



PLANS AND PROGRAMS COMMITTEE
WEDNESDAY, APRIL 24, 2019, 9:00 A.M.
OMNITRANS METRO FACILITY
1700 WEST 5TH STREET
SAN BERNARDINO, CA 92411

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

**THIS MEETING IS AVAILABLE BY TELECONFERENCE AT THE FOLLOWING LOCATION AND
 WILL BE CONDUCTED IN ACCORDANCE WITH GOVERNMENT CODE SECTION 54953(B).**

CITY OF CHINO HILLS, GOVERNMENT CENTER, – 2ND FLOOR
14000 CITY CENTER DRIVE, CHINO HILLS, CA 91709

**THIS LOCATION IS ACCESSIBLE TO THE PUBLIC AND MEMBERS OF THE PUBLIC MAY ADDRESS
 THE COMMITTEE FROM THIS TELECONFERENCE LOCATION**

A. CALL TO ORDER

1. Pledge of Allegiance
2. Roll Call

B. ANNOUNCEMENTS/PRESENTATIONS

1. Next Committee Meeting: July 24, 2019

C. COMMUNICATIONS FROM THE PUBLIC

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

D. POSSIBLE CONFLICT OF INTEREST ISSUES

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

N/A

E. DISCUSSION ITEMS

1. Approve Plans & Programs Committee Minutes – January 23, 2019
2. Receive and Forward to the Board of Directors Development Project Updates – *Anna Jaiswal*
3. Recommend the Board of Directors Adopt Omnitrans Fiscal Year 2019-2020 Service Plan – *Jeremiah Bryant*
4. Recommend the Board of Directors Adopt Omnitrans Fiscal Year 2019-2020 Marketing Plan – *Wendy Williams*

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PLANS AND PROGRAMS COMMITTEE
WEDNESDAY, APRIL 24, 2019, 9:00 A.M.
OMNITRANS METRO FACILITY
1700 WEST 5TH STREET
SAN BERNARDINO, CA 92411

F. REMARKS AND ANNOUNCEMENTS

G. ADJOURNMENT

ITEM # E1

**PLANS AND PROGRAMS COMMITTEE
MINUTES
JANUARY 23, 2019**

A. CALL TO ORDER

The Plans & Programs Committee Meeting was called to order by Committee Chair Penny Lilburn at 9:05 a.m., January 23, 2019.

Committee Members Present

Council Member Penny Lilburn, City of Highland – Committee Chair
Council Member Ron Dailey, City of Loma Linda
Mayor Cynthia Moran, City of Chino Hills – Via Teleconference
Mayor Deborah Robertson, City of Rialto
Supervisor Janice Rutherford, County of San Bernardino
Council Member Sam Spagnolo, City of Rancho Cucamonga
Council Member Alan Wapner, City of Ontario - Via Teleconference

Others Present

Victor Lopez, Program Manager, Transit & Rail Programs, SBCTA

OmniTrans Administrative Staff Present

P. Scott Graham, CEO/General Manager
Erin Rogers, Deputy General Manager
Trischelle Baysden, Director of Rail
Shawn Brophy, Director of Operations
Sam Gibbs, Director of Internal Audit
Jacob Harms, Director of Information Technology
Suzanne Pfeiffer, Director Human Resources
Eugenia Pinheiro, Contracts Manager
Connie Raya, Director of Maintenance
Doug Stanley, Director of Special Transportation Services
Don Walker, Director of Finance
Wendy Williams, Director of Marketing - Planning
Jeremiah Bryant, Service Planning Manager
Thomas Dahlin, Capital Projects Services Manager
Anna Jaiswal, Development Planning Manager
Kathy McClure, Sr. Contract Administrator

B. ANNOUNCEMENTS/PRESENTATIONS

There were no announcements.

C. COMMUNICATION FROM THE PUBLIC

There were no communications from the public.

D. POSSIBLE CONFLICT OF INTEREST ISSUES

There were no Conflicts of Interest Issues.

E. DISCUSSION ITEMS

1. Approve Plans & Programs Committee Minutes – October 31, 2018

M/S (Dailey/Spagnolo) that approved the Committee Minutes of October 31, 2018. Roll call vote was taken and the motion was passed unanimously by Members present.

2. Receive and Forward to the Board of Directors, OmniConnects Short-Range Transit Plan Status Update

Service Planning Manager, Jeremiah Bryant, provided a brief background on this item as detailed in the staff report.

Supervisor Rutherford referred to the West Valley Project (WVC) and had some additional questions regarding the ridership projections. She also asked how Omnitrans would compare to its' peer agencies with the proposed fare increase. Mr. Bryant responded that Omnitrans would be on par with Orange County Transportation Authority and stated that the last increase of .25 cents occurred in 2014. He stated that more information about the proposed fare increase would be presented at upcoming meetings.

San Bernardino County Transportation Authority, Program Manager Transit & Rail Programs, Victor Lopez stated that the ridership reports estimate approximately 5,000 riders on the WVC corridor.

Member Spagnolo expressed some concern regarding the progress of the WVC Project and noted a lack of communication between the interested parties. Mr. Lopez stated that additional studies would be conducted related to funding and updated ridership. A project update would be presented to the respective Committees and Boards in the coming months.

Member Lilburn asked if the project data matched the projections. Mr. Bryant responded that the numbers were close, however he did not have that information with him.

Member Robertson arrived at 9:22 a.m. during the discussion on Item #E2.

Member Dailey had additional questions regarding the gap between the revenue projections for both capital and operating funds and the projected expenses. Mr. Bryant responded that as is the case with many organizations, revenues are growing at a slower rate than costs. He stated that an updated financial paper would be presented to the Executive Committee in the coming weeks.

Member Rutherford stated that at a previous meeting there was some discussion regarding forming an ad hoc committee to discuss topics such as electrification and asked if there was any movement on that. Mr. Graham responded that various topics would be discussed at the upcoming Board Workshop and noted that a joint SBCTA and Omnitrans Ad Hoc Committee would be formed to discuss finances and other projects.

M/S (Spagnolo/Robertson) authorized staff to go directly to the Board of Directors to release a Call for Public Hearing in March 2019, without coming back to the Plans & Programs Committee for an initial recommendation on the Public Hearings. Roll call vote was taken and the motion was passed unanimously by Members present.

3. Receive and Forward to the Board of Directors, Micro Transit Strategy

Service Planning Manager, Jeremiah Bryant, provided a brief background on this item as detailed in the staff report.

The Committee engaged in a robust discussion regarding MicroTransit. They also discussed how it would relate to fixed-route service and the Access Program.

Mr. Bryant stated that the idea is to have a consultant look at the potential benefits of implementing a MicroTransit strategy as a way to more effectively provide service in certain areas. The consultant would look at the following areas:

- 1) Determine the primary MicroTransit goals, including defining key performance indicators and corresponding measures of success
- 2) Develop service policies for MicroTransit to be successful
- 3) Service delivery recommendations
- 4) Vehicle types
- 5) Required technology or technology options including tradeoff
- 6) Developing a draft scope of work to procure MicroTransit service provider(s)

Member Dailey expressed some concern regarding potentially competing with private companies such as Uber and Lyft and recommended that opportunities be explored unique to Omnitrans.

Member Lilburn had some questions regarding the Access “pick-up window” and accountability measures utilized to monitor the quality of service. Director of Special Transportation Services, Doug Stanley, provided some information regarding the accountability measures and some clarification regarding the pick-up window.

Member Dailey expressed some concern regarding with the potential cost of the feasibility study and reiterated his concern regarding competing with existing private companies.

Supervisor Rutherford expressed her support for exploring the MicroTransit option. Member Robertson also expressed her support and mentioned potentially looking at engaging with local providers in the future.

Member Wapner left the meeting prior to the vote on Item #E3.

M/S (Robertson/Spagnolo) recommend that the Board of Directors support Omnitrans moving forward and developing a MicroTransit strategy. Roll call vote was taken and the motion was passed unanimously by Members present.

4. Receive and Forward to the Board of Directors, Development Projects Update

Developmental Planning Manager, Anna Jaiswal provided a brief background on this item as detailed in the staff report.

M/S (Lilburn/Spagnolo) that received and forwarded to the Board of Directors, Development Projects Update

5. Recommend the Board of Directors Approve, IEHP Go Smart Program Agreement

Marketing and Planning Director, Wendy Williams provided a brief background on this item as detailed in the staff report.

M/S (Spagnolo/Rutherford) that recommended the Board of Directors authorize the CEO/General Manager to execute a revenue agreement with Inland Empire Health Plan (IEHP) to allow its members with valid phot ID cards unlimited rides on Omnitrans fixed route bus and future rail services. Roll call vote was taken and the motion was passed unanimously by Members present.

F. REMARKS AND ANNOUNCEMENTS

There were no announcements.

G. ADJOURNMENT

The Plans & Programs Committee meeting adjourned at 10:23 a.m. The next Committee Meeting is scheduled Wednesday, April 24, 2019, at 9:00 a.m., with location posted on the Omnitrans website and at Omnitrans' San Bernardino Metro Facility.

Prepared by:

Araceli Barajas, Sr. Executive Asst. to the CEO
Clerk of the Board

ITEM # E2

DATE: April 24, 2019

TO: Committee Chair Penny Lilburn and
Members of the Plans and Programs Committee

THROUGH: P. Scott Graham, CEO/General Manager

FROM: Wendy Williams, Director of Marketing and Planning

SUBJECT: DEVELOPMENT PROJECTS UPDATE

FORM MOTION

Receive and forward to the Board of Directors an update on development projects.

BACKGROUND

The following projects are underway to make improvements for passengers.

Adopt-a-Stop Pilot Program

Omnitrans completed an outreach campaign in February 2019, to solicit participants for Omnitrans' Adopt-a-Stop pilot program for volunteer litter pickup. Ten organizations have signed up for volunteer litter pickup and three have started. One organization has committed to purchase a bench and trash receptacle. The organizations include private businesses, a faith-based organization, non-profit organizations, and academic institutions.

Transit Stop Access Improvement Program

Omnitrans has applied for and been awarded funds biannually through San Bernardino County Transportation Authority's (SBCTA) Call for Projects for TDA Article 3 Transit Stop Access Improvement Program. The program covers improvements such as ADA-compliant sidewalk boarding areas at bus stops, sidewalk connecting from the bus stop to the intersection, and curb ramps at intersections.

Improvements at all locations for which Omnitrans received funds in 2013 are now completed. The 2016 grant-funded improvements are currently in plan review at the respective jurisdictions, and the 2017 grant-funded improvements will be starting design in June 2019.

Staff is currently coordinating with JPA member jurisdictions to apply for funds in the current 2019 Call for Projects. Omnitrans plans to apply for funds for shelters and benches; for the first time, the 2019 Call for Projects allows Article 3 funds to be used for that purpose. Member jurisdictions are being encouraged to apply for funds for accessibility improvement projects at locations where they are needed. Information on locations that need improvements has been provided by Omnitrans staff.

Active Transportation Program Safe Routes to Transit Project

In 2014, Omnitrans was awarded a \$3.5 million Active Transportation Program grant (federal funds) by the State of California, to construct accessibility improvements such as sidewalk, curb ramps, crosswalks, and bike racks within a half-mile of future West Valley Connector bus rapid transit stations in the cities of Fontana, Montclair, Ontario, Pomona, and Rancho Cucamonga. The construction of the project is completed.

