, saving an estimated $4.6 million in operating costs to date. Omnitrans also implemented in-person interviews for the ADA Paratransit Certification process, which led to a reported 40 percent decrease in applications and resulting operating cost savings. An estimate of the approximate potential savings from this policy change is provided in Section 4, "Review of Opportunities for Additional Efficiency Improvements from 2015 Study".

3.2 Current Transit Services Provided

Table 3-2 lists information on "Current Transit Services Provided" obtained from the agency Questionnaires.

3.2.1 Service Provided and Service Hours

The first portion of this table lists services, service hours, and service day details for each of the services offered. SBCTA does not operate any regular fixed-route services; however, a vanpool subsidy program was implemented in September 2018, and had 34 vanpools as of the end of FY 2019. As of January, 2020, 53 vanpools have been approved and two are pending.[19] SBCTA has also just implemented a pilot Private Transportation Pilot program using Lyft to provide travelers subsidized service to Ontario International Airport. This type of specialized micro-transit service may be a preview of the types of service that need to be considered during the Innovative Transit Review portion of this study.

This section of the Questionnaire provides an update of Omnitrans' service offerings. The principal changes in Omnitrans services since the 2015 Study include the implementation of the sbX BRT service, and the addition of a second Freeway Express route. Overall service levels and service hours are relatively similar to those of the 2015 Study.

3.2.2 Service Delivery

Responses to this section of the Questionnaire showed comparable findings to those of the 2015 Study. SBCTA does not operate any regular transit services, except for the vanpool subsidy and pilot projects noted above; Omnitrans still directly operates all of the fixed-route service that uses full-sized buses, and contracts with a private firm for operation of the *OmniGo* community circulator service and the *OmniAccess* ADA Paratransit service.

3.2.3 Service Characteristics

Two other service issues explored through the Questionnaire were peak-to-base ratios and dispatching hours. Omnitrans' current system is still based on a "hub-and-spoke" design concept, with three major transfer centers, including the SBTC, which opened in 2016. The peak-to-base service ratio is relatively flat, with most routes operating the same headway most of the day. Omnitrans' main dispatching center is in their East Valley Facility, with operating hours of up to 21.25 hours a day; the West Valley Facility only operates about 10 hours a day.

3.2.4 Existing Transfer Agreements

Omnitrans continues to have inter-agency transfer agreements with most of the same agencies as in the 2015 Study.

3.2.5 ADA Service

Omnitrans continues to provide complementary ADA Paratransit service, using assigned vehicles and drivers (via their contractor), and next-day advance reservations. One significant change Omnitrans has made, however, is to require in-person interviews as part of the ADA Certification process. The implementation of that requirement has reportedly resulted in a reduction in applications and certifications by 40 percent. Given

[19] Per WSP USA staff managing the Vanpool Subsidy program.

that ADA service is, by far, the most expensive service to provide on a per-passenger basis ($45.90 per passenger in FY 2019), this is an important efficiency improvement that is paying off. Section 4 of this report provides an approximate savings estimate.

3.3 Operations and Administrative Support Functions

Table 3-3 provides study findings on the "Operations and Administrative Support Functions" at the agencies. As with the previous sections, since SBCTA does not operate any traditional transit service, many of the sections in Table 3-3 are not applicable to it.

3.3.1 Direct Agency Personnel

The first portion of Table 3-3 summarizes the management and administrative staffing levels (agency personnel) at each agency. Details on the specific positions at each agency are provided in the agency-by-agency review in Section 2 of this report.

In the 2015 Study, the team was instructed to consider only SBCTA's Transit and Planning staff for comparison with the other agencies. Because of this and due to significant differences in the manner each agency is staffed, the table provides separate sections for the 2015 and 2020 data.

Omnitrans has, by far, the largest number of in-house management and administrative staff positions, at 163, up from 153 in 2015. Omnitrans has depth in all areas traditionally staffed in a medium to large transit agency. In addition, Omnitrans has 463 coach operators and 96 maintenance employees. Thus, the total direct employees for Omnitrans is 722.

SBCTA has 67 total direct employees. As would be expected, the vast majority of the positions are administrative in nature. SBCTA does not explicitly separate out the Human Resources, Risk, Procurement, Payroll, or Information Technology functions, which are covered by consultant support and other SBCTA staff.

In the "2020 Agency Management and Administrative Staff" section of Table 3-3, areas of potential staffing commonality between SBCTA and Omnitrans include:

- General Government/General Management;
- Clerk of the Board functions;
- Fund Administration/Treasury;
- Financial Management;
- Planning;
- Marketing;
- Transit/Operations Administration; and
- Project Delivery/Capital Project Management.

Table 3-3 attempts to show these common areas on the same line for each function. There are differences in what the personnel in these areas do at each agency. However, for

purposes of this study, these constitute areas to focus more closely on for potential efficiencies in the case of a consolidated agency.

An additional area that does not appear in Table 3-3 but is clearly an area of agency overlap is Board and Committee functions. Both agencies have separate Boards and Policy Committees which meet monthly. Both boards and committees often meet on the same day and discuss the same topics. Thirteen of the 19 Omnitrans Board members also serve on the SBCTA Board. Consequently, a significant amount of Board member time is spent reviewing the same material, discussing the same issues, and making similar decisions regarding Omnitrans and transit services in the Omnitrans service area.

3.3.2 Contractor and Consultant Services

For this study, the Questionnaire asked each agency to identify the dollar value of contractor or consultant services used in each functional area to provide a relative comparison of how much agency activity is contracted out or conducted by in-house staff. This information is shown in the "Contractor/Consultant Services" section of the Questionnaire. As discussed in Section 2, SBCTA relies on contractors and consultants for a large amount of agency activity, totaling $9.4 million. This is more than the amount of all direct staff salaries at SBCTA. Omnitrans has an estimated total of $20.6 million in contractor and consultant services, and this excludes fuel purchases. Listings in the Appendix provide details on the contractor and consultant services of both agencies.

Many of the contractor and consultant services are unique to each agency. Omnitrans' services are heavily service-oriented. Omnitrans contracts for its ADA Paratransit and its *OmniGo* service; at $11.0 million a year, that is, by far, the largest single contracted operating expense between the two agencies. Omnitrans has many sub-contractors to support facility maintenance functions, and an extensive list of annual license and maintenance fees to support its operations-related information technology functions. The two largest in this latter group are service contracts with SAP for its enterprise financial functions, and Trapeze Group for its operations management and scheduling functions. The SAP package, in particular, could be an opportunity for sharing between the agencies, given the breadth of the financial applications available. For example, Omnitrans processes its own payroll in SAP, while SBCTA is sending timesheet information to the San Bernardino County Human Resources and Auditor/Controller for processing payroll.

3.3.3 Employee Benefit Programs

As shown in the "Agency Benefit Programs" portion of Table 3-3, employee benefit programs between the agencies are fairly similar with regard to the types of benefits provided. Both agencies provide paid sick leave, vacation, and holiday pay and offer all employees health, dental, and vision insurance plans, but there are differences between the agencies as to the level of benefits (e.g., number of paid holidays per year, paid administrative leave eligibility, deferred compensation eligibility, contribution levels toward health plans, accruals and cash outs of accruals). At Omnitrans, there are some differences in plans, depending on employee group (management, bargaining unit, etc.). Overall, while there are similarities on the types of benefits provided, further analysis

must be done to identify the cost variances between the two agencies for benefit programs.

Another significant difference between the two agencies is in their retirement plans. SBCTA is under SBCERA, while Omnitrans is under CalPERS. Both plans offer "Tier 1 Employees" (i.e., employees hired prior to the effective date of PEPRA) a "2 percent @ 55" program. However, for employees hired after the effective date of PEPRA, SBCTA Tier 2 employees receive a "2.5 percent @ 67" program, while post-PEPRA Omnitrans Tier 2 employees receive a "2 percent @ 62" program. These could be significant considerations for employees, in the event of an agency consolidation.

In addition, SBCTA is currently paying an overall retirement contribution rate of 34.70% of covered payroll into SBCERA as the employer contribution, while Omnitrans is only paying an overall rate of 13.46% of covered payroll into CalPERS. This area may be an opportunity as well as a challenge. While the contribution rate paid by Omnitrans to CalPERS is more than 60% lower than the contribution rate paid by SBCTA to SBCERA, it is unknown at this time if the difference is based on actuarial assumptions, what each plan considers pensionable compensation, based on the current assets each plan has, or a combination of these and other variables. So, it is unclear what the impact would be by a change in retirement systems. Also, the legal structure of the potential consolidated agency will play a role on how the retirement system must be established. This area requires significant analysis. Some of the options that will be explored are the termination of a plan, the transfer of assets from one plan to another, and grandfathering employees in their current systems.

3.4 Management Information Systems/Information Technology

Table 3-4 summarizes the Questionnaire responses regarding MIS/IT at the agencies.

As noted earlier in the discussion of contractor and consultant services, Omnitrans has an extensive array of software systems and applications, many in direct support of transit operations as well as financial functions. Omnitrans relies on two major software providers for many of its core activities. SAP Enterprise level software provides the major financial functions, project management, and materials management. Trapeze Group software is used for major operational functions, including transit scheduling and driver assignments and ADA Paratransit scheduling and management. Omnitrans also has many other systems directly tied to passenger information and equipment support, such as GFI/Genfare for fare collection, NextBus/Cubic for on-board passenger announcements and information for customers, and specialized systems for fleet management and two-way radio communications. These systems are common at transit agencies of Omnitrans' size.

SBCTA's systems are focused primarily on financial functions and project management, as would be expected given the agency's mission. As discussed in Section 2.2.4, SBCTA uses Tyler Technology's EDEN software for its major financial accounting functions, including Accounts Payable, Accounts Receivable, Budget Prep, Contract Management, General Ledger, Human Resources, Payroll, Project Accounting, and Purchasing. During the SBCTA interview, staff indicated this major package is slated for replacement in the near future. If, under an agency consolidation, Omnitrans' SAP

system could be easily-modified to meet SBCTA needs, this could be an area of longer-term cost savings.