Premium Shelters

In keeping with the premium shelter prioritization plan approved by the Board of Directors in November 2018, Omnitrans has ordered two more premium shelters, which are currently being manufactured and will be delivered by July 2019. The two intended locations for installation are the Crafton Hills College campus, and Foothill Boulevard at the southeast corner of Riverside Avenue in the City of Rialto. (The highest-listed location on the premium shelter prioritization plan.)

Five premium shelters will be installed in the City of Ontario in 2020 with the Transformative Climate Communities grant funds secured by the City. The City of Grand Terrace has also secured match funding for a premium shelter, which is expected to be installed by December 2019. Several private property owners throughout Omnitrans' service area are also in the process of ordering premium shelters for the bus stops in front of their properties.

West Valley Connector Bus Rapid Transit Project

As reported to the SBCTA Board in April, SBCTA is finalizing the Draft Environmental Impact Report/Environmental Assessment for the West Valley Connector project. Following the Federal Transit Administration's review, the environmental document will be circulated for 45 days beginning in May 2019, with public hearings to be held during the public comment period, and final environmental approval to be proposed for consideration in December 2019.

Working toward the goal of compiling a more competitive future funding application for an FTA Small Starts grant, SBCTA, in cooperation with Parsons and Omnitrans staff, is evaluating an alternative design proposal with a single bidirectional bus lane on Holt Boulevard in Ontario. This proposal would save costs compared with the original proposal of double bus lanes, which required substantial right-of-way acquisition.

Strategic Initiative Supported – FY2017-2020 Strategic Plan Service and Operations Goal, Strategy 1.1 Adjust service to address needs of non-riders, and 2.1, Improve connectivity to attract non-riders; and Marketing Goal, Strategy 3.1 Improve passenger amenities.

CONCLUSION

Staff recommends that the Board of Directors receive and file an update on development projects.

PSG:WW:AMJ



DEVELOPMENT PROJECTS UPDATE

**Plans & Programs Committee
April 24, 2019**

Adopt-a-Stop Program



LOMA LINDA
UNIVERSITY
HEALTH

Institute for Health
Policy and Leadership



OmniTrans



BUSINESS NAME HERE



Transit Stop Access Improvement Program

- 2013 TDA Article-3 funded improvements in cities of Colton and Rialto, and County of San Bernardino
- COMPLETED

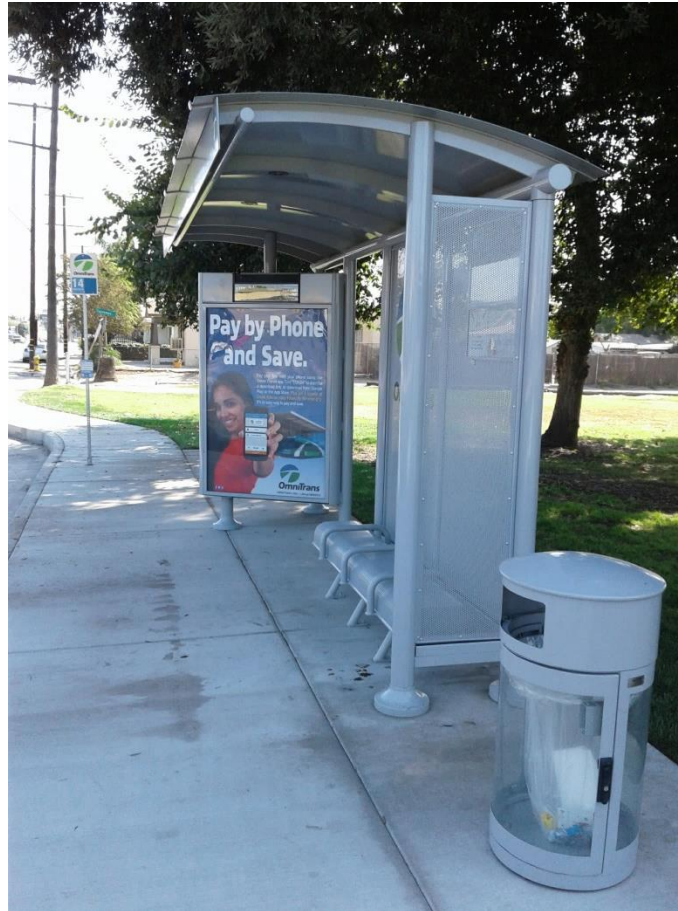


Active Transportation Program Safe Routes to Transit Project

- Cities of Fontana, Montclair, Ontario, Pomona, and Rancho Cucamonga
- COMPLETED



Premium Shelter Program



West Valley Connector Project

West Valley Connector Pomona | Montclair | Ontario | Rancho Cucamonga | Fontana



THANK YOU

ITEM # E3

DATE: April 24, 2019

TO: Committee Chair Penny Lilburn and
Members of the Plans & Programs Committee

THROUGH: P. Scott Graham, CEO/General Manager

FROM: Wendy Williams, Director of Marketing & Planning

SUBJECT: **FISCAL YEAR 2019-2020 SERVICE PLAN**

FORM MOTION

Recommend to the Board of Directors adoption of the Omnitrans Fiscal Year 2019-2020 Annual Service Plan.

BACKGROUND

Each year, the Annual Service Plan is brought to the Board of Directors as part of the Agency's guiding documents for the upcoming fiscal year.

The Service Plan provides an overview of Omnitrans' service offerings and fare policy for Fiscal Year 2020 (FY2020). Key elements of the Service Plan are the service and fare changes that are described in Section 3 and the service level and ridership projections that are provided in Section 4. The Service Plan also includes recent ridership trends, a summary of public input, and the federally mandated service and fare equity analyses for the proposed changes. New in the FY2020 Service Plan is Section 7 which documents service evaluations and related policy topics that will need to be revisited during the year.

The FY2020 Service Plan represents the final year of Omnitrans' OmniConnects FY2015-2020 Short Range Transit Plan (SRTP). OmniConnects was approved by the Omnitrans Board of Directors in May 2014. As shown in the Management Plan, Omnitrans is updating both the Strategic Plan and the SRTP during FY2020.

Omnitrans proposes four service changes for FY2020:

1. Eliminate Freeway Express Route 208 serving Yucaipa, Redlands and San Bernardino due to low ridership and the exhaustion of grant funding.

2. Modify Route 11 service and rename it Route 12, using the same number of peak vehicles. Route 12 will connect California State University, San Bernardino (CSUSB) to Fontana Metrolink Station with stops at Renaissance Marketplace in Rialto.
3. Modify Route 22 service within the city of Rialto to add a deviation to serve Renaissance Marketplace.
4. Improve peak-hour frequency to every 30 minutes on Route 83 service in Chino, Ontario and Upland based on grant funding received in partnership with the City of Ontario.

These service changes can be accomplished within the constraints of the proposed FY2020 Budget.

Omnitrans proposes a systemwide fare increase and distribution changes for 7-day passes:

1. Single-ride base fare increase of 14% with the base fare increasing from \$1.75 to \$2.00. Other fares are increasing by a similar amount based on existing fare multiples, discounts, etc. The full proposed fare tables can be seen below in Exhibits 1 and 2.
2. Eliminate the sale of 7-day passes onboard buses to expedite onboard transactions and reduce cash handling expense.

Exhibit 1: Comparison of Omnitrans' Current and Proposed Fares (Fixed Route)

Pass		Regular / Full Fare	Senior Disabled Medicare	Veteran	Youth
Single-Ride Cash / Ticket	Current	\$1.75	\$0.75	\$0.75	--
	Proposed	\$2.00	\$0.90	\$0.90	--
Day Pass	Current	\$5.00	\$2.25	\$2.25	--
	Proposed	\$6.00	\$2.75	\$2.75	--
7-Day Pass	Current	\$18.00	\$8.00	\$8.00	\$14.00
	Proposed	\$20.00	\$9.00	\$9.00	\$15.00
31-Day Pass	Current	\$55.00	\$27.50	\$27.50	\$41.00
	Proposed	\$60.00	\$30.00	\$30.00	\$45.00
10 Single Rides	Current	\$16.00	\$7.00	\$7.00	--
	Proposed	\$18.00	\$8.50	\$8.50	--
10 Pack of Day Passes	Current	\$45.00	\$20.00	\$20.00	--
	Proposed	\$54.00	\$25.00	\$25.00	--

Exhibit 2: Comparison of Omnitrans' Current and Proposed Fares (Access)

		1-3 Zone Cash/Ticket Single Ride	Each Additional Zone	Beyond the Boundary Fee
Access	Current	\$3.25	\$1.00	\$5.00
	Proposed	\$3.75	\$1.00	\$5.00

An evaluation and rationale for each of these proposed service changes and the proposed fare increase can be found in the attached FY2020 Service Plan.

Primarily driven by the proposed fare increase, systemwide ridership is projected to decline 4.6% from 10.7 million boardings in FY2019 to 10.2 million boardings in FY2020, while fare revenue is projected to increase 5.3% to from \$13.5 million to \$14.2 million. These projections are based on industry standard fare elasticities.

CONCLUSION

By implementing the Service Plan, Omnitrans will position itself to be able to deliver transit service for FY2020. The plan can be implemented within the constraints of the Fiscal Year 2019-20 Omnitrans budget.

PSG:WW:JB



Service Plan 2019-2020



May 1, 2019

Omnitrans

1700 W. Fifth St.

San Bernardino, CA 92411

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1. INTRODUCTION

This report provides an overview of Omnitrans' service offerings and fare policy for Fiscal Year 2019-2020 (FY2020). Section 1 is this Introduction. Section 2 examines recent ridership trends. Section 3 provides a detailed description of proposed fare and service changes for FY2020. Section 4 forecasts service levels for each service in Omnitrans' family of services. Section 5 provides the proposed fare structure. Section 6 summarizes the public input and service equity analysis completed as part of the planning process. Section 7 is a new section in this year's annual service plan. It describes key service evaluations that will occur during FY2020.

The FY2020 Service Plan represents the final year of Omnitrans' OmniConnects FY2015-2020 Short Range Transit Plan (SRTP). OmniConnects was approved by the Omnitrans Board of Directors in May 2014. The update of the OmniConnects SRTP is currently underway and the completion schedule is described in the FY2020 Management Plan. Key guiding elements to the SRTP which will be delivered during the upcoming year include financial policy recommendations stemming from a joint Omnitrans and San Bernardino County Transportation Authority (SBCTA) Board Ad Hoc Committee, strategies from the FY2021-2025 Strategic Plan, recommendations from the Bus Electrification Study, updated time lines for the West Valley Connector and further operating plans for Arrow rail. These guiding documents will inform the creation of the OmniConnects FY2021-2025 SRTP matching the timeline of the FY2021-2025 Strategic Plan.

The most significant change proposed in the FY2020 Service Plan is a fare increase. This proposal will increase Omnitrans' base single-ride regular fare from \$1.75 to \$2.00, an increase of 14%. Other fare categories see similar increases. Omnitrans' last fare increase was five years ago in September 2014 (FY2015). Omnitrans' current base fare of \$1.75 is below the average single-ride regular bus fare within the American Bus Benchmarking Group (ABBG), which is currently \$1.85. Omnitrans also proposes to stop selling 7-day passes onboard buses in order to speed up transaction times. 7-Day passes will still be available at outlets, the San Bernardino Transit Center and through Omnitrans' mobile digital sales outlet, Token Transit.

Since Omnitrans proposes a fare increase and since key guiding documents for the FY2021-2025 SRTP are being completed, there are not proposals for significant service changes during the upcoming year. Implementing a fare increase and a system-level service reduction at the same time could cause further reductions in ridership. Riders have typically indicated that fare increases are preferable to service reductions, as it is still possible to reach key destinations with a fare increase while that is not necessarily the case with service reduction.

The FY2020 Service Plan maintains Omnitrans' existing family of services, which can be seen in Exhibit 1. Additionally, these services are mapped in Exhibit 2. While Omnitrans often uses the same type of vehicle for service delivery, the map illustrates that the type and frequency of service varies by community.

Exhibit 1: Omnitrans Family of Service Offerings







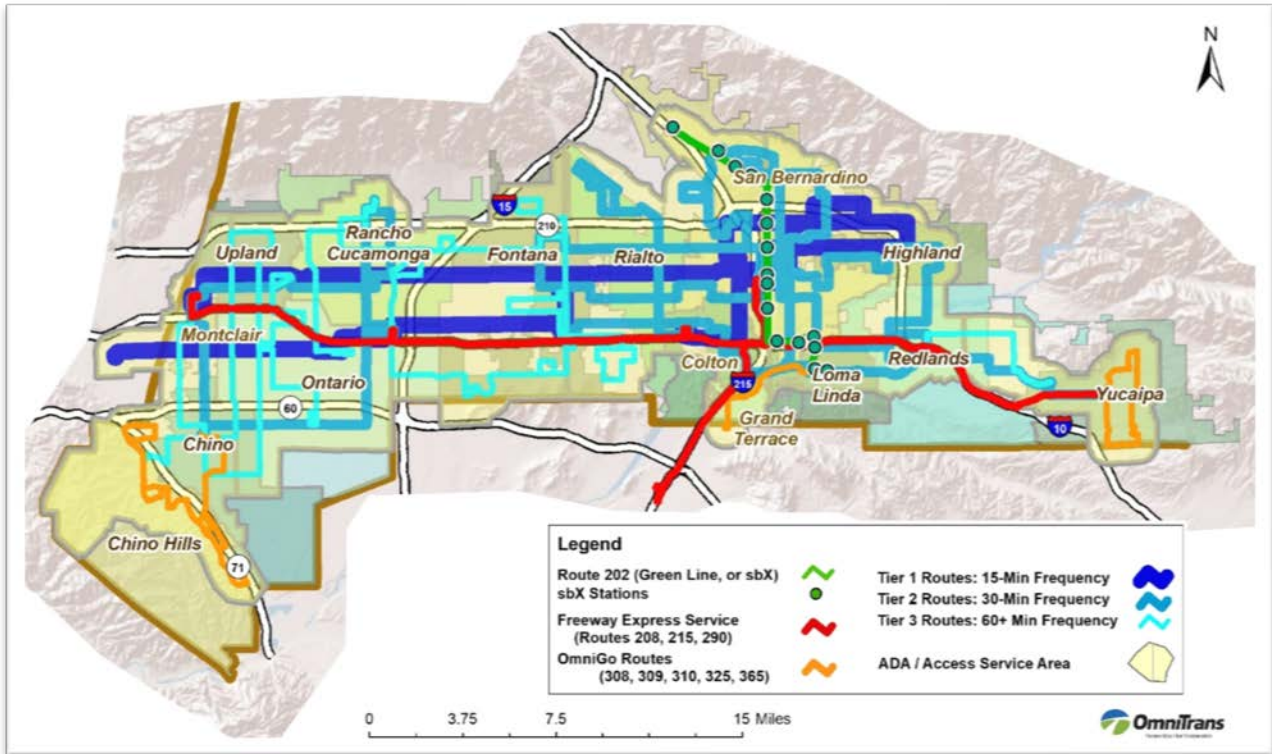
Service	Type	Brand	Image	Description
Fixed Route	Bus Rapid Transit (BRT)	sbX		BRT service mirrors light-rail service with dedicated amenities, stations and vehicles. sbX utilizes stations with level boarding, ticket vending machines, security cameras, emergency phones and enhanced lighting. The route uses dedicated lanes and mixed flow, signal prioritization, all-door boarding and limited stop spacing to achieve faster service.
	Express	Omnitrans		Freeway bus service using a traditional large bus on a set route with a set schedule and frequency that is designed to connect two or more areas of highly concentrated activity. Routes typically travel mostly by freeway and stops are placed several miles apart.
	Local	Omnitrans		Traditional large bus service operating on a set route with a set schedule at defined frequencies. Routes travel in mixed flow traffic with stops placed approximately every 0.2 miles.
	Community Circulator	OmniGo		Smaller bus service designed to offer lifeline mobility for areas with relatively low population and employment density. OmniGo provides service to key locations within Grand Terrace, Chino Hills and Yucaipa. The service operates in mixed flow traffic with frequent stop placement.
Demand Response	ADA Paratransit	Access		Curb-to-curb service provided to comply with the Americans with Disabilities Act (ADA) that is complementary to fixed-route service, and is provided within ¾-mile of a fixed route. Beyond-the-boundary Access service extends Access past the ¾-mile fixed route boundary to the edge of each JPA member city, for a nominal fee.
Special Transit Services				Omnitrans offers a variety of mobility services including Travel Training, Volunteer Driver programs, a Lyft & Taxi program, and many community-based partnerships.

Exhibit 2: Map of Omnitrans Family of Service Offerings



Omnitrans proposes four service changes within the existing family of services during FY2020:

1. Eliminate Freeway Express Route 208 serving Yucaipa, Redlands and San Bernardino due to low ridership and the exhaustion of grant funding.
2. Modify Route 11 service and rename it Route 12, using the same number of peak vehicles. Route 12 will connect California State University, San Bernardino (CSUSB) to Fontana Metrolink Station with stops at Renaissance Marketplace in Rialto.
3. Modify Route 22 service within the City of Rialto to add a deviation to serve Renaissance Marketplace. This is possible through more efficient scheduling on Route 22.
4. Improve peak-hour frequency to every 30 minutes on Route 83 service in Chino, Ontario and Upland based on grant funding received in partnership with the City of Ontario.

Collectively these changes would reduce overall service by 0.2% of revenue service hours during the year and reduce the number of peak vehicles by two from September 2019 through May 2020. Overall, revenue service hours see a modest increase primarily driven by calendar changes including two additional weekdays of service during FY2020 (leap year) compared to FY2019. Additionally, planned service for FY2020 includes all planned hours, while it is compared to FY2019, which includes dropped service currently equivalent to approximately 0.4% of revenue hours.

2. RIDERSHIP TRENDS

Omnitrans' systemwide ridership is estimated to finish FY2019 at 10.6 million boardings, down 4.7% compared to FY2018. Exhibit 3 shows the ten-year systemwide ridership trend with details by service mode. While ridership declines have lessened over the last two years, the declines are still present.

Detailed explanations for the declines have been discussed in previous service plans and in the Southern California Associated Governments (SCAG) commissioned "Falling Transit Ridership: California and Southern California" report completed by UCLA. This Service Plan does not attempt to provide further details into the national, statewide and regional trends.

Ridership trends by rider type and pass type are included in the FY2020 Marketing Plan.

Ridership shifts continue to occur within Omnitrans Family of Services. Ridership on high-quality service offerings such as sbX and freeway express routes continue to gain ridership share compared to other services Omnitrans offers. From 2014 through 2019, ridership on services designed to provide faster service such as freeway express and sbX have grown from 3% of systemwide ridership to 10.3% of systemwide ridership, as depicted in Exhibit 4.

Exhibit 3: Omnitrans Annual Systemwide Ridership

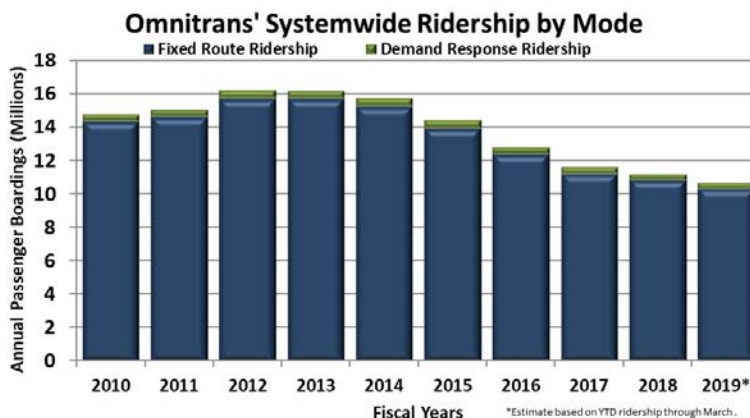
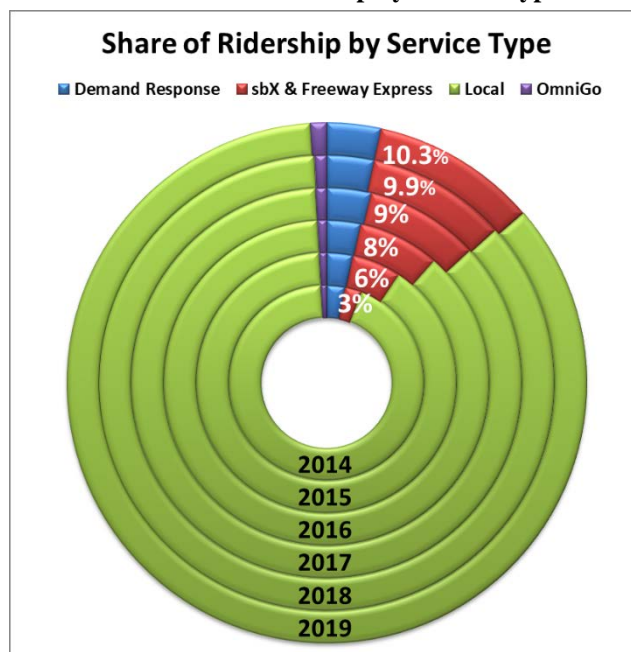
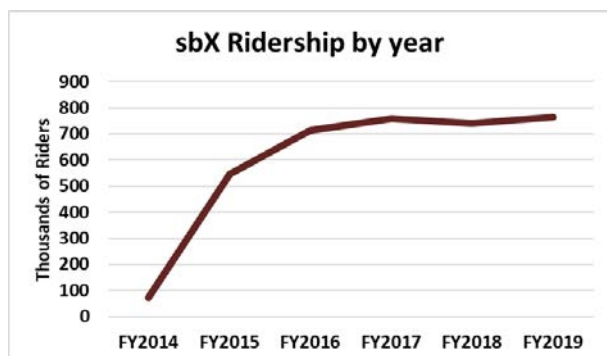