SBCTA's major project management software is EcoSys Database. In support of the ten-year plan updates, EcoSys manages data input directly or imported from Primavera by project, phase, contract, fund source and fiscal year. Revenue sources and actual expenditures are entered into EcoSys. With the information in the system, EcoSys provides an effective means to analyze the project cash flow needs and project total funding needs against funding available (SBCTA, 2020). Staff explained that it is a critical need of the agency to be able to track funding sources to all expenses, including staff time charges as well as contractors and consultants. SBCTA also uses Primavera Scheduling software for project management.

One relatively recent area of software acquisition by SBCTA is the TripSpark Vanpool Subsidy Program management system. This software is a Trapeze Group product and was rolled out in the past year. The Riverside County Transportation Commission, which jointly funds the IE Commuter Program with SBCTA, is reportedly also moving to TripSpark. Trapeze Group is a common vendor between both SBCTA and Omnitrans and the team will explore possible savings under potential consolidation; however, team experience is that software vendors typically charge separate user or license fees for each unique module, and the modules used at SBCTA and Omnitrans are different.

3.5 Fixed Asset Review

Table 3-5 summarizes the "Fixed Asset Review" portion of the Questionnaire, covering vehicles and facilities.

As would be expected, given the agencies' differing missions, the fixed-assets owned by each agency are dramatically different. Omnitrans owns a large 192-vehicle fixed-route bus fleet, comprised of standard full-size 40-foot buses and articulated 60-foot buses for the BRT line. They also own 106 "cutaway" buses for *OmniAccess* and *OmniGo* service, and a 69-vehicle non-revenue support fleet. SBCTA lists only one staff support vehicle as its fleet.

Omnitrans owns three administrative, operating, and maintenance facilities, and leases two additional locations, to support fleet operations. Omnitrans also owns the relatively-new SBTC and 16 BRT stations along the sbX corridor. SBCTA owns the historic San Bernardino Santa Fe Depot building which houses its administrative staff, the crew house at SBTC and several depot stations. SBCTA also owns active and inactive railroad rights-of-way.

3.6 Service Planning

Table 3-6 summarizes Questionnaire responses regarding "Service Planning."

3.6.1 Planning Staff

SBCTA and Omnitrans have relatively similar-sized Planning staffs, at six and 6.5 positions, respectively. However, the Planning staff roles at the two agencies are quite different, and both serve critical roles in support of the agency missions.

3.6.2 Planning Activities

SBCTA Planning staff are focused principally on long-range and county-wide plans, multi-modal plans, grant applications, infrastructure planning, and area-wide transportation modeling and analysis. Omnitrans' Planning staff are heavily focused on short-range service and route planning, transit service scheduling, and driver work assignment preparation. Some capital planning is performed pertaining to bus stop facilities, and support is provided for grant application preparation.

Both agencies use data analysis and GIS skills in their planning efforts, which would be two areas of potential resource sharing.

Several of the task areas in Table 3-6 are unique to a transit operations, such as on-going processes for evaluating route performance, ridership counting, on-time performance monitoring and evaluation, and Title VI Compliance analyses for service and fare changes.

Table 3-1. General Background

General Background				
Assessment Area:	SBCTA 2015	Omnitrans 2015	SBCTA 2020	Omnitrans 2020
Agency Overview:				
Service Area Population	2,035,200	1,470,000	2,174,938	1,500,107 (2018 NTD)
Service Area Geographic Area (Sq. Miles)	20,057 (San Bernardino County)	463	20,0573 (San Bernardino County)	466
Total Annual System Ridership, All Modes Combined	-	16,146,268	-	10,863,530
Direct or Contract Operation	-	Direct - F/R; Contract - D/R and some Community Routes	N/A	Direct - F/R, BRT, Freeway Express; Contract - D/R and some Community Routes
Services Provided:				
Fixed-Route		√	N/A	√
Deviated Fixed-Route			N/A	
Bus Rapid Transit (BRT)		√	N/A	√ One BRT Route
Passenger Rail	√ (Future Arrow Service to be operated by Metrolink, supports Metrolink Svc)	-	No direct rail operations; (Future Arrow Service to be operated by Metrolink, supports Metrolink Svc)	-
Express Bus			N/A	√ Two Routes
Commuter Express		√	N/A	-
General Public Demand Response		√	√ Pilot Lyft Service Subsidy programto connect transit and trains to ONT	-
ADA Paratransit		√	N/A	√
Vanpool	(SBCTA is exploring implementation of Vanpool subsidy program)		√ (SBCTA has its own Vanpool Subsidy Program)	-
Other				
Founding Legislation (Senate Bill, JPA, etc.)	Created as COG 1973	JPA - 1976	Became SBCTA 2017 On-going JPA for the COG	JPA - 1976
Funding Sources: Operating	N/A			
FTA Section 5307		√		√
FTA Section 5309				
FTA Section 5339				
FTA Section 5310				√
FTA Section 5311				
FTA Section 5316 (JARC)				√
Other FTA:			√ (CMAQ Flex used for Vanpool Program)	
Transportation Dev. Act - LTF	√	√	√	√
Transportation Dev. Act - STA	√	√	√	√
Measure I	√	√	√	√
Other:	√ Bond Proceeds	√ (Fares, Ad Revenue, Interest/Rental)	State grants for plans e.g. greenhouse gas, sidewalk inventory, etc., Member special assessments for COG	MediCAL Billing

Table 3-1. General Background (Continued)

General Background				
Assessment Area:	SBCTA 2015	Omnitrans 2015	SBCTA 2020	Omnitrans 2020
Agency Overview:				
Funding Sources: Capital				
FTA Section 5307		√	√	√
FTA Section 5309				
FTA Section 5310				√
FTA Section 5311				
FTA Section 5316 (JARC)				
FTA Section 5317 (New Freedom)				
FTA Section 5339				√
Other FTA:			√ - TIGER Grants	
Transportation Dev. Act - LTF	√		√	√
Transportation Dev. Act - STA	√		√	√
Measure I	√		√	√
Other:	√ Bond Proceeds	√ (PTMISEA, CMAQ)	Federal ARRA; LCTOP; TIRCP; CMAQ; Prop 1B	CMAQ Used in FY18 and FY19
Activity/function with current coordination:				
Procurement: Buses		W/ other Non SB Co. Ops	N/A	W/ other Non SB Co. Ops
Other:				
Transfer or Interagency Agreements (See "Current Service Provided Matrix)			N/A	
Agency opinions on activities/functions for future coordination:			Implementation Status	Implementation Status
Operations/Maintenance:				
Procurement - Bus Parts			N/A	NO
Procurement - Fuel			N/A	NO
Tire Contracts			N/A	NO
CNG Fuel Station Maintenance			N/A	NO
LNG to CNG Fuel Conversion (Omnitrans)			N/A	YES
Heavy Overhaul/Repair Services			N/A	NO
Body Repair/Painting			N/A	NO
Training - Coach Operator			N/A	NO
Emergency/ Out-of-Area mutual aid/support			N/A	YES

Table 3-1. General Background (Continued)

General Background				
Assessment Area:	SBCTA 2015	Omnitrans 2015	SBCTA 2020	Omnitrans 2020
Management & Operations/ Maintenance (Admin):				
ADA Eligibility Determination/Certification			N/A	YES
Civil Rights Compliance (e.g., Title IV)				NO
Fare Media			N/A	NO
Grant Application/Submission			YES - Works with Omnitrans	YES - Works with SBCTA
Grants Administration			YES - Works with Omnitrans	YES - Works with SBCTA
Marketing/Regional Marketing			NO	NO
Advertising				
Project Development and Construction			YES - Works with Omnitrans	YES - Works with SBCTA
Regional Transit Telephone Information/Customer service			NO	NO
Reservationists			NO	NO
Regional Fare Structure			NO	NO
Service Planning/Analysis			NO	YES
Joint Service Contracting			N/A	NO
Procurements (Non-bus)			YES - Works with Omnitrans on major projects	NO
Procurement Training			NO	NO
Staff Resource Sharing			YES - Works with Omnitrans	YES - Works with SBCTA
Training - Customer Service			NO	NO
Training - On-going Training /Staff Development			NO	NO

Key:

= Currently coodinating or supports coordination
= May support coordination
= Does not believe coordination on this item works for agency
= Not discussed at Site Visit

Notes: AB = Assembly Bill; ADA = Americans with Disabilities Act; JARC = Job Access Reverse Commute; JPA = Joint Powers Authority; MDPDTMS = Mountain/Desert Subareas Project Development and Traffic Management Systems; TREP = Transportation Reimbursement Escort Program; CTSGP = California Transit Security Grant Program

Table 3-2. Current Transit Services Provided

A. Current Transit Services Provided

Assessment Area:	SBCTA 2015	Omnitrans 2015	SBCTA 2020	Omnitrans 2020
Current Transit Services Provided: Services Provided on Weekdays (W), Saturdays (Sa), Sundays (Su)				
Fixed-Route	Agency currently does not operate any transit services	Fixed Route: W: 3:48 a.m. to 11:12 p.m. Sa: 5:13 a.m. to 10:34 p.m. Su: 5:51 a.m. to 7:49 p.m. OmniGo (308/309/310): W: 6 a.m. to 9 p.m. Sa: 7 a.m. to 8:25 p.m. Su: 7:30 a.m. to 6:40 p.m. OmniGo (365): W: 5 a.m. to 10 p.m. Sa: 6 a.m. to 6 p.m. OmniGo (325): W: 5 a.m. to 8:30 p.m. Sa: 7:20 a.m. to 6:15 p.m. Su: 8:30 a.m. to 6:15 p.m.	Agency does not operate any regular fixed-route transit service	Fixed Route (Local Bus Service): W: 3:27 a.m. to 11:28 p.m. Sa: 5:20 a.m. to 10:37 p.m. Su: 5:35 a.m. to 8:25 p.m. OmniGo (all OmniGo Services): W: 5 a.m. to 8:52 p.m. Sa: 6:05 a.m. to 8:25 p.m. Su: 6:05 a.m. to 6:39 p.m.
Bus Rapid Transit (BRT)		W: 6 a.m. to 8:45 p.m.	N/A	1 route - sbX BRT (Green Line) W: 5:00am-8:52 pm Sa: 6:05am-8:25pm Su: 6:05am-6:39pm
Passenger Rail	Hours to be Determined (Future Services)		SBCTA is constructing the Redlands Passenger Rail Project, AKA Arrow service. Operations to be handed off to Metrolink	N/A
Freeway Express Bus			N/A	2 routes - Routes 215 and 290: 215 operates 7 days a week, 290 weekday only. W: 4:18am-9:49 pm Sa: 6:38am-10:27pm Su: 6:38am-7:27pm
Commuter Express			N/A	N/A
ADA Paratransit		Same as Fixed-Route	N/A	OmniAccess ADA Paratransit Service: Days and Hours of service match the fixed-routes in the same areas
Vanpool			Vanpool Subsidy Program begun in September, 2018. 34 Vanpools as of end of June, 2019	N/A
Other			Private Transportation Provider Pilot Program (Lyft) just begun for trips to/from ONT, with 45 uses in 6 weeks.	Paratransit trip coordination with Social Service Agencies through the CTSA function