Exhibit 4: Share of Ridership by Service Type



Specifically, ridership on sbX is set to reach its highest annual level in FY2019. Based on year-to-date figures through March 2019, sbX ridership will end the year at approximately 763,000 riders annually, up 2.9% compared to 741,000 in FY2018. Annual ridership on sbX can be seen in Exhibit 5. Since the first full year of operations (FY2015), sbX ridership has increased from 545,000 riders to 763,000 riders, an increase of 218,000 or 40%. At the same time, non-sbX fixed route service has declined from 13.3 million riders to 9.6 million riders, a decline of 28% or 3.8 million riders. As such, express services are key

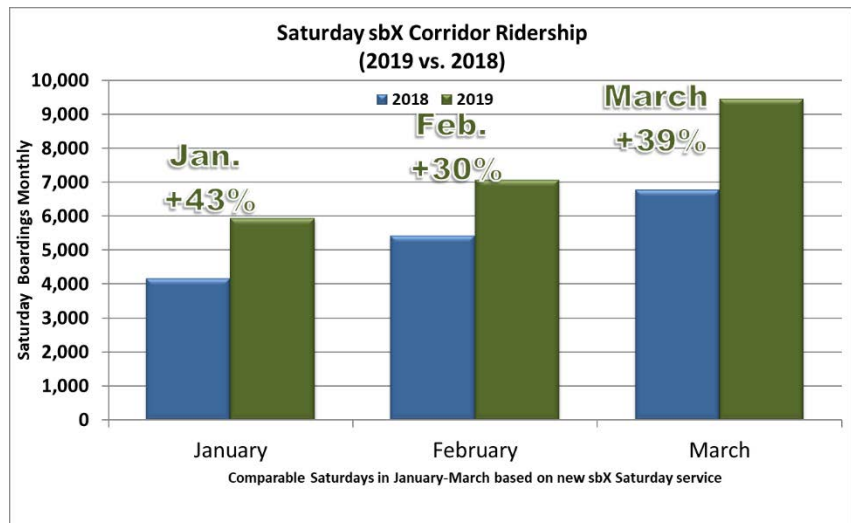
Exhibit 5: sbX Ridership by Year



to Omnitrans' future as the agency works to complete the Strategic Plan and Short-Range Transit Plan during the upcoming year.

In January 2019, Omnitrans shifted weekend resources from Route 2, the underlying local route on the sbX corridor, to sbX. This was a cost-neutral shift with resources literally transferred from one service to the other. The result has been a 37.3% improvement in Saturday ridership on the corridor with Saturday ridership for the first three months of this service equal to 22,429 boardings compared to 16,337 during the same period a year ago. The monthly ridership details can be seen in Exhibit 6. In January, Saturday ridership jumped 43% supported by a marketing campaign that provided free fares for the three operating Saturdays. Growth has remained nearly as high in the following two months with February growth of 30% and March growth of 39%.

Exhibit 6: sbX Corridor Saturday Ridership

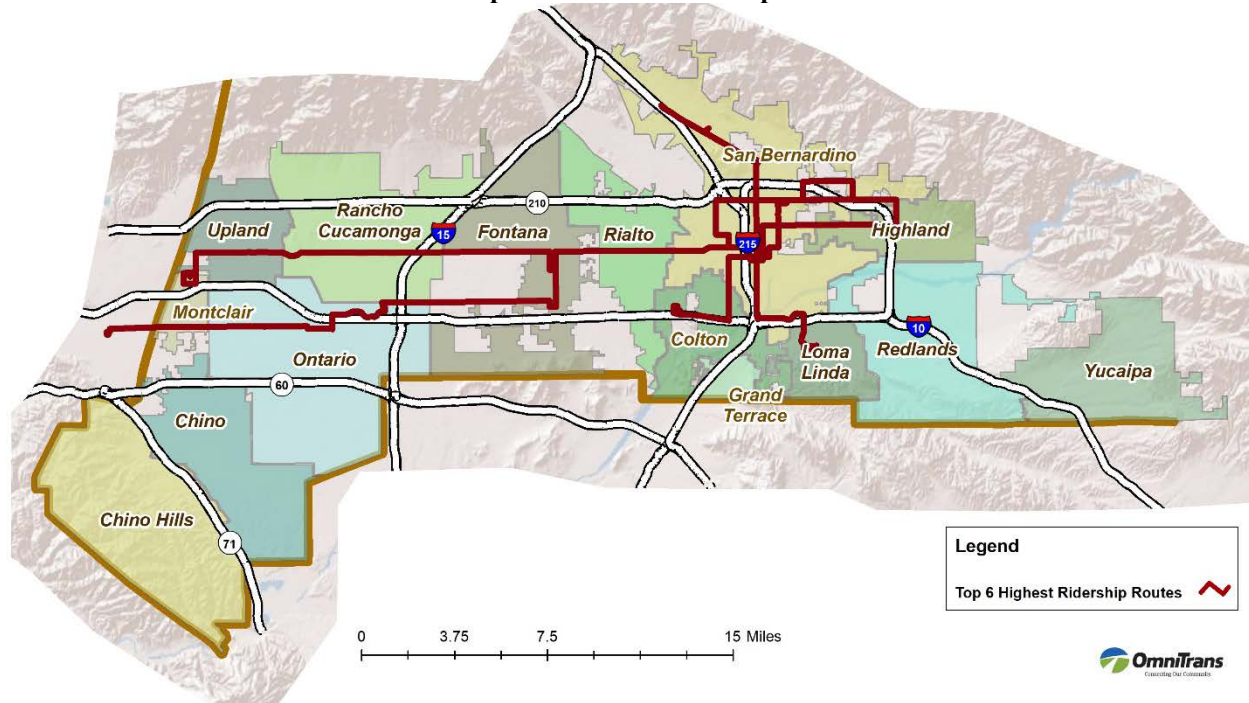
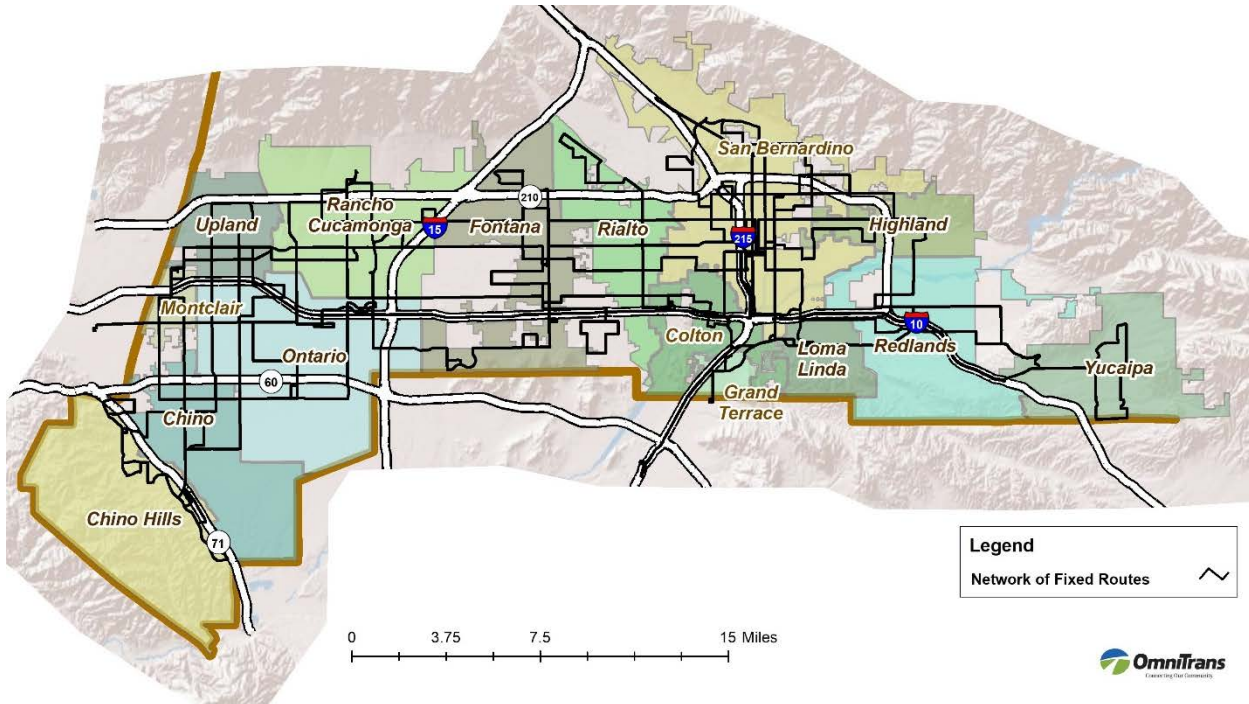


As Omnitrans develops the FY2021-2025 Strategic Plan and the FY2021-2025 Short-Range Transit Plan, the Agency will need to address a projected operating deficit forecasted in the May 2018 White Paper and February 2019 Financial Update. With this financial backdrop in mind, it is important to determine which routes and services generate the greatest share of Omnitrans' ridership. Omnitrans offers a total of 35 Routes, and the top 6 routes account for 54% of Omnitrans ridership while utilizing 36% of the Agency's revenue hours.

The top six routes in terms of ridership are Routes 61, 3/4, 1, 14, sbX and 66. Ridership, cities served, and primary streets can be seen in Exhibit 7. These high-performing routes are mapped in Exhibit 8 and can be compared to all Omnitrans routes in Exhibit 9.

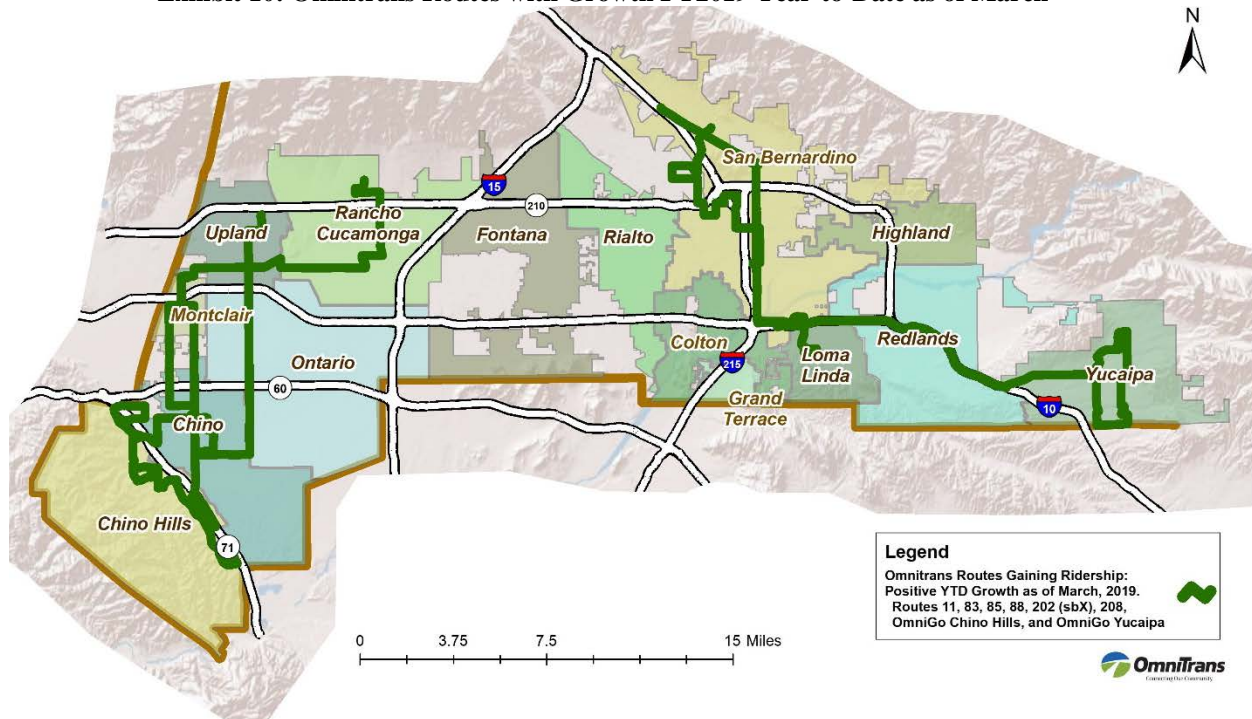
Exhibit 7: Ridership on Omnitrans Top 6 Routes vs. System

Route	Cities Served	Primary Streets	Ridership	Share
61	Fontana, Ontario, Rancho Cucamonga, Montclair, Pomona	Sierra, San Bernardino, Holt	1,223,386	11.7%
3/4	San Bernardino, Highland	Baseline Highland	1,209,431	11.6%
1	San Bernardino, Colton	Lynwood, Waterman, Mt. Vernon and Valley	895,237	8.6%
14	San Bernardino, Rialto, Fontana	5th, Foothill	826,611	7.9%
sbX	San Bernardino, Loma Linda	E, Hospitality, Anderson	745,144	7.1%
66	Fontana, Rancho Cucamonga, Upland, Montclair	Foothill	739,840	7.1%
Top 6 Routes			5,639,649	54.0%
Other 29 Routes			4,800,261	46.0%
Total			10,439,910	

Exhibit 8: Top 6 Omnitrans Ridership Routes

Exhibit 9: All Omnitrans Routes


During FY2019 year-to-date, Omnitrans has eight routes experiencing ridership growth. Half of these routes are in West Valley and half are in East Valley. The map in Exhibit 10 illustrates that West Valley north-south routes are more likely to show growth than other local services. Omnitrans operates a total of eight West Valley routes that primarily operate north-south and 50% of those are growing.

Exhibit 10: Omnitrans Routes with Growth FY2019 Year-to-Date as of March



3. SUMMARY OF PROPOSED SERVICE & FARE CHANGES

Omnitrans proposes four service changes, a systemwide fare increase and a minor fare policy change in this annual service plan. The proposed fare increase is designed to address the funding gap identified in the May 2018 Financial White Paper and the February 2019 Financial Update that were both submitted to the Omnitrans Board of Directors. The fare increase is projected to increase revenue by \$700,000 compared to year-end estimates for FY2019 and is necessary to maintain overall service levels for the year.

Increasing fares and reducing service levels at the same time significantly impacts Omnitrans riders and the community Omnitrans serves. As such, Omnitrans proposes minor service adjustments during the year rather than more systemic changes.

During FY2020, the Agency is developing the FY2021-2025 Strategic Plan and the FY2021-2025 Short-Range Transit Plan, which will address overall service levels. Based on Board direction, service levels may be further adjusted in future years.

The proposed service changes in FY2020 are:

- **Route 208 San Bernardino-Redlands-Yucaipa:** Eliminate this freeway express route due to low ridership and the exhaustion of pilot grant funding (September 2019).
- **Route 11 San Bernardino-Muscoy-Cal State:** Rename to Route 12 and modify the service so that it connects California State University, San Bernardino (CSUSB) to Fontana Metrolink Station with stops at Renaissance Marketplace in Rialto instead of service from Downtown San Bernardino to CSUSB (September 2019).
- **Route 22 North Rialto-Riverside Ave-ARMC:** Modify service within the city of Rialto to add a deviation to serve Renaissance Marketplace (September 2019).
- **Route 83: Chino-Ontario-Euclid Ave-Upland:** Improve peak-hour headway to 30 minutes from 60 minutes based on grant funding received in partnership with the City of Ontario (May 2020).

The proposed fare and fare structure changes are:

- Single-ride base fare increase of 14% with the base fare increasing from \$1.75 to \$2.00. Other fares are increasing by a similar amount based on existing fare multiples, discounts, etc. (September 2019).
- Eliminate the sale of 7-day passes onboard buses to expedite onboard transactions and reduce cash handling expense (September 2019).

These service and fare changes are detailed in the subsections below.

3.1 ELIMINATE ROUTE 208

Omnitrans received Low-Carbon Transit Operations Program (LCTOP) funds to operate Route 208 as a pilot freeway express route that connects Yucaipa, Redlands and San Bernardino utilizing Interstate 10 with stops in Yucaipa, Downtown Redlands, Hospitality Lane and the San Bernardino Transit Center as can be seen in Exhibit 11.

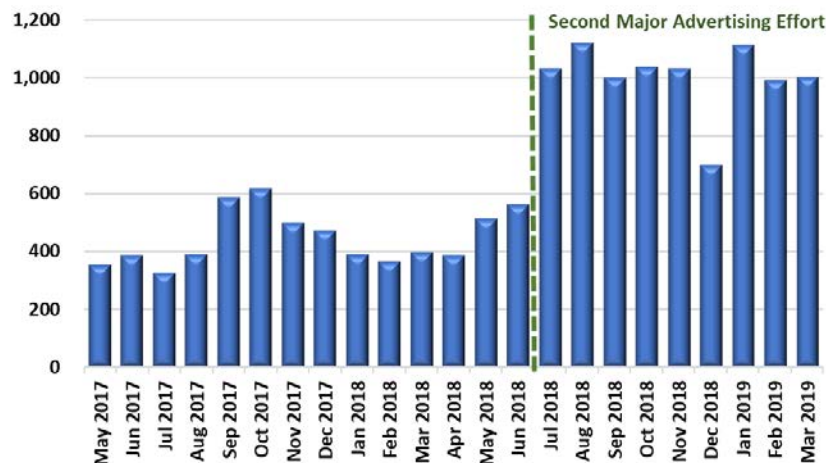
Exhibit 11: Route 208 Map



Route 208 began service in May 2017 and grant funding was sufficient to operate and cover all operating expenses through the June 2019. Omnitrans has evaluated ridership and farebox recovery on this route after it was given an opportunity to mature. The route currently serves 3.8 passengers per hour and achieves a 10.1% farebox recovery rate (Fiscal Year 2019 year-to-date through March). This farebox recovery rate is effectively half of the fixed route target needed to maintain the service and the lowest of Omnitrans' bus service. Productivity measured in passengers per hour on this route is the lowest rate of all Omnitrans' directly operated bus services at 3.8 passengers per hour, which is more than 75% lower than the average Omnitrans route.

Route 208's monthly ridership is shown in Exhibit 20. Omnitrans' Marketing team completed multiple efforts to support the route. Initial marketing efforts occurred at startup and when Metrolink service began at the San Bernardino Transit Center. A second marketing campaign was initiated in the summer of 2018. Ridership before the campaign averaged 448 riders per month and after the campaign ridership increased by 124% to 1,001 average monthly riders. Despite this successful marketing effort, Route 208's productivity and efficiency measures remain the lowest traditional fixed route service at Omnitrans. As such, the service is proposed for elimination in September 2019 (FY2020). This will reduce revenue hours by approximately 3,000 per year (approximately 0.5%) and reduce costs by approximately \$280,000.

Exhibit 12: Route 208 Monthly Ridership



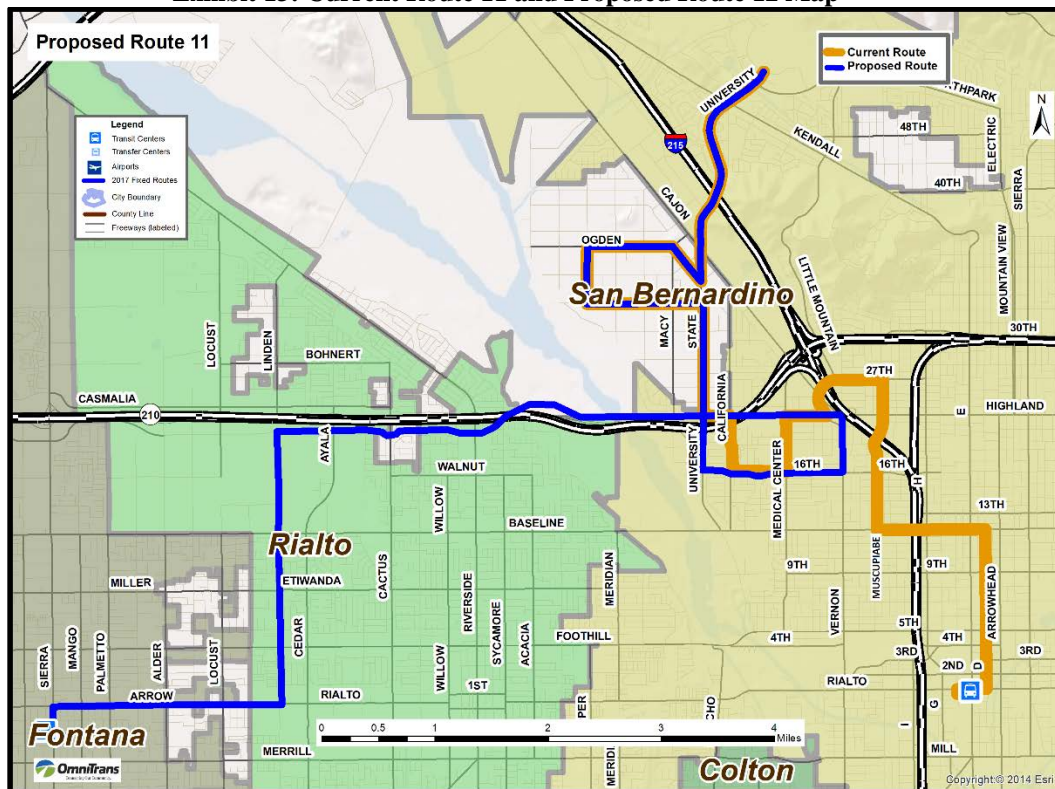
3.2 RECONFIGURE ROUTE 11

Omnitrans currently has four routes that connect the San Bernardino Transit Center to California State University, San Bernardino (CSUSB) and one additional route that connects CSUSB to southern San Bernardino/Loma Linda/Colton that travels through Downtown San Bernardino. Once transfer options are considered, these routes duplicate service offerings.

Omnitrans proposes to shift one of these routes to create a new connection between the Fontana Transit Center and CSUSB. This allows for improved transit access from the West Valley, Fontana and Rialto to CSUSB. For example, today someone from Rancho Cucamonga or Ontario traveling by bus to CSUSB would need to take a total of three buses with all of those trips including a transfer in Downtown San Bernardino. This proposed routing will reduce the number of buses by one. For some residents in Fontana and Rialto, this will turn a two-bus trip to CSUSB into a single-seat ride.

The proposed routing can be seen in Exhibit 13. In addition to the new transit option to CSUSB, the route will also provide service to Renaissance Marketplace in Rialto and to new distribution/fulfillment centers on Linden Ave. in Rialto. Omnitrans' Marketing Department has been working with the two new Amazon locations on this route to develop ridership-generating partnerships similar to existing partnerships with Amazon on Route 8 in San Bernardino.