Table 3-2. Current Transit Services Provided (Continued)

A. Current Transit Services Provided

Assessment Area:	SBCTA 2015	Omnitrans 2015	SBCTA 2020	Omnitrans 2020
Current Transit Services Provided: Services Provided: Direct-operated or contracted, if contracted, list firm				
Fixed-Route	N/A	Fixed-Route: Direct-operated (Limited) Fixed-Route: Contracted: First Transit, Inc.	N/A	All Regular Fixed-Route Services: Direct-operated OmniGo Services: Contracted: MV Transportation
Deviated Fixed-Route			N/A	N/A
Bus Rapid Transit (BRT)		Direct-operated	N/A	Direct-operated
Passenger Rail			N/A	N/A
Express Bus			N/A	Direct-operated
Commuter Express			N/A	N/A
General Public Demand Response		Direct-operated	N/A	N/A
ADA Paratransit		Contracted: First Transit, Inc.	N/A	Contracted: MV Transportation
Vanpool			Vanpool Subsidy Program begun in September, 2018. 34 Vanpools as of end of June, 2019	N/A
Other	SANBAG Funds and is a Member of SCRRA		SBCTA Funds and is a Member of SCRRA; Private Transportation Provider Pilot Program (Lyft) just begun for trips to/from ONT, with 45 uses in 6 weeks.	Paratransit trip coordination with Social Service Agencies through the CTSA function, via agreements with 14 separate agencies
Services Provided: For Direct-Operated Services, indicate labor union if represented				
Fixed-Route		Amalgamated Transit Union	N/A	Amalgamated Transit Union for Bus Operations; Teamsters for Maintenance and some Administrative Positions
Deviated Fixed-Route			N/A	N/A
Bus Rapid Transit (BRT)		Amalgamated Transit Union	N/A	Amalgamated Transit Union for Bus Operations; Teamsters for Maintenance and some Administrative Positions
Passenger Rail	(Future Services)		N/A	N/A
Express Bus			N/A	Amalgamated Transit Union for Bus Operations; Teamsters for Maintenance and some Administrative Positions
Commuter Express			N/A	N/A
General Public Demand Response		Amalgamated Transit Union	N/A	N/A
ADA Paratransit			N/A	Contracted to MV Transportation
Vanpool			No paid labor in vanpools except consultant support to administer program	N/A
Other				

Table 3-2. Current Transit Services Provided (Continued)

A. Current Transit Services Provided

Assessment Area:	SBCTA 2015	Omnitrans 2015	SBCTA 2020	Omnitrans 2020
Current Transit Services Provided:				
Service Characteristics				
System Design Concept	Agency currently does not operate any transit services	Hub-and-spoke system with transfers at major transfer centers	Vanpool program routes based on demand to/from major employers in the County	Hub-and-spoke system with transfers at three major transfer centers
Peak to Base Ratio		Frequencies range from 10 minutes (sbX Green Line) to 60 minutes (fixed routes), and up to 120 minutes; however, system mostly operates on a base level of service all day	N/A	Frequencies range from 10 minutes (sbX Green Line) to 65 minutes (fixed routes); however, system mostly operates on a base level of service all day. No significant peak-to-base ratio
Dispatching Hours		East Valley Facility: 21 hours/day West Valley Facility: 12 hours/day	N/A	East Valley Facility: 21.25 hours/day West Valley Facility: 10 hours/day
Existing Transfer Agreements				
Agency/Type of Agreement		Foothill Transit, Riverside Transit Authority, MARTA, and Metrolink/Transfers: Omnitrans accepts purchased passes from points of connection	N/A	Foothill Transit, Riverside Transit Authority, MARTA, PASS Transit, VVTA Transit, and Metrolink/Transfers: Interagency Coordination Agreements.
Agency/Type of Agreement		Orange County Transportation Authority/Transfers: Omnitrans accepts purchased passes from Chino Transit Center	N/A	
ADA Service:				
Service Delivery Method	No ADA-specific Service (agency currently does not operate any transit services)	ADA-specific Service: Assigned Vehicles/Drivers	N/A	ADA-specific Service: Assigned Vehicles/Drivers, with next-day advance scheduling using dispatchers and reservationists
Considered using taxis during early/late hours?		No	N/A	Not currently, but under consideration as part of current contract resolicitation
ADA Passenger Certification Process		▪ Applicant completes paper application. A Healthcare Verification Form from his/her licensed medical provider also is requried. ▪ Process conducted in-house	N/A	▪ Applicant completes paper application. A Healthcare Verification Form from his/her licensed medical provider also is requried. In-Person interview required as part of certification process, which has reduced applications by 40%. ▪ Process conducted in- house
Reviews/audits of ADA Certification process?	N/A	Yes	N/A	Yes, as part of FTA Triennial Reviews in FY16 and FY19

Table 3-3. Operations and Administrative Support Functions

B. Operations and Administrative Support Functions

Assessment Area:	SBCTA 2015	Omnitrans 2015	SBCTA 2020	Omnitrans 2020
Operations and Administrative Support Functions:				
2015 Agency Management and Administrative Staff[1]:				
General Management	3	4		
Finance /Grants	0	12		
Human Resources and Safety	0	13		
IT Department	0	7		
Procurement Department	0	22		
Operations Department	0	44		
Maintenance Department	0	20		
Planning Department	2	7		
Marketing Department/Customer Service	0	24		
Mobility Management	0	0		
2015 AGENCY TOTAL ALL ADMINISTRATIVE FUNCTIONS	5	153		
2020 Agency Management and Administrative Staff				
General Government/General Management/ Legal Counsel/ Risk			7	2
Clerk of the Board Functions (includes Admin support for all departments)			10	2
Fund Administration/Budgeting/Treasury			8	1
Financial Mgmt (Includes Payroll)			11	10
Procurement (Omnitrans includes 11 Parts Clerks)			3	20
Human Resources (SBCTA includes IT/Facilities)			2	11
Information Technology			-	10
Environment/Commuter/Motorist Assistance			4	-
Legislative (Omnitrans - Marketing)			4	3.5
Customer Service/Telephone Info/Social Media				14
Transit (Omnitrans - Operations Administration)			6	40
Planning			6	5.5
Coordinated Transportation Service Agency (CTSA)			-	15
Project Delivery/Capital Project Planning/Mgmt			6	2
Safety and Security Administration			-	5
Maintenance Administration			-	22
2020 AGENCY TOTAL ALL ADMINISTRATIVE FUNCTIONS			67	163

Table 3-3. Operations and Administrative Support Functions (Continued)

B. Operations and Administrative Support Functions

Assessment Area:	SBCTA 2015	Omnitrans 2015	SBCTA 2020	Omnitrans 2020
Operations and Administrative Support Functions:				
Agency Coach Operators and Maintenance Workers				
Coach Operators - Full Time	0	398	-	459
Coach Operators - Part Time	0	9	-	4
Maintenance Workers (Includes Stops/Zones Staff)	0	82	-	96
TOTAL AGENCY OPERATORS AND MAINTENANCE	0	489	0	559
GRAND TOTAL AGENCY EMPLOYEES	5	642	67	722
Contractor/Consultant Services:				
Management and Administrative Staff	0			
Operators and Maintenance Workers	0	227		
TOTAL CONTRACTOR EMPLOYEES	0	227		
GRAND TOTAL AGENCY and CONTRACTOR EMPLOYEES	5	869	67	722
Contractor/Consultant Services:				
Administrative Support Services Costs	0	0	$7,722,603	$9,620,583
Transit Operations and Maintenance Services	0	0	$0	$11,000,000
GRAND TOTAL CONTRACTOR/CONSULTANT COSTS	0	0	$7,722,603	$20,620,583

Table 3-3. Operations and Administrative Support Functions (Continued)

B. Operations and Administrative Support Functions

Assessment Area:	SBCTA 2015	Omnitrans 2015	SBCTA 2020	Omnitrans 2020
Operations and Administrative Support Functions:				
Agency Benefit Programs:				
Agency Administrative Employees:				
Sick Leave	96 hours per year	96 hours per year	96 hours per year	96 hours per year
Vacation/Holiday Leave	Vacation and Holiday pay provided	6 months: 5 days / yr 1 – 5 yrs: 10 days /yr 5 – 10 yrs: 15 days / yr 10 – 20 yrs: 20 days / yr 20+ yrs: 25 days / yr	80 hours to 160 hours per year based on tenure; 13 paid holidays; 40 hours paid Administrative Leave depending on classification	6 months: 5 days / yr 1 – 5 yrs: 10 days /yr 5 – 10 yrs: 15 days / yr 10 – 20 yrs: 20 days / yr 20+ yrs: 25 days / yr; 11 Paid Holidays
Retirement	San Bernardino County Employees' Retirement Association (SBCERA)	CalPERS - 10.666% employer-paid contribution	Tier 1 Employees - "2% @ 55 years old" Tier 2 Employees - "2.5% @ 67 years old" San Bernardino County Employees' Retirement Association (SBCERA) Agency Contribution as % of Covered Payroll: 34.7%	Tier 1 Employees - "2% @ 55 years old" Tier 2 Employees - "2% @ 62 years old" California Public Employees Retirement System Agency Contribution as % of Covered Payroll - 13.46% (current)
Medical/Dental/Vision	Medical and Dental		Medical, Dental, Vision	Medical, Dental, Vision
Life/LT Disability			Yes	Some employee groups
Agency Operating/Maintenance Employees:				
Sick Leave	N/A	96 hours per year	N/A	96 hours per year
Vacation/Holiday Leave	N/A	6 months: 5 days / yr 1 – 5 yrs: 10 days /yr 5 – 10 yrs: 15 days / yr 10 – 20 yrs: 20 days / yr 20+ yrs: 25 days / yr	N/A	6 months: 5 days / yr 1 – 5 yrs: 10 days /yr 5 – 10 yrs: 15 days / yr 10 – 20 yrs: 20 days / yr 20+ yrs: 25 days / yr
Retirement		CalPERS - 10.666% employer-paid contribution		CalPERS - 9.962% employer-paid contribution

Notes:

1) See detailed position tables for each agency in Section 2. Employees are grouped by general function to facilitate ease of comparison and do not necessarily reflect agency-specific department names.
2) For SBCTA, 2015 data included only staff in Transit and Rail Group. All employees are included in 2020 data.
3) Omnitrans contracts for ADA Paratransit and limited fixed-route service. Due to differences in survey questions, 2015 Survey requested Contractor employee counts; 2020 Survey requested contractor costs.