Exhibit 13: Current Route 11 and Proposed Route 12 Map



In order to achieve this new routing, the existing Route 11 service in western San Bernardino along 27th St., Muscupiabe Dr., Massachusetts Ave., Baseline St. and D Street will be discontinued. The segment on Baseline is duplicated by Route 10. The remainder of the discontinued area is served

typically within quarter-mile but not more than a half-mile from another route. Omnitrans walking standard allows for this half-mile spacing.

Current Route 11 alignment in the community of Muscoy is maintained, as is the existing connection to Arroyo Valley High School from its draw area.

Currently, Route 11 operates primarily hourly service on weekdays; however, it has a three-hour evening peak window where it operates 30-minute service. This 30-minute service is being discontinued and the service will operate hourly throughout the day.

The marginal cost of this service change is \$265,000 based on 3,500 revenue hours per year. This can be funded based on grant funding that provides access for disadvantaged communities to jobs and educational facilities. Additionally, the grant covers fully allocated operating cost above and beyond the marginal cost to the agency. The grant funding will allow for the operation of the route for at least the next two fiscal years at which time the routing will be evaluated and success determined.

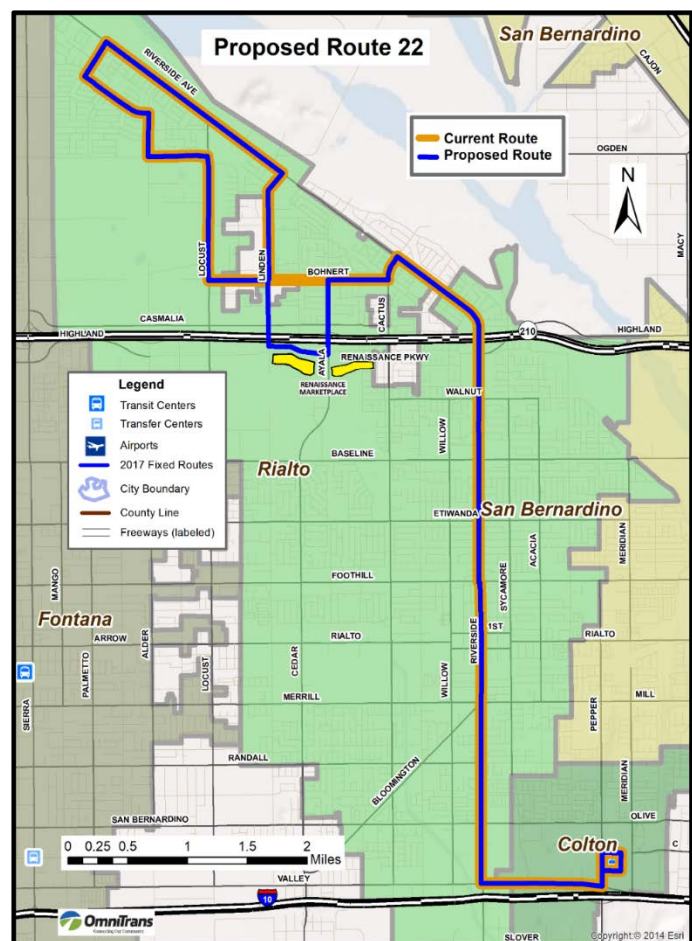
3.3 RECONFIGURE ROUTE 22

Omnitrans proposes a minor route deviation on Route 22 that travels from its existing alignment on Bohnert Ave. in Rialto to Renaissance Parkway by using Ayala Dr. and Linden Ave. This change is designed to connect Rialto's main north-south corridor (Riverside Ave.) to the city's new retail and employment center.

Over the last quarter, Omnitrans has tightened running times on the existing Route 22 to ensure that the route could support the deviation without the need for additional resources. As this tightening has been successful, Omnitrans can operate this deviation without additional revenue hours of service. Operating costs are generally derived from revenue hours of service, and as such this change can be made with no additional operating cost.

A small section of Bohnert Ave. between Ayala and Linden will be discontinued. There is one stop in this segment and it remains within a short walking distance from the remaining stops on Bohnert.

Exhibit 14: Route 22 Map



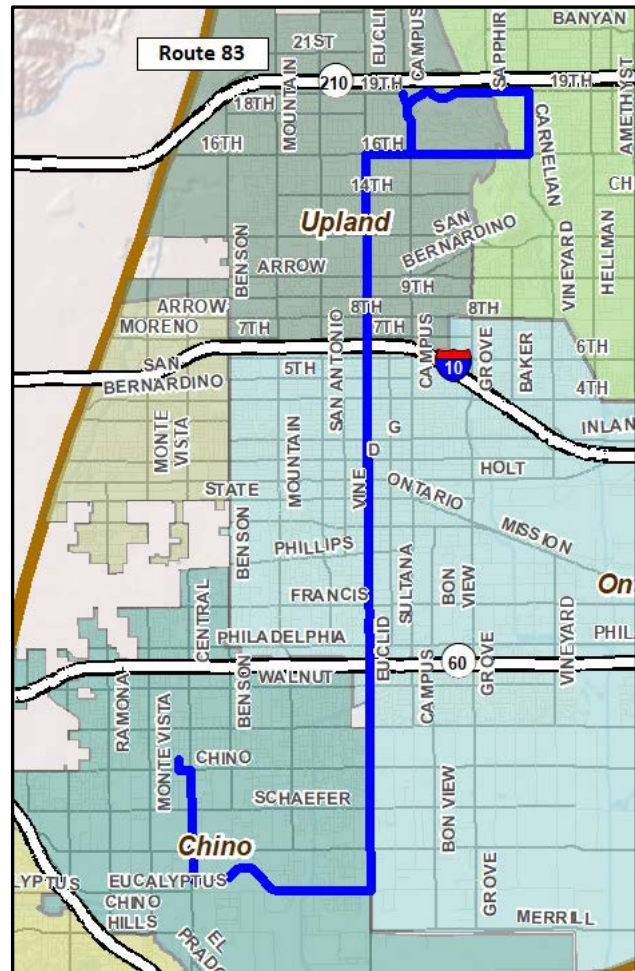
3.4 INCREASE PEAK FREQUENCY ON ROUTE 83

Route 83 provides service primarily on Euclid Ave., which is Highway 83, in the cities of Upland, Ontario and Chino. The route map can be seen in Exhibit 15.

Route 83 is Omnitrans' most productive hourly service providing 15 passengers per hour, 32% higher than the average of Omnitrans other hourly routes and in line with the 15 passengers per hour that Omnitrans' 30-minute routes offer.

Omnitrans was a partner agency on the City of Ontario's Transformative Climate Communities (TCC) Grant. This grant award to the city of Ontario was for approximately \$35 million, with nearly \$5 million in funding set aside to improve bus service, purchase buses to accommodate the improved service, provide bus passes to residents at existing and upcoming affordable housing facilities, install bus shelters, and related projects. This funding is sufficient to support three years of Route 83 improvements. Based on timing of other elements of the TCC grant-funded projects, Omnitrans proposed implementing changes to Route 83 in May 2020 towards the end of FY2020. The incremental cost for FY2020 is \$69,000.

Exhibit 15: Route 83 Map



As part of the grant, Omnitrans is required to monitor and report on several success factors for the route. This performance reporting is done in conjunction with the City of Ontario, and the University of California, Los Angeles. As such, Omnitrans will evaluate the success of the route near the end of the three-year grant term.

The specific changes to Route 83 are to increase the peak hour service (6am-10am & 3pm-6pm) from 60 minutes to 30 minutes. There is no proposed routing change.

3.5 FARE INCREASE

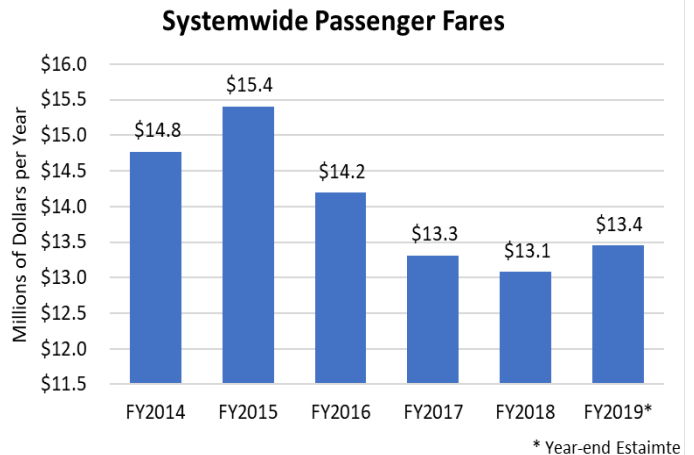
Omnitrans' fares were last raised in September 2014 (FY2015). OmniConnects FY2015-2020 Short-Range Transit Plan (SRTP) proposed fare increases in FY2017 and FY2019. Omnitrans chose to forgo those fare increases due to declining ridership and because the agency had implemented cost savings measures that allowed the agency to maintain farebox recovery requirements.

As the May 2018 Financial White Paper demonstrated, Omnitrans has a projected deficit starting in FY2021. The proposed fare increase is necessary for Omnitrans to deliver a balanced budget in FY2020. This fare increase is necessary even though the agency proposes a FY2020 budget with a 1.4% cost increase compared to a 3.7% cost increase that was forecasted in the White Paper.

As seen in Exhibit 16, Omnitrans' systemwide revenue has declined to \$13.4 million since peaking following the last fare increase at \$15.4 million in FY2015. In order to keep up with the inflationary pressures on cost, Omnitrans proposes a fare increase in September 2019 that is projected to bring FY2020 systemwide fares to \$14.2 million.

In order to achieve this fare revenue target, Omnitrans proposes raising single-ride regular fare to \$2.00 from the current \$1.75. This is a 14.3% increase. The \$2.00 fare is proposed as the next easily transactable fare increment and the fare that was needed to address the financial requirements for the Agency in FY2020. Without other impacts, this fare increase would reduce ridership by 5.1% based on industry standard fare elasticities.

Exhibit 16: Systemwide Passenger Fares



As mentioned above, Omnitrans chose to forgo fare increases originally planned for 2017 and 2019. Had those increases been implemented, Omnitrans' fare would be \$2.25 today. Therefore, even with this proposed increase, Omnitrans fares will remain below what was initially planned.