Table 3-4. Management Information Systems/Information Technology

C. Management Information Systems/Information Technology Systems

Assessment Area:	SBCTA 2015	Omnitrans 2015	SBCTA 2020	Omnitrans 2020
MIS/IT Systems:				
Information Systems Master Plan or IT decision making process		yes	No formal IT Master Plan. Process of procuring new technology would follow the budget and procurement policies.	No formal IT Master Plan. IT Steering Committee tto help prioritize projects within the agency.
Computer network systems with servers	yes	yes	Yes	Yes
IT staff: agency or contracted out	yes, 1	yes, 7	Yes	Yes
Enterprise-level software system	no	SAP	Yes	Yes
Systems by Department:				
Operations	TransTrack	Trapeze, TransTrack	MS SharePoint/Agiline; Laserfiche/ECS; Adobe Cloud; MinuteTraq/Granicus; NEOGOV; Primavera P6; EcoSys/Hexagon; Sophos; TransTrack.	TransTrack; Transitmaster; NexView; Safety Vision/Fore-Sight-Pro; Head - sign/Hanover; GFI & GFI TVM/Genfare; Nextbus/Cubic; Radio & Tower/Vision Communication; Salient video Mangement/Commuter Ads.com.
Vehicle Maintenance		SAP, Trapeze, Access and others	N/A	SAP; Kronos/Iron Kite; Fleetwatch/SA Systems, Inc.
Facility Maintenance		SAP-MM/PM, TAC Building Automation	N/A	SAP (PM, MM) / SAP SE
Finance and Accounting		SAP, BSI-TaxFactory	Eden; TransTrack.	SAP (FI/CO, HCM, Payroll, PS) / SAP SE; TransTrack.net / TransTrack Systems.
Service Planning and Scheduling		Trapeze-FX	Trapeze - TripSpark	Trapeze (FX & BlockBuster) / Trapeze Group; ArcGis / Esri..
Customer Service/Information		Trapeze – COM module, Shoretel	ShoreTel/KTS Networks	Nextbus / Cubic; Trapeze (COM); Mitel Call Center / ShoreTel, Inc.; Mitel Connect / ShoreTel, Inc.; CounterPoint / Data Tech;
Trip Planning/Website Development		Industrial Strength, LA Metro	Planeteria	Nextbus / Cubic; Omnitrans.org Dev & Maint / Celtis; Omnitrans.info Dev & Maint / in-house; MyOmni / In-

Table 3-4. Management Information Systems/Information Technology (Continued)

C. Management Information Systems/Information Technology Systems

Assessment Area:	SBCTA 2015	Omnitrans 2015	SBCTA 2020	Omnitrans 2020
MIS/IT Systems:				
Specific Systems:				
Fare collection system	N/A	GFI Odyssey	N/A	SPX / Genfare
Bus radio voice and/or data communications systems		Vision Comm.	N/A	Vision Communication & Trapeze Group
Bus GPS/AVL/CADD Dispatch		Trapeze	N/A	Trapeze Group
Mobile Data Terminals (MDT)		Trapeze	N/A	Trapeze Group
"Next Trip" or similar system for bus arrival times (on vehicles or at stops)		NextTrip	N/A	Cubic Corp.
Traffic Signal Priority Systems		Trapeze	N/A	Trapeze Group
Integration with Google Transit for public information		yes, Developed by IT	N/A	In-House
Automatic Passenger Counters		Trapeze	N/A	IRMA (Matrix – Standard)
Video Surveillance for security		yes	N/A	
Data Exchange/Coordination systems with other agencies or information centers		no	N/A	TransTrack

Table 3-5. Fixed Asset Review

D. Fixed-Asset Review

Assessment Area:	SBCTA 2015	Omnitrans 2015	SBCTA 2020	Omnitrans 2020
Fixed-Asset Review:				
FLEET:				
Fleet Composition:	N/A			
Total Artic Fleet		14		15
Total 40' Fleet		161		177
Total 35' Heavy Duty				
Total 30' Heavy Duty		10		
Total 32'-35' Heavy Duty				
Total 25' - 32' Cutaways or Medium Duty				
Total less than 25' Cutaways or Medium Duty		131 (DAR)		106
Total Revenue Vehicle Fleet		**316**		**298**
Other Support Vehicles:		73	1	69
Fuel Types Used: Revenue Fleet				
CNG - % of Fleet		100%		89%
Diesel - % of Fleet				
Gasoline - % of Fleet				11%
Fuel Types Used: Non-Revenue Fleet				
CNG - % of Fleet				
Diesel - % of Fleet		1%		1%
Gasoline - % of Fleet		94%		75%
Other		5%	100% (hybrid)	23% (electric)
Fleet Maintenance Services:				
Directly - provided or contracted out?		Both		Both
Subcontracted Maintenance services?		Yes		Yes
Number of Maintenance Facilities		3		5
Major subcontractors used:	-	First Transit - ADA and limited F/R service only		Bridgestone/Firestone - Tire repair Voith Transmissions - Transmissions overhauls CCW - Repower project

Table 3-5. Fixed Asset Review (continued)

D. Fixed-Asset Review

Assessment Area:	SBCTA 2015	Omnitrans 2015	SBCTA 2020	Omnitrans 2020
Fixed-Asset Review:				
Fleet Maintenance Plan?		Yes		Yes
Process for prioritizing capital replacements		FTA		FTA guidelines. But Omnitrans has extended the useful life from 12 to 14 years, and other capital equipment are replaced at manufacturers useful life expectancy, equipment assessment, professional judgement, and available funding. All capital equipment is entered into the Transit Asset Management Plan and evaluated based on condition.
Joint Procurements conducted for:				
Buses		Other Transits/ CalAct		2015 - Cities of Culver City, Elk Grove, Montebello, and Torrance, and the County of Stanislaus and the University of California, Davis. SunLine Transit, San Diego MTS, MBTA.
Fuel		No		No
Maintenance Equipment		No		No
Parts Inventory		No		No
Inventory Management System?		Yes SAP System		Yes SAP System

Table 3-5. Fixed Asset Review (continued)

D. Fixed-Asset Review

Assessment Area:	SBCTA 2015	Omnitrans 2015	SBCTA 2020	Omnitrans 2020
Fixed-Asset Review:				
FACILITIES:				
Number of Maintenance facilities:	1	4	0[1]	5
Facility Maintenance Plan?		Yes	No	Yes
Major Subcontracted Facility Maintenance Services:				
Landscaping		No		Yes
Custodial services		No	Yes	Yes
Bus Stop/Shelter cleaning		In-house with contractor as needed		
Other:		HVAC	Railroad maintenance; property management (maintenance, security, building repair, etc.)	HVAC; elevator; generators; CNG; pest management; methane detection system; fire, life, safety; plumbing; vehicle lift; hazardous waste disposal service; parking lot sweeping and washing; roofing; air compressor; fall protection; fire extinguisher; rolling gates; roll-up door; bulk cleaning chemical; underground storage tank; overhead crane.
How is bus stop/shelter installation and maintenance handled?		In-house with contractor as needed		In-house with contractor as needed
Other Property requiring maintenance?				Metrolink Crew House at San Bernardino Transit Center.
Other Facility Maintenance needs?				

Notes:

1. SBCTA is constructing an Operations and Maintenance Facility for the Arrow Service, which will be transferred to Metrolink once opeations begin.

Table 3-6. Service Planning

E. Short- and Long-Range Planning

Assessment Area:	SBCTA 2015	Omnitrans 2015	SBCTA 2020	Omnitrans 2020
Service Planning				
Service Planning Staffing:				
Number of Planning Employees	5	7	6	6.5[1]
Types of Planning Duties (Short Range/Service Planning, Long Range Planning, Scheduling, etc.)	SANBAG staff assist Transit Agencies with COA/SRTP every 5-years	Short Range Planning, route design and scheduling, ridership analysis; long Range Planning w/ regional agencies.	Long-range countywide plans; multi-modal plans; area plans; air quality; CMP; GIS	Short-range planning; service and route planning, transit service scheduling, driver work assignment scheduling.
Goals, Objectives, Standards in SRTP/COA?	NA	Yes	Yes - in Regional Short-Range Transit Plan	Yes
On-going Process for evaluating route performance?	NA	Yes. SRTP has specific standards for fixed route, ADA demand response and general demand response that are used on a monthly and yearly basis to evaluate the performance of the transit services.	NA	Yes. Service Planning, Implementation and Monitoring Committee provides two route performance analyses per month, in addition to relevant before and after studies for major route changes. Planner I delivers performance reports based on KPRs in SRTP on a monthly basis.
Public outreach effort conducted annually on unmet needs and/or proposed service changes?	SANBAG typically conducts the unmet needs hearings for agencies where required.	Yes, as part of SRTP and/or public hearing for service changes. Changes first go to Service Planning & Monitoring Committee (SPMC). If service changes are considered minor changes, they can be made in the next schedule change (three times a year).	SBCTA typically conducts the unmet needs hearings for agencies where required.	Partner with cities to determine areas of need, we collect information through public meetings and outreach, collect requests for service through Trapeze COM. All service requests are cataloged and mapped (if relevant) and discussed at Strategic Development meetings. Maps are created to show areas of need.
Significant public outreach effort conducted as part of most recent COA/SRTP?		yes - Omnitrans informed and obtained comments from riders, cities, stakeholders, neighboring transit providers and county agencies. There were ample opportunities to provide comments on the proposed SRTP, public hearings were scheduled at several locations to allow the public opportunity to provide feedback.	Yes, as part of development of the SBCTA FY2016 - FY2020 Short Range Transit Plan	Multiple rounds of public meetings, both prior to developing a plan and after recommendations are developed. Typically Omnitrans holds public meetings at major transit/transfer centers so that we go to the public instead of asking the public to come to us. These are then augmented by official public meetings at city halls etc. Info is also solicited via social media and other online resources. The current SRTP under development received 1000+ comments in the development phase.