Exhibit 17: Comparison of Omnitrans' Current and Proposed Fares (Fixed Route)

Pass		Regular / Full Fare	Senior Disabled Medicare	Veteran	Youth
Single-Ride Cash / Ticket	Current	\$1.75	\$0.75	\$0.75	--
	Proposed	\$2.00	\$0.90	\$0.90	--
Day Pass	Current	\$5.00	\$2.25	\$2.25	--
	Proposed	\$6.00	\$2.75	\$2.75	--
7-Day Pass	Current	\$18.00	\$8.00	\$8.00	\$14.00
	Proposed	\$20.00	\$9.00	\$9.00	\$15.00
31-Day Pass	Current	\$55.00	\$27.50	\$27.50	\$41.00
	Proposed	\$60.00	\$30.00	\$30.00	\$45.00
10 Single Rides	Current	\$16.00	\$7.00	\$7.00	--
	Proposed	\$18.00	\$8.50	\$8.50	--
10 Pack of Day Passes	Current	\$45.00	\$20.00	\$20.00	--
	Proposed	\$54.00	\$25.00	\$25.00	--

Exhibit 18: Comparison of Omnitrans' Current and Proposed Fares (Access)

		1-3 Zone Cash/Ticket Single Ride	Each Additional Zone	Beyond the Boundary Fee
Access	Current	\$3.25	\$1.00	\$5.00
	Proposed	\$3.75	\$1.00	\$5.00

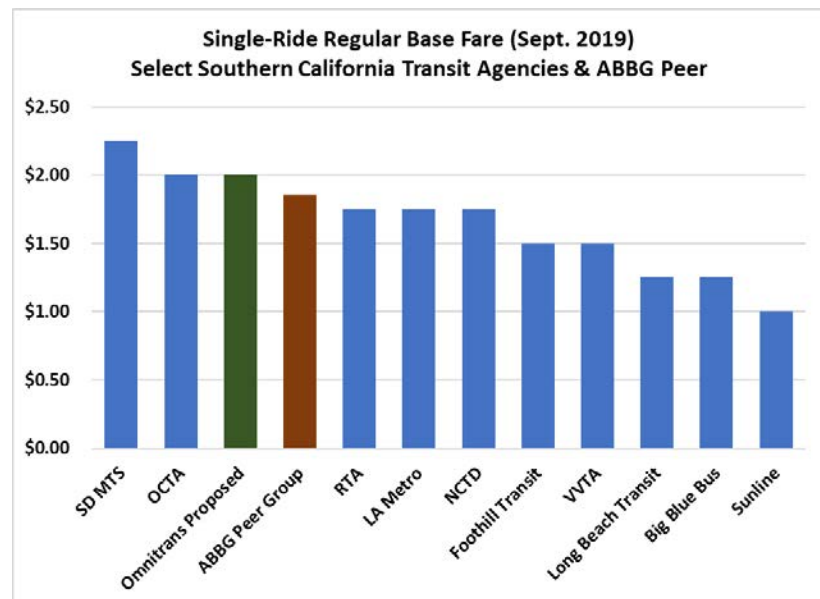
The other fares within the system besides the regular single-ride base fare are set based on fare multiples or discounts:

- 1-Day Pass: 3x single-ride base fare.
- 7-Day Pass: 10x single-ride base fare or 3.3x day pass.
- 31-Day Pass: 30x single-ride base fare or 3x the 7-day pass.
- Senior, Disabled and Veteran fares: Half-fare minus the Measure I Senior & Disabled fare subsidy.
- Youth fares: 25% discount compared to regular fares. (available for 7-day and 31-day passes:
- Access fares: 2x the regular base fare, as allowed by federal regulations minus the Measure I Senior & Disabled fare subsidy.

These multiples and discounts are in line with peer group averages.

In evaluating this proposed fare increase, Omnitrans compared fares both within the American Bus Benchmarking Group (ABBG) and select southern California peer agencies. As it relates to the ABBG, Omnitrans' current \$1.75 fare is below the ABBG average fare of \$1.85 and the fare increase will push Omnitrans over the ABBG average fare. Compared to Southern California peers, Omnitrans fare will be comparable with OCTA at \$2.00, below San Diego Metropolitan Transit System (MTS) at \$2.25 and above the remainder of the peers. This can be seen in Exhibit 19.

Exhibit 19: Comparison to Peer Fares



While the peer comparison can be useful, it misses some key fare policy differences. For instance, Riverside Transit Agency (RTA) is raising its base fare to \$1.75 in July 2019. RTA is also raising its CommuterLink Express fare to \$3.50. Omnitrans has one base fare for all routes, rather than a higher fare for express routes. This is easier for customers to understand and within the capabilities

of Omnitrans' current onboard fare technology. By comparison, if RTA's regular and express fare were blended by proportions of ridership, RTA's fare would be \$1.85 instead of \$1.75.

3.6 ELIMINATE 7-DAY PASS SALES ON BOARD

Currently, Omnitrans sells single-rides, 1-day passes and 7-day passes onboard buses. Omnitrans proposes to eliminate the sale of 7-day passes onboard to reduce cash handling on the bus and related expenses and to decrease boarding times so that riders can continue their journey faster.

7-day pass sales onboard account for approximately 1% of boardings. Since 7-day passes were introduced onboard in 2007, Omnitrans has introduced several additional ways to purchase these passes, including at ticket vending machines, at the customer service desk at the San Bernardino Transit Center, and through Omnitrans' digital mobile outlet, Token Transit. With these multiple options, customers will still have access to 7-day passes.

4. PROPOSED FY2019 SERVICE

Omnitrans proposes no significant changes to the overall family of services that the Agency offers. The family of services can be seen in Exhibit 1 and includes the sbX BRT, local and freeway express routes, OmniGo community circulators and Access ADA paratransit service. Each of the family of services' projected service level, ridership and fare revenue are provided in the sections below. Additionally, systemwide characteristics are forecasted.

As described in Section 3 of this report, Omnitrans proposes four services changes during FY2020. Collectively these changes have less than a 1% impact on revenue hours for the agency. However, calendar impacts including leap year and one additional weekday and one less Sunday will increase annual hours by an offsetting amount. Additionally, the annual service plan always forecasts delivery of all planned service during the upcoming year, while that is compared to delivered service during the previous year. During FY2019, Omnitrans lost service equivalent to 0.4% of revenue hours. Lastly, sbX sees an annualized increase in revenue hours as the FY2019 Service Plan approved transitioning Route 2 weekend service hours to sbX. This transition occurred starting in January 2019 and was in place for six months of FY2019. The FY2020 plan, shows this increase for the full year. The daily revenue hours for sbX and Route 2 have no proposed change compared to existing daily numbers in this plan.

During the year, Omnitrans will continue to monitor ridership levels and other performance characteristics of each service type and of each route to adjust to changes in demand. This monitoring program, including the key performance indicators, goals and thresholds, is described in the OmniConnects Short-Range Transit Plan (SRTP).

4.1 SYSTEMWIDE SERVICE

Systemwide service characteristics are the summation of the Fixed Route, sbX, and Access service characteristics provided in the sections below. Traditional fixed route service dominates systemwide service characteristics because 73% of Omnitrans' FY2020 revenue hours are directly operated 40-foot bus service, compared to 6% for sbX, 3% for OmniGo contracted fixed route service, and 18% for ADA paratransit service. From a ridership perspective, traditional fixed route service dominates the service characteristics by an even larger share accounting for 89% of boardings compared to 7% for sbX, 1% for OmniGo and 3% for Access. Omnitrans' current system map is provided in Exhibit 21.

Exhibit 20 shows that Omnitrans' total revenue hours during FY2020 are projected to remain effectively flat compared to FY2019. Systemwide revenue hours are projected at 834,000 hours, up slightly at 0.1% primarily because of the calendar impact of leap year. Total hours are down 0.1% at 901,000 hours. Revenue miles are estimated to edge slightly higher at 0.2% to 11.5 million miles while total miles edge slightly lower at -0.3% to 12.8 million miles during the year. Total miles edge down while revenue miles edge up because of the elimination of Route 208, which was the route with the highest proportion of total miles to revenue miles.

Exhibit 20: System-wide Service Characteristics Summary

System Total (in Thousands except vehicles and ratios)		Actuals				Year-End Estimate	Projection	Percent Change
		FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020
Financial	Fare Revenue	\$ 15,406	\$ 14,193	\$ 13,314	\$ 13,078	\$ 13,448	\$ 14,157	5.3%
Operating Data	Revenue Miles	11,185	11,320	11,389	11,415	11,466	11,485	0.2%
	Total Miles	12,587	12,741	12,742	12,805	12,899	12,867	-0.3%
	Revenue Hours	822	831	832	830	833	834	0.1%
	Total Hours	893	900	897	898	902	901	-0.1%
	Passengers	14,391	12,813	11,653	11,210	10,694	10,202	-4.6%
Fleet Data	Peak Revenue Fleet	246	248	250	251	250	250	0.0%
	Spare Fleet	37	32	31	31	34	34	0.0%
	Total Fleet	283	278	281	282	284	284	0.0%
Key Stats	Passengers per Hour	17.5	15.4	14.0	13.5	12.8	12.2	-4.7%

Overall fare revenue is estimated to increase 5.3% to \$14.2 million during the year, driven by the proposed fare increase. Also, because of the fare increase, ridership is anticipated to decline by 4.6% to 10.2 million boardings during FY2020. Industry standards and Omnitrans recent fare change history generally suggest a fare elasticity of -0.36, which means for each 10% increase in fares ridership falls by 3.6%.

Omnitrans' total fleet is projected to remain unchanged at 284 vehicles including articulated coaches, 40-foot coaches and Access cutaways.

4.2 FIXED ROUTE DIRECTLY OPERATED SERVICE

Directly operated fixed route services include Omnitrans' local and freeway express bus routes. These services account for 73% of Omnitrans' hours of revenue service and 89% of Omnitrans' annual ridership.

Omnitrans' goal is to have 65% of fixed route service designated as productive service and 35% designated as coverage service. Coverage service provides lifeline service to communities that would not have bus service otherwise such as low frequency directly operated service or contracted OmniGo service. Productive service is made up of trunk routes along major arterial corridors that operate higher frequencies including 15-minute routes and sbX. Omnitrans currently operates at a 53%/47% productivity/coverage split. The goal was set so that as Omnitrans receives new revenue, service should be added to the productivity-oriented services. As additional revenue sources have not been sufficient to increase productivity-oriented services, Omnitrans has remained near this 53%/47% split for the last several years.

Service frequency on productivity-oriented service is every 15 or 20 minutes on generally straight-lined routes. Depending on ridership levels, coverage service is offered at service frequencies of every 30 or 60 minutes. Omnitrans' weekday span of fixed route service is from 3:30 A.M. until 11:32 P.M., but varies by route. During FY2020, Omnitrans proposes no change to service span for the system. Omnitrans proposes a modest change in peak commute hour frequency on the Route 83 along Euclid Blvd. proposed to be implemented in May 2020. The increase is 100% funded for three years through the Transformative Climate Community (TCC) grant received by the City of Ontario.