Table 3-6. Service Planning (continued)

E. Short- and Long-Range Planning

Assessment Area:	SBCTA 2015	Omnitrans 2015	SBCTA 2020	Omnitrans 2020
Service Planning				
Ridership counting system (e.g., farebox, APC's, manual counts, etc.)	NA	Ridership data is obtained through GFI (farebox) data and automated passenger counters and is reviewed by the service planning staff. Ridership is reviewed at route and systemwide level.	N/A	Ridership data is obtained from fareboxes. Approximately 40% of buses are equipped with APC.
On-Time Performance measuring system (e.g., Supervisor observations, GPS/AVL, other?)	NA	Omnitrans uses GPS/AVL (Automatic Vehicle Locator) data to obtain on-time performance. Field supervisors also conduct regularly on-site observation of on-time performance.	N/A	Automatic Vehicle Locator (AVL), measured at the point of departure.
Title VI Compliance Policy and process?		Omnitrans completes a Title VI analysis for major service changes and fare changes as part of the planning process to ensure compliance with Title VI of the Civil Rights Act of 1964. Omnitrans also has a Title VI compliance policy and process.	N/A	Strategic Development is responsible for Title VI including the triennial report, service equity analysis and fare equity analysis. There is a defined policy to trigger the analysis (25% of a routes miles, boardings or hours; or any fare change).

Notes:

1. Omnitrans is planning to transfer one position from Marketing to Planning in FY2021.

4.0 REVIEW OF OPPORTUNITIES FOR ADDITIONAL EFFICIENCY IMPROVEMENTS FROM THE 2015 STUDY

4.1 The 2015 County-wide Transit Efficiency Study Coordination and Cost Efficiency Strategies

In the 2015 Study, several strategies for improved coordination and cost efficiency among the transit agencies were recommended for consideration. These strategies were grouped into three categories:

1. High Potential Cost Savings Items
2. Low- to Mid-Level Potential Cost Savings Items
3. Items Not Likely to Reduce Cost but Could Improve Services or Revenues

Since the 2015 Study involved all the county's transit agencies as well as SBCTA, the proposed strategies were targeted toward transit operational cost savings, though there were some administrative-oriented proposals also.

In order to obtain an update on the status of implementation of the strategies by SBCTA and Omnitrans, a detailed question on this subject was included in the Questionnaire completed by both agencies. This section of the report provides the status of implementation and potential for further opportunities.

4.2 Strategy Implementation Status to Date

Table 4-1 provides a summary listing of all the coordination and cost savings strategies and the progress to date in implementing them. The following discussion provides a review of each strategy.

4.2.1 High Potential Cost Savings Items

Joint Bus/Vehicle Procurements – Omnitrans continues to use joint procurement with other agencies on vehicles, though not necessarily with other county agencies. Four ZEBs planned for their next procurement will come from a state procurement list. SBCTA had to issue a new Request for Proposals for the Arrow service rail vehicles.

ADA Certification Process – A key recommendation from the last study was to implement changes to the ADA Passenger Certification process to ensure that only properly-eligible users are certified. Omnitrans implemented in-person interviews for their ADA certification process, whereas in the past all the paperwork was just submitted and reviewed. Omnitrans reported a 40 percent reduction in applications and certifications after implementing the in-person interviews, which indicates that this step has helped reduce misuse of the ADA paratransit service.

The 2015 Study estimated a potential four-year cost savings for Omnitrans of $842,700. Omnitrans did not provide an estimate of the actual cost savings from this strategy, but a very rough estimate can be generated by assuming that, had the program not been

implemented, ADA Passenger ridership would have continued at the current level or risen, as is the experience at most other transit agencies for this very expensive service.

The following chart shows the total *OmniAccess* ridership from FY 2015 to FY 2019, and the subsidy per passenger for each of those years. If it is assumed that the in-person interviews were not implemented, ADA ridership would have remained flat at FY 2015's level. Multiplying the ridership difference between each year and FY 2015's level by the subsidy per passenger yields a potential cost savings of $8.1 million over the four-year period. The cost to implement the program can be estimated at $158,600 a year for two Paratransit Eligibility Technicians. While this is a very rough estimate and does not account for reduced ridership from system-wide factors, this analysis would suggest that this strategy was very successful in helping to reduce costs.

Statistic	FY15	FY16	FY17	FY18	FY19	TOTAL
OmniAccess Riders	469,042	433,954	432,343	378,087	360,124	2,073,550
Rider Reduction from FY15 Level	-	35,088	36,699	90,955	108,918	271,660
Subsidy per Rider	$ 23.61	$ 23.60	$ 20.97	$ 24.49	$ 39.37	-
Potential Net Savings (Reduction in Riders X Subsidy per Rider)	-	$ 828,075	$ 769,678	$ 2,227,356	$ 4,287,666	$ 8,112,775

ADA Use of Taxis for Certain Trips – This strategy recommended that the transit agencies use taxis instead of regular paratransit vans to handle some trips during low-demand hours, to reduce costly paratransit vehicles on the road. Omnitrans incorporated this recommendation into their last *OmniAccess* contract, but the contractor was not able to implement the strategy due to insurance issues. Omnitrans is re-procuring this service at this time and will work to ensure the next contractor is able to implement use of taxis.

Bus Heavy Overhaul – This strategy, involving either a joint procurement for a heavy overhaul contract and/or Omnitrans providing this service for the other agencies, was not implemented. It should be noted that the next largest transit operator in the County after Omnitrans, and also the closest geographically, is Victor Valley Transit Authority (VVTA). VVTA is a 100-percent contract-operated system, and the contractor includes overhaul services as part of the contract. Thus, pursuing this strategy with VVTA was not feasible. The other agencies are likely too small, and too far away, for this to result in much savings.

Joint Bus Parts Procurement – This strategy was not implemented. Procuring bus parts jointly with other transit operators in the county was not feasible for the same reasons as the bus heavy overhaul strategy – the diversity of bus parts needs amongst county transit agencies.

Joint Tire Contracts – This strategy was not implemented. Bidding a joint tire lease contract with the other San Bernardino County transit agencies was not as feasible as predicted by the agencies in 2015.

The study team did some independent review on Omnitrans' reported annual tire lease contract, by obtaining comparative information from LA Metro. As shown in the table below, based on the information Omnitrans provided in their Questionnaire and their annual fixed-route revenue miles, the Omnitrans tire lease cost per revenue mile is running about half that of LA Metro. While this analysis did not conduct a detailed review of each agency's tire contract, it would seem to indicate that Omnitrans' current lease rate is very competitive and may not likely have benefited significantly from an effort to conduct a joint procurement with other agencies.

Omnitrans Tire Lease Cost Analysis			
Omnitrans			
Lease Cost/Year	$	514,556	(From Omnitrans Questionnaire)
Annual F/R Revenue Miles, FY18		8,984,580	(From NTD)
Cost/Mile	$	0.0573	
LA Metro			
Lease Cost/Year	$	8,181,785	($40.9 million 5 year contract divided by five)
Annual F/R Revenue Miles, FY18		73,191,891	(from NTD, includes BRT mileage)
Cost/Mile	$	0.1118	

Joint CNG Fuel Procurement – This strategy was not implemented. During the agency interview, Omnitrans stated that though they asked the other county operators about the possibility of participating during their CNG fuel procurement, the responses conveyed a lack of interest.

LNG to CNG Conversion at Omnitrans – This strategy involved converting Omnitrans' previous trucked-in LNG fuel to an on-site CNG fueling operation. This strategy was implemented at both of Omnitrans' main fixed-route yards, with West Valley implementation in August 2017 and East Valley implementation in October 2017. In addition to the elimination of fuel trucking costs, Omnitrans receives revenue from its participation in an alternative fuel credits program with their vendor[20]. Omnitrans estimates savings totaling $4.6 million to date on CNG fuel costs; however, this savings is partially offset by increased electrical costs to run the CNG compressing equipment. *OmniAccess* vehicles are brought to one of the two main yards for CNG fueling.

[20] A low-carbon fuel standard (LCFS) is a rule enacted to reduce carbon intensity in transportation fuels as compared to conventional petroleum fuels, such as gasoline and diesel. The most common low-carbon fuels are alternative fuels and cleaner fossil fuels, such as natural gas (CNG and LPG). The main purpose of a LCTF is to decrease carbon dioxide emissions associated with vehicles powered by various types of internal combustion engines while also considering the entire life cycle ("well to wheels"), in order to reduce the carbon footprint of transportation.

Table 4-1. Agency Progress to Date in Implementing Coordination and Cost Savings Strategies

Category/Strategy	Applicability SBCTA	Applicability Omnitrans	2015 Study's Est. 4-Year Cost Savings for Omnitrans	Omnitrans Actual Progress to Date in Implementing Recommendations	Omnitrans Estimated Actual Cost Savings to Date from Implementation	SBCTA Progress to Date in Implementing Recommendations	SBCTA Estimated Actual Cost Savings to Date from Implementation
High Potential Cost Savings Items							
Joint Bus/Vehicle Procurement		X	$3,900,000	Have used Joint procurement and state contracts for vehicle procurements. (not necessarily county partners)	Unknown	N/A	N/A
ADA Certification Process	X	X	$842,700	Changed to in person interview	Unknown	N/A	N/A
ADA Use of Taxis for certain trips		X	$1,091,000	Last Access contract included provisions for use of taxi. However, due primarily to insurance requirements, taxi providers were not implemented	Not Implemented	N/A	N/A
Bus Heavy Overhaul/Repair		X	$203,400	Not implemented	Not Implemented	N/A	N/A
Joint Bus Parts Procurement		X	$1,296,000	Not implemented	Not Implemented	N/A	N/A
Joint Tire Contracts		X	$81,100	Not implemented	Not Implemented	N/A	N/A
Joint CNG Fuel Procurement		X	$439,100	Not implemented	Not Implemented	N/A	N/A
CNG Conversion at Omnitrans - Scenario 3		X	$1,807,400	August 2017 WV October 2017 EV	$1,768,030 $2,860,444	N/A	N/A
Low to Mid-Level Potential Savings Items							
Regional Cust. Tel. Info Center		X		Not implemented	N/A	Not Implemented	
Project Development / Construct. Mgmt.	X	X		Major projects (WVC/SBTC, etc) were consolidated at SBCTA	Unknown	SBCTA assisted MT with maintenance facilities feasibility study and assumed responsibility to delivery WVC from Omnitrans	
Regional Marketing	X	X		Using LCTOP there was a regional marketing effort for the other county operators, Omnitrans was not included related to funding source constraints	N/A	SBCTA assisted the Mountain/Desert operators with a regional marketing effort in 18/19 using LCTOP funding designated for their region.	$481,000
Mutual Aid Agreements		X		Mutual aid agreements exist. In all cases Omnitrans provides mutual aid to others	N/A for Omnitrans, unknown for others		

Table 4-1. Agency Progress to Date in Implementing Coordination and Cost Savings Strategies (continued)

Category/Strategy	Applicability SBCTA	Applicability Omnitrans	2015 Study's Est. 4-Year Cost Savings for Omnitrans	Omnitrans Actual Progress to Date in Implementing Recommendations	Omnitrans Estimated Actual Cost Savings to Date from Implementation	SBCTA Progress to Date in Implementing Recommendations	SBCTA Estimated Actual Cost Savings to Date from Implementation
Items not likely to reduce cost but could improve services or revenues							
Inter-Agency transfer agreements		X		Agreements were updated, but existed previously	N/A		
Service Planning/ Data Analysis Assistance	X	X		Occasional support to partners but at no cost	N/A	SBCTA is conducting the Countywide ZEB Study	Unknown potential cost savings county-wide by consolidating all agencies under one study.
Grant Application Assistance (Non-competitive)	X	X		See SBCTA column	N/A	SBCTA provides support for LCTOP funding and reviews grant applications when requested. Omnitrans also reviews grant applications for WVC prepared by SBCTA. SBCTA administers the FTA 5310 call for projects and assists Omnitrans with their applications.	
Civil Rights Compliance Assist.		X		Not implemented	N/A	SBCTA's contract with AMMA Transit planning helps with 5310 Applications, Unmet Needs, Transit Operators assistance such as grants, grant review, Title VI analysis, special transit projects	
Training/Staff Development		X		Limited to none. Omnitrans has hosted training such as NTI, UOP etc and has informed peers	N/A	N/A	

4.2.2 Low to Mid-Level Potential Savings Items

Regional Customer Telephone Information Center – This strategy was not implemented by either SBCTA or Omnitrans. During the 2015 Study, some interest had initially been expressed in this strategy by several of the transit agencies. However, at the time, the smaller operators were already covering this activity with the same staff that also check-in drivers, dispatch service, and answer phones. There was little cost to be saved by the smaller operators from participating in a regional information center.

However, now that the SBTC has opened, and serves not only Omnitrans buses but also VVTA, MARTA, RTA, Metrolink, and PASS Transit service, and with Omnitrans customer service staff co-located at SBTC, this strategy bears re-examination, at least for the service coordination benefits.

Project Development/Construction Management – This strategy was implemented by both Omnitrans and SBCTA. Omnitrans transferred the West Valley Connector and SBTC projects to SBCTA; SBCTA used one of its existing on-call contracts to assist Mountain Transit with their maintenance facility feasibility study, saving Mountain Transit the cost of procuring their own consultant for that study. Omnitrans reported that, at this time, there is no formal policy with SBCTA regarding which projects will be transferred to SBCTA and which will be retained by Omnitrans. It appears from recent practice that their larger projects are being transferred.

Regional Marketing – This strategy involved a regional effort to market transit services and transit information, particularly for agencies which provide cross-jurisdictional services, such as VVTA and MARTA. While such efforts may not save money in the short run, they could contribute to ridership and long-term service productivity improvements, and improve information available to the customer. The strategy was implemented between SBCTA and some of the other county transit agencies using Low Carbon Transit Operations Program (LCTOP) funding, one of several state programs under the California Climate Investments (CCI), funded through auction proceeds from the California Air Resources Board's (CARB) cap-and-trade program. Funding restrictions prevented Omnitrans from participating.

Mutual Aid Agreements – This strategy involved execution of emergency/mutual aid agreements to support the agencies' services that travel long distances to San Bernardino and incur accidents or breakdowns. The cost and time for certain agencies' home bases to service accidents or breakdowns that occur far from their primary service areas is significant, and creates a major inconvenience to passengers. The strategy was implemented between Omnitrans, VVTA, and Mountain Transit.

4.2.3 Items Not Likely to Reduce Cost but Could Improve Services or Revenues

Inter-Agency Transfer Agreements – Creating additional or updated Inter-Agency Transfer Agreements among the county transit agencies was identified in the 2015 Study as a means to improve service coordination. These agreements existed previously between Omnitrans and several other operators and were updated following the 2015 Study.

Service Planning/Data Analysis Assistance – SBCTA and Omnitrans both reported that they explored the potential need for providing service planning and/or data analysis services with other county transit agencies. Omnitrans provides occasional support to other agencies at no cost; SBCTA is conducting a county-wide ZEB study for the benefit of all county transit agencies.

Grant Application Assistance (Non-competitive) – Both agencies work together on preparing grant applications under certain funding programs and review each other's applications as requested. Omnitrans also acts as the FTA direct recipient on projects where SBCTA needs to access FTA funding as a sub-recipient.

Civil Rights Compliance Assistance – SBCTA provides consultant assistance on civil rights compliance issues for the smaller transit agencies through its on-call agreement with AMMA Planning.

Training/Staff Development – Joint training and staff development has not been implemented amongst the San Bernardino County transit agencies. Omnitrans has hosted on-site training from time to time and has informed the other agencies but there has been little or no participation.

5.0 PRELIMINARY FINDINGS AND IDENTIFICATION OF PROS AND CONS OF CONSOLIDATION

5.1 Summary of Key Findings from Functional Assessment

The Transportation Agency Overview and Agency Functional Assessments in the previous sections of this report identified SBCTA and Omnitrans as two agencies engaged in the improvement of transportation and mobility in San Bernardino County. However, their mission and activities in meeting those overarching goals are very different. Table 5-1 provides a high-level summary comparison of the two agencies based on the reviews conducted in this report. Among those key differences are the following points:

Agency Mission and Jurisdiction – Broad focus on all transportation modes and entire county, vs. focus on public transit provision within San Bernardino Valley

Principal Programs – Major capital project delivery, funding programing, and oversight of all transit capital and operating programs, vs. transit services provider (which includes fixed-route and demand response services, operations and capital planning, and addressing mobility needs of the communities served)

Size of Annual Budget (FY 2020) - $927.2 million vs. $96.9 million

Modal Focus – Multi-modal (transit, highway, commuter rail, light rail, ridesharing/commuter programs) vs. fixed-route public transit and demand response services

Planning Horizon – Primarily long-range on capital projects, short-range for transit oversight, vs. short-range (five-years) service delivery focus

Major Funding Sources Used – Variety of Federal, State and Local sources for both agencies

Staffing – Relatively small staff with heavy reliance on consultants and contractors, vs. fully-staffed organization providing most services directly

Assets – Administrative facility, some rail rights-of-way, Crew house at SBTC, and co-ownership of several stations and parking lots maintained by the co-owner, vs. extensive transit fleet and five operations and maintenance facilities

Table 5-1. Detailed Summary of Key Findings from Agency Overview and Functional Assessment

Key Differences	SBCTA	Omnitrans
Agency Mission and Jurisdiction	Broad focus on all transportation modes and entire county	Focus on public transit provision within San Bernardino Valley
Principal Programs	Major capital project delivery, funding programing, and oversight of all transit capital and operating programs	Transit services provider
Size of Annual Budget (FY 2020)	$927.2 million	$96.9 million
Modal Focus	Multi-modal	Fixed-route public transit and demand response services
Planning Horizon	Primarily long-range on capital projects, short-range for transit oversight	Short-range service delivery focus
Major Funding Sources Used	Variety of Federal, State and Local sources	Variety of Federal, State and Local sources
Staffing	Relatively small staff with heavy reliance on consultants and contractors	Fully-staffed organization providing most services directly
Assets	Administrative facility, some rail rights-of-way, Crew house at SBTC, co-owns several stations and parking lots maintained by the co-owner	Extensive transit fleet and five operations and maintenance facilities

5.2 Identification of Opportunities and Challenges of Potential Consolidation

Despite the significant differences between the two agencies, there are many potential opportunities as well as challenges[21] in a potential consolidation of SBCTA and Omnitrans. Also, there are existing examples of agencies in Southern California who operate as the CTC and have fund administration and project delivery programs, while also having significant public transit service delivery obligations, namely, the Los Angeles County Metropolitan Transportation Authority (Metro) and Orange County Transportation Authority (OCTA).

The agency functional assessment conducted in this report found some aspects of SBCTA and Omnitrans that bore close similarity and offer the potential for increased operational efficiency and some cost savings in a consolidation. Those common functional areas, and some key opportunities and challenges associated with them, are summarized in Table 5-2 and discussed here. Table 5-2 lists the administrative staffed functions that seemingly offered the greatest commonality between the two agencies and provides a qualitative rating on the "Degree of Similarity" using a High-Medium-Low scale, which is also color-coded green, yellow, or red for ease of review, respectively. In addition to staffed functions, the table lists the key issues that would have to be addressed in a potential consolidation and categorizes them as an "Opportunity or Challenge".