Exhibit 21: Omnitrans System Map

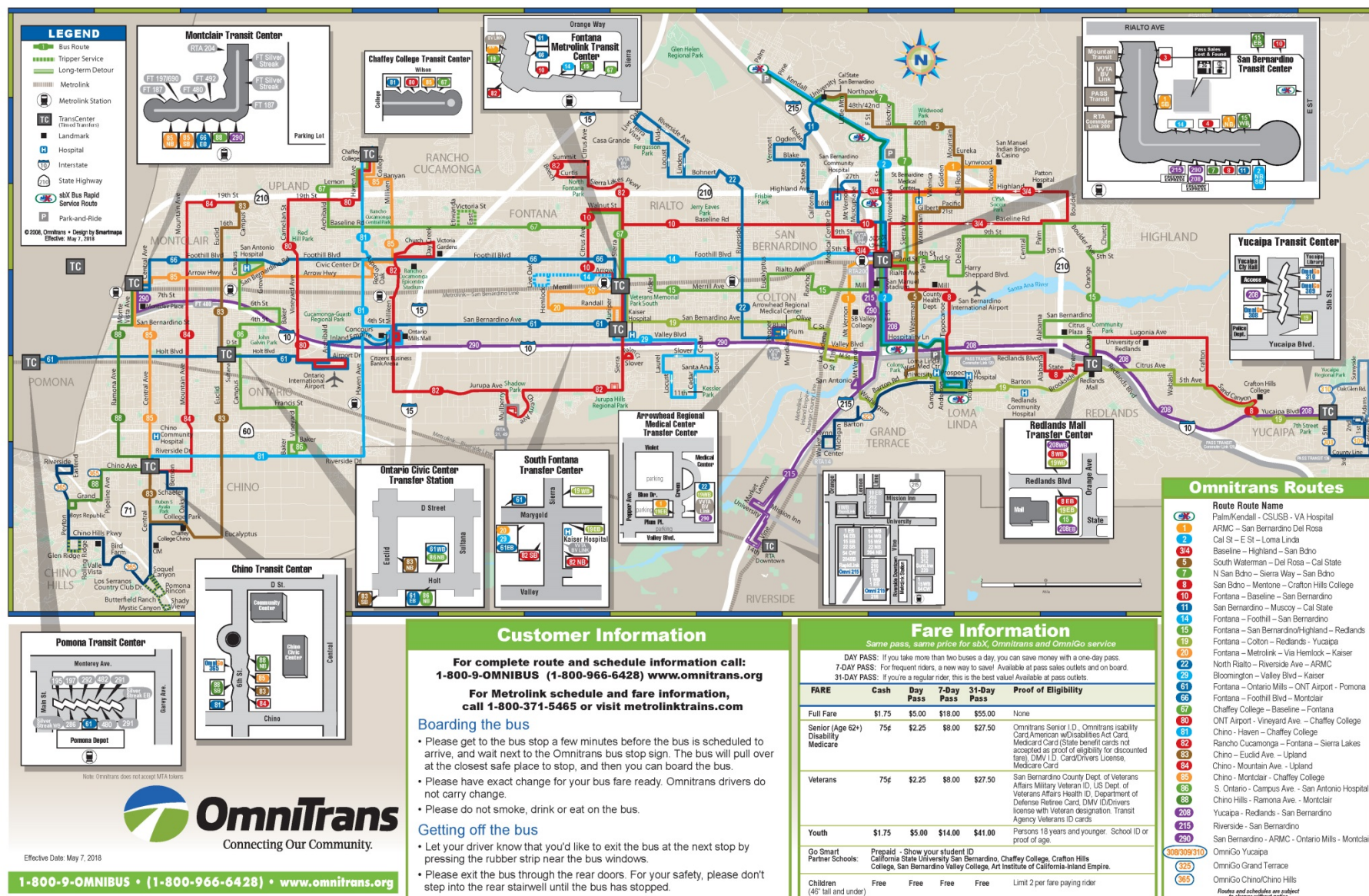


Exhibit 22 shows that revenue hours rise slightly to 609,000 revenue hours, an increase of 0.8%. This is primarily caused by the calendar impacts of leap year, one additional weekday and one less Sunday. Additionally, 0.4% of revenue hours were dropped during FY2019. The FY2020 projection is the fully planned year, with no planned loss of service.

Exhibit 22: Directly Operated Fixed Route Service Characteristics Summary

Motor Bus Directly Operated (MBDO) Excludes sbX (in Thousands except vehicles and ratios)		Actuals				Year-End Estimate	Projection	Percent Change
		FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020
Financial	Fare Revenue	\$ 12,920	\$ 11,838	\$ 10,934	\$ 10,805	\$ 11,319	\$ 11,799	4.2%
Operating Data	Revenue Miles	7,468	7,788	7,908	8,033	8,114	8,198	1.0%
	Total Miles	8,020	8,390	8,520	8,687	8,781	8,836	0.6%
	Revenue Hours	582	596	601	605	604	609	0.8%
	Total Hours	607	622	628	633	631	636	0.7%
	Passengers	13,232	11,541	10,349	9,990	9,461	9,010	-4.8%
Fleet Data	Peak Revenue Fleet	131	133	135	136	135	135	0.0%
	Spare Fleet	27	27	26	26	28	28	0.0%
	Total Fleet	158	158	161	162	163	163	0.0%
Key Stats	Passengers per Hour	22.7	19.4	17.2	16.5	15.7	14.8	-5.5%

The total number of passengers carried on directly-operated fixed route service is projected to decline 4.8% to 9.0 million passengers. The primary cause of this decline is the proposed fare increase. Fare revenue is projected to increase 4.2% to \$11.8 million as the average fare is projected to rise from \$1.19 per boarding to \$1.30 per boarding, an increase of 9%.

The peak fleet utilized during the year will remain at 135 coaches as the elimination of Route 208 does not occur until September. Following the September service change, the peak fixed route fleet will decline to 133 coaches until May when the frequency improvement on the Route 83 returns the peak fleet to 135 coaches.

4.3 FIXED ROUTE PURCHASED TRANSPORTATION SERVICE

OmniTrans provides approximately 3% of fixed route service with the same contractor that operates OmniTrans' Access Service, currently MV Transportation, Inc. OmniTrans uses purchased transportation to provide two types of fixed route service: 1) OmniGo community circulator service in Chino Hills, Grand Terrace and Yucaipa; and, 2) weekend service on routes that consistently have low weekend loads including Route 20 in Fontana and Route 29 in Bloomington. The use of purchased transportation on weekends is designed to match a smaller cutaway vehicle with a 16-18 passenger capacity to routes that rarely see more than 16 passengers on board at one time. OmniGo is a neighborhood shuttle service that uses these same smaller vehicles in regular fixed route service.

As seen in Exhibit 23, revenue and total hours and miles are expected to remain effectively flat during FY2020. Contracted fixed route service is expected to provide 28,000 hours of revenue service and 374,000 miles of service. While the table shows a slight increase in hours and miles, this is a result of the calendar impacts described earlier. Projected daily miles and hours are exactly flat compared to the prior year.

Ridership on this service is expected to decrease 4.9% from 109,000 riders to 103,000 riders. This is driven by the proposed fare increase.

Exhibit 23: Purchased Transportation Fixed Route Service Characteristics Summary

Motor Bus Purchased Transportation (MBPT) (in Thousands except vehicles and ratios)		Actuals				Year-End Estimate	Projection	Percent Change
		FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020
Financial	Fare Revenue	\$ 154	\$ 136	\$ 123	\$ 121	\$ 133	\$ 142	6.7%
Operating Data	Revenue Miles	373	376	367	352	372	374	0.6%
	Total Miles	437	440	434	425	445	447	0.6%
	Revenue Hours	28	28	27	27	27	28	0.6%
	Total Hours	30	30	29	29	30	30	0.6%
	Passengers	145	127	114	101	109	103	-4.9%
Fleet Data	Peak Revenue Fleet	7	7	7	7	7	7	0.0%
	Spare Fleet	3	3	3	3	3	3	0.0%
	Total Fleet	10	10	10	10	10	10	0.0%
Key Stats	Passengers per Hour	5.2	4.6	4.3	3.8	4.0	3.7	-5.4%

Productivity for purchased fixed route service is projected at 3.7 passengers per hour. This is considerably less than the 14.8 passengers per hour expected on directly-operated fixed route service, which is why this service utilizes a smaller vehicle.

The 3.7 passengers per hour is an improvement over the 2.8 passengers per hour on the demand-responsive OmniLink service that OmniGo replaced. OmniLink was similar to MicroTransit in that it was an on-call pick-up to drop-off service. However, OmniLink, which was eliminated in 2014, was not implemented with smart-phone technology for service calls or real-time information.

4.4 SBX SERVICE

sbX service is projected to see revenue hours grow 2.7% to 45,000 hours annually in FY2020 from 44,000 hours in FY2019. This increase stems from the approval of transitioning some Route 2 weekend service to sbX Saturday service within the FY2019 Service Plan. Since this change occurred in January 2019, the full year impact on revenue hours will not be complete until mid-way through FY2020. During FY2020, the average daily hours on sbX will be unchanged compared to the end of FY2019. The transition of revenue hours from Route 2 to sbX was cost neutral to the Agency.

Through the first three months of sbX service on Saturday, riders have responded positively to the change with quarterly ridership on the sbX corridor (sbX and Route 2) up 37.3% compared to the same quarter a year ago. Average daily Saturday ridership on the corridor is currently 1,869 compared to 1,361 in the same quarter a year ago. sbX accounts for 76% of corridor ridership.

sbX ridership is estimated at 740,000 riders during FY2020. This is a decline of 3% with gains from weekend service being eroded by the fare increase, which on its own would have brought ridership levels down 5.1%. The peak fleet of sbX vehicles in service remains unchanged in the upcoming year with 12 peak revenue vehicles. Detailed projections are shown in Exhibit 24.

Exhibit 24: sbX Service Characteristics Summary

Bus Rapid Transit (BRT) sbX (Not included in MBDO)		Actuals				Year-End Estimate	Projection	Percent Change
		FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020
Financial	Fare Revenue	\$ 550	\$ 465	\$ 521	\$ 537	\$ 590	\$ 636	7.8%
Operating Data	Revenue Miles	567	569	559	599	651	667	2.4%
	Total Miles	618	622	615	657	709	724	2.1%
	Revenue Hours	36	37	37	40	44	45	2.7%
	Total Hours	38	39	40	43	46	47	2.8%
	Passengers	545	712	757	741	763	740	-3.0%
Fleet Data	Peak Revenue Fleet	12	12	12	12	12	12	0.0%
	Spare Fleet	2	2	2	2	3	3	0.0%
	Total Fleet	14	14	14	14	15	15	0.0%
Key Stats	Passengers per Hour	15.2	19.3	20.3	18.4	17.5	16.6	-5.6%

4.5 COMBINED FIXED ROUTE SERVICE

OmniTrans' combined fixed route service is the summation of directly operated fixed route, fixed route purchased transportation and sbX. OmniTrans anticipates offering 9.2 million revenue miles and 681,000 hours of fixed route service during FY2020. This is an increase of 1.1% and 0.9%, respectively. These increases are primarily driven by the calendar impacts of leap year and an additional weekday. Additionally, FY2020 projections plan for all services to be fully delivered during the year, compared to the year-end estimate of FY2019 which includes approximately 0.4% lost service. Details can be seen in Exhibit 25.

**Exhibit 25: Total Fixed Route Service Characteristics Summary
including Directly Operated, Purchased Transportation and sbX**

Total Fixed Route (in Thousands except vehicles and ratios)		Actuals				Year-End Estimate	Projection	Percent Change
		FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020
Financial	Fare Revenue	\$ 13,624	\$ 12,439	\$ 11,577	\$ 11,463	\$ 12,042	\$ 12,577	4.4%
Operating Data	Revenue Miles	8,408	8,733	8,833	8,985	9,137	9,239	1.1%
	Total Miles	9,076	9,452	9,568	9,769	9,935	10,008	0.7%
	Revenue Hours	646	661	665	673	675	681	0.9%
	Total Hours	675	691	697	705	707	713	0.9%
	Passengers	13,922	12,380	11,220	10,832	10,333	9,854	-4.6%
Fleet Data	Peak Revenue