5.2.1 Staffed Functions

Given the administrative and project delivery nature of SBCTA, and the transit service provider status of Omnitrans, the administrative functions of the two organizations offer the highest degree of potential similarity, and therefore potential gains in efficiency. Those include the following areas.

Board and Committee Functions – Currently, both agencies have their own Boards and Board Committees which meet monthly, generating considerable Board member time commitments and staff support requirements. This area was rated "High" in degree of similarity. To the extent that both Boards and Committees meet to discuss Omnitrans-related issues, this could be a significant area of savings in Board and staff time and cost in a consolidation. It should be recognized that meetings of the resulting consolidated agency's Board and transit policy committee would not save substantial time. This is due to the fact that the single combined Board or committee would now be taking on the business items that are handled only by Omnitrans currently, such as routine contract awards. The consolidated agency's Board would also need to conduct the federally-required public hearings for transit service changes, fare changes, grant applications, and other operator-specific actions. The primary board efficiency expected is streamlined discussions and decisions due to all Board members participating together.

[21] "Opportunities and challenges" are utilized in this report, as opposed to "pros and cons". Focusing on opportunities and challenges allows for identification of strategies that address issues underlying the perceived need for consolidation.

Clerk of the Board Functions – Similar to Board and Committee functions, the Clerk of the Board functions are currently required at both agencies. Consolidation could result in a significant reduction of the combined time and staff commitment, freeing those staff persons for other duties. This area was rated "High" in degree of similarity.

Finance and Accounting – Both agencies conduct traditional finance and accounting functions, such as accounts receivable, accounts payable, grant accounting, payroll, general ledger, budgeting, and benefits administration. However, SBCTA is more program and project delivery-oriented, while Omnitrans is more focused on the specific financial functions of operating a FTA-funded transit system. The agencies use different approaches to budgeting: program approach at SBCTA, and separate operating and capital budgets following FTA guidelines at Omnitrans. Due to the differences in focus and budgeting systems, this area was rated "Medium" in similarity, with some potential efficiencies likely.

Grants/Fund Administration/Treasury – Similar to the Finance and Accounting area, both agencies work with many of the same grant funding programs and processes. However, SBCTA's grant applications are heavily-weighted toward capital projects and are county-wide and multi-modal in nature, whereas Omnitrans' focus is on funding their operating as well as capital budgets and focused on transit services. Based on these differences, this area was rated "Medium" in similarity, with some potential efficiencies likely.

Procurement – Both agencies conduct procurements and follow FTA procurement requirements as applicable based on project funding. SBCTA's procurements tend to be larger as part of their project delivery efforts, whereas Omnitrans procurements include everything from bus parts to bus purchases. This area was rated "High" in similarity, with some efficiencies likely.

Capital Project Development/Management/Project Delivery – Both agencies have some Capital Project Development/Management staff. SBCTA has two departments that oversee major capital projects: 1) Project Delivery and Toll Operations which concentrate primarily on major highway construction and does not have any similarities to Omnitrans and 2) Transit Department which oversees the construction of major capital projects related to rail or station construction. The Transit department has led some of Omnitrans' major capital construction for projects like the San Bernardino Transit Center and the upcoming West Valley Connector. Therefore, some efficiency would result from project management related to these major transit projects. This area was rated "Medium" in similarity.

Transit/Operations Administration – SBCTA has a Transit Department and Omnitrans has a large transit operations department. But there is relatively little similarity in the current functions at the two agencies. SBCTA's transit group is heavily focused on transit and rail capital projects, along with some oversight of local transit operators' programs and management of some commuter programs like vanpool and Lyft pilot program. Omnitrans' Operations staff are totally focused on direct transit service delivery. Based on these significant differences, this area was rated "Low" in similarity.

Legislative/Marketing – SBCTA's legislative staff are focused on high-level legislative efforts, such as working with federal and state agencies and elected officials for funding and monitoring and reporting on legislative developments affecting transportation programs. SBCTA's policy and legislative affairs staff and consultants provide the agency with a means of taking part in transportation policy and legislative discussions at the federal and state levels. Omnitrans does not have staff or consultant resources that perform these functions. Instead, Omnitrans' Marketing staff is focused on direct marketing of Omnitrans' service offerings, providing customer service support, and advertising. Accordingly, this area was rated "Low" for similarity.

Planning – Both agencies have Planning staff and departments, but their functions are quite different. SBCTA's planning focus is county-wide, multi-modal, and generally longer-range; Omnitrans' planning focus is on transit operations and short-range. Accordingly, this area was rated "Low" in similarity, with limited opportunities for efficiencies in consolidation.

Table 5-2. Key Areas offering Opportunities and Challenges in a Potential Agency Consolidation

Function	SBCTA Summary Function Description	Omnitrans Summary Function Description	Degree of Similarity High/Medium/Low	Comments
Staffed Functions:				
Board and Committee Functions	Monthly Meetings of Board and four policy committees	Monthly Meetings of Board and three policy committees	High	Could eliminate duplication of effort for Omnitrans-related subjects; could result in longer Committee and Board meetings; could reduce total meeting time for some Board members and increase for others
Clerk of the Board Functions	Supports Board, Committees, and Executive Director with Agenda preparation, posting, voting records, meeting minutes; provide administrative/secretarial support to all departments, staff front office reception and records retention .	Supports Board, Committees, and Executive Director with Agenda preparation, posting, voting records, meeting minutes	High	Could eliminate duplication of effort for Omnitrans-related subjects; could result in increased effort in assembling agendas, running meetings, etc.
Finance and Accounting	Manages and oversees Finance functions including A/R, grant accounting, A/P, payroll, G/L, budgeting, benefits administration, debt management	Manages and oversees Finance functions including A/R, grant accounting, A/P, payroll, G/L, budgeting, benefits administration, debt management	Medium	All the financial functions are conducted by both agencies; however, SBCTA has a Program approach to budgeting; Omnitrans follows FTA requirements
Grants/Fund Administration/Treasury	Programs Federal, State, and local funding types to improve transportation systems, determines eligibility requirements, grants administration	Handles budget and grant application and administration, programs revenue sources to appropriate uses in the budget	Medium	SBCTA function has broader, county-wide and multi-modal focus; Omnitrans' function is specific to funding the transit capital and operating budget
Procurement	Conducts agency solicitations for goods and services, following funding source requirements and FTA, FHWA, or other applicable guidelines	Conducts agency solicitations for goods and services, following funding source requirements and FTA or other applicable guidelines	High	SBCTA's procurements may tend to be larger and more FHWA-oriented
Capital Project Development/Management/ Project Delivery	Responsible for the development and construction of major freeway projects, grade separations, and interchanges projects	Manages non-service planning including capital projects; provides oversight of management and safety during construction of capital projects	Medium	SBCTA's Transit Department oversees construction of major transit and rail capital projects, including some Omnitrans projects. Therefore, some efficiency would result from consolidated project management related to these projects.
Transit/Operations Administration	Plans and implements capital projects supporting passenger rail service, supports existing commuter rail service, manages agency-owned rights-of-way	Manages, supervises, and monitors the day-to-day operation of fixed-route and para-transit service	Low	SBCTA's Transit Department's focus is transit and rail capital projects; Omnitrans' Operations Administration function's focus is transit service delivery. Therefore, this area was rated "Low" in similarity.
Legislative/Marketing	Advocates for policies, funding, legislation, and regulatory actions that advance transportation and SBCTA/SBCOG programs	Provides transit service-oriented marketing, customer service, public relations, marketing materials	Low	SBCTA's focus is on high-level legislative efforts; Omnitrans' focus is specific to the marketing of agency transit services directly to the public including at-risk populations.
Planning	Comprehensively plan at the regional and county-wide levels, prepare long-range plans, compile and maintain data in support of planning effort, travel demand modeling, growth analysis, focused transportation studies, grant applications	Conducts short-range service and route planning, transit service scheduling, and driver work assignment preparation. Some capital planning is performed pertaining to bus stop facilities, and support is provided for grant application preparation.	Low	SBCTA's planning focus is county-wide and multi-modal; Omnitrans' is service area focused on its transit services

Table 5-2. Key Areas offering Opportunities and Challenges in a Potential Agency Consolidation (continued)

Function	SBCTA Summary Function Description	Omnitrans Summary Function Description	Degree of Similarity High/Medium/Low	Comments
Other Areas of Opportunity or Challenge			Opportunity or Challenge?	
Retirement Systems	San Bernardino County Employees' Retirement Association (SBCERA)	California Public Employees Retirement System	Challenge and Opportunity	While the contribution rate paid by Omnitrans to CalPERS is more than 60% lower than the contribution rate paid by SBCTA to SBCERA, it is unknown at this time if the difference is based on actuarial assumptions, what each plan considers pensionable compensation, based on the current assets each plan has, or a combination of these and other variables. More review is needed in this area.
Benefits Packages	SBCTA Benefits as listed in Table 3-3	Omnitrans Benefits as listed in Table 3-3	Challenge	As discussed in Section 3, while there are similarities in the types of benefits offerred, the levels of benefits and eligibility for certain benefits varies and would need to be made equivalent in a consolidated organization for similar level employees.
Federal Transit Administration Funds Direct Recipient?	No	Yes	Challenge	SBCTA must become a Direct Recipient of FTA funds to have a federally-funded transit operation, which could be challenging to implement and has on-going FTA compliance responsibilities
Budgeting Approach	Program oriented	FTA-compliant separation of capital and operating expenses, use of USOA Functions and Object Classes	Challenge	FTA-compliant approach would, at a minimum, be needed for the transit operations functions if brought under SBCTA
Liability Insurance Coverage Limits	$5,000,000	$25,000,000	Challenge	Direct transit operations dictate need for higher level of liability coverage limits
Union Representation	No represented employees	Omnitrans has 589 employees represented by Unions	Challenge	Omnitrans has two separate Unions, which would require labor relations administration staffing and management
Legal Structure of Agency	SBCTA currently has several legislated responsibilities under SB 1305 (2017).	Omnitrans exists under a Joint Powers Agreement among its member agencies.	Possible Challenge	SBCTA may need changes to its enabling legislation to become a transit operator; Omnitrans' JPA may need to be modified or dissolved in event of a consolidation. Both issues to be further examined in Task 1.4.
Information Technology	SBCTA uses vendors to support hardware and software and maintain website.	Omnitrans has an IT staff of 10 and a number of similar applications/IT functions.	Opportunity	There may be capacity of Omnitrans IT to absorb some of SBCTA's IT functions, reducing use of vendors. There may be overlap on some applications that could be pooled to reduce costs.
Payroll Systems	SBCTA collects timekeeping information and pays County to process payroll	Omnitrans has complete in-house payroll application	Opportunity	Possibility that SBCTA payroll could be run on Omnitrans system with modifications. Or that County could process payroll for entire consolidated organization.
Financial Systems/Applications	SBCTA has Eden system for major financial applications which they are anticipating replacing soon	Omnitrans has extensive SAP Enterprise software system installation with many modules	Opportunity	SAP system would need modifications to account for costs by revenue source to meet SBCTA needs, but the costs for these modifications may be much lower than deploying a new system and the ongoing licenses/maintenance costs may be significantly less as it will be one product versus two.

Table 5-2. Key Areas offering Opportunities and Challenges in a Potential Agency Consolidation (continued)

Function	SBCTA Summary Function Description	Omnitrans Summary Function Description	Degree of Similarity High/Medium/Low	Comments
Other Areas of Opportunity or Challenge			**Opportunity or Challenge?**	
Human Resources Staffing	Two Staff positions, with other shared responsibilities	Eleven staff positions in HR plus two Payroll Technicians	Opportunity	Omnitrans HR department supports a workforce of 722 and may be large enough to support an additional 67 SBCTA employees.
Facilities management/ grounds/custodian/security	SBCTA uses a property manager for its Santa Fe Depot and is spending over $1.2 million a year on this.	Omnitrans has 11 Facility Maintenance workers and 8 stops and zones workers who maintain many of their facilities.	Opportunity	Omnitrans staff could potentially take on some of SBCTA's facility maintenance needs, reducing SBCTA contractor costs.

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5.2.2 Other Areas of Opportunity or Challenge

In addition to the staffed functions that are common to both agencies as discussed above, there are a number of unique agency characteristics that present opportunities and/or challenges associated with a potential consolidation. These are provided below.

Retirement Systems (Challenge and Opportunity) – This area may be an opportunity as well as a challenge. The two agencies are under different retirement systems. While the contribution rate paid by Omnitrans to CalPERS is more than 60% lower than the contribution rate paid by SBCTA to SBCERA, it is unknown at this time if the difference is based on actuarial assumptions, what each plan considers pensionable compensation, based on the current assets each plan has, or a combination of these and other variables. So, it is unclear what the impact would be by a change in retirement systems. Also, the legal structure of the potential consolidated agency will play a role on how the retirement system must be established. This area requires significant analysis. Some of the options that will be explored are the termination of a plan, the transfer of assets from one plan to another, and grandfathering employees in their current systems.

Benefits Packages (Challenge) - As discussed in Section 3, while there are similarities in the types of benefits offered, the levels of benefits and eligibility for certain benefits varies (e.g., number of paid holidays per year, paid administrative leave eligibility, deferred compensation eligibility, contribution levels toward health plans, accruals and cash outs of accruals) and would need to be made equivalent in a consolidated organization for similar level employees. Furthermore, at Omnitrans, health, dental and vision coverage is provided through Northwest Administrator's Teamsters Miscellaneous Trust, so there may be a need to negotiate the non-bargaining unit staff out of the Teamsters health plans and into SBCTA's plans, or addition of SBCTA employees to the Teamsters program.

FTA Direct Recipient (Challenge) – Omnitrans is a direct recipient of FTA funds; SBCTA is not and must use a sub-recipient agreement with Omnitrans to obtain FTA funds for projects. In a consolidated organization where the combined Board would be the grant-approval body, SBCTA may need to become a direct recipient of FTA funding, given the importance of this source to transit operations and capital. Becoming a designated FTA grant funding requires a letter from the governor and letters from other transit agencies in the urbanized area (Riverside - San Bernardino UZA) concurring with the designation.[22] As a new direct or designated recipient, SBCTA would need to comply with the comprehensive areas of compliance that FTA considers as minimum requirements for federal assistance.[23] These will be reviewed by FTA prior to becoming a new direct or designated recipient, and again every three years. In the interim years, SBCTA would have to submit FTA's annual certifications and assurances. These tasks are currently being performed by Omnitrans and would likely be performed by the same staff in a consolidated organization.

[22] FTA Circular C 9030.1E

[23] FTA, Comprehensive Review Guide for Triennial and State Management Reviews Fiscal Year 2019, p. 02-03.

Budgeting Approach (Challenge) – SBCTA's budget is program-oriented and heavily weighted toward major capital projects. The budget is not routinely split between operating and capital expenses as defined by FTA. Omnitrans develops an annual budget which follows FTA definitions for separation of operating and capital expenses and uses the National Transit Database's object class codes and functions. It is likely that, from a financial systems viewpoint, SBCTA would be able to modify its budgeting to be similar to that of Omnitrans, at least for the minor transit operations and maintenance portions of its overall program. SBCTA staff indicate that they already budget at the object class level so it would take some additional work to present the information in a way that meets FTA requirements, but it won't require many internal accounting and process changes.

Liability Insurance Coverage Limits (Challenge) - Currently, SBCTA carries general liability insurance with coverage limits of $5 million. Omnitrans, as a transit operating agency, is carrying liability insurance with $25 million in coverage limits. SBCTA would need to dramatically increase its coverage limits to cover the increase in risk associated with extensive public transit operations. This is probably more of a cost consideration than an organizationally-challenging item. The combined agency would need to ensure its safety and risk functions maintain risk management and safety planning for transit operations.

Union Representation (Challenge) – SBCTA has no unionized employees at this time; Omnitrans has approximately 589 represented employees under either the Amalgamated Transit Union (ATU) or the Teamsters. Omnitrans' operations staff are covered by the ATU. Some of the lower-level administrative positions at Omnitrans are covered by the Teamsters. Consolidation of the two agencies would introduce potential management, personnel, and legal issues unique to organized labor into legacy-SBCTA, which has historically been a purely-administrative agency. There are several impacts to such a consolidation, including, but not limited to, potential issues for legacy-SBCTA administrative staff, establishment of a labor relations function at legacy-SBCTA, administration of two labor agreements (including grievances and arbitrations), potential wage/salary level issues (such as "wage compression") for current legacy-SBCTA staff, and ultimately the threat of labor strikes and service disruptions if the parties cannot reach agreement on labor contracts that come up for renegotiation every three to five years. These issues need to be carefully thought through by the consolidated Board and management.

Legal Structure of Agency (Possible Challenge) – SBCTA has several legislated responsibilities under SB 1305 (2017), and SANBAG still exists as the Council of Governments. Omnitrans exists under a Joint Powers Agreement among its member agencies. Changes may be needed to SBCTA's enabling legislation to become a transit operator, and Omnitrans' JPA may need to be modified or dissolved. Changes to enabling legislation, if needed, will require legislative support in Sacramento. All of these issues will be further examined in Task 1.4.

Information Technology (Opportunity) – SBCTA has limited IT staff who have other shared responsibilities and relies on vendors to support hardware and software. Omnitrans has a staff of 10 in IT and uses a number of similar applications and systems,

such as web development and Board Agenda systems. There may be overlap on some applications that could be pooled to reduce costs.

Payroll Systems (Opportunity) – Currently, SBCTA collects employee timekeeping information and sends it to the County of San Bernardino for payroll processing services. Omnitrans has its own in-house timekeeping and payroll systems covering all employees, and is confident that this system could accommodate another 67 employees who probably have relatively straight-forward workweeks. The one critical need is for legacy-SBCTA to be able to track employee labor to funding programs for its project and program administration, and this would require a change in Omnitrans' SAP enterprise software system. Still, given that SBCTA is contemplating replacement of its entire financial system, this could be an opportunity in a potential consolidation. Alternatively, a payroll interface to the County system could be developed so that Omnitrans time-keeping data could be sent to the County for final payroll processing. Both options need to be further explored.

Financial Systems/Applications (Opportunity and Challenge) – Beyond just the payroll system, Omnitrans' SAP system has been extensively developed to cover all financial and accounting requirements of the agency. SBCTA is considering replacing its Eden system. Assuming the SAP system can be modified to meet SBCTA's project accounting needs, this could be a viable opportunity for SBCTA. The costs for these modifications may be much lower than deploying a new system and the ongoing licenses/maintenance costs may be significantly less as it will be one product versus two. On the other hand, there would also be the challenge of changes to the General Ledger structure at Omnitrans so there is consistency on the financial data structure.

Human Resources Staffing Support (Opportunity) – SBCTA has a limited staff of two positions to support HR, and those positions also support IT and Facilities oversight at the agency. Omnitrans HR department supports a workforce of 722 and may be large enough to support an additional 67 SBCTA employees.

Facilities Management/ Grounds/ Custodian/ Security (Opportunity) - SBCTA uses a property manager and various contractors for its Santa Fe Depot and is spending over $1.2 million a year on this. Omnitrans has 11 Facility Maintenance workers and 8 stops and zones workers who maintain many of their facilities. Omnitrans staff could potentially take on some of SBCTA's facility maintenance needs, reducing SBCTA contractor costs.

5.3 Next Steps in this Study

All of the above staffed functions as well as identified opportunities and challenges will be the focus of the next major stage of this study, Task 1.4, which entails a detailed analysis of the financial impacts and benefits of any proposed consolidation, as well as the organizational and operational impacts. This analysis will cover two key areas:

1. Evaluation of opportunities and challenges for key functions under a "Complete Consolidation" approach. This section will draw on the data and analysis developed for this study, the experience of other areas/regions where the CTC is also a transit services provider, and the study team's collective operational and

organizational experience. The areas identified in this current report will be key focus areas.

2. Detailed analysis of the financial impacts and benefits of any proposed consolidation, as well as organizational and operational impacts. These latter impacts may include administrative staffing level changes; operational, contracting, or policy changes; potential transfer of certain functions; and funding considerations. The team will also provide a qualitative assessment for areas where costs are unknown, as appropriate.

6.0 REFERENCES

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Appendix A
Questionnaire

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Appendix B
Agency Interview Meeting Summaries

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Appendix C
Agency Contractor and Consultant Listings

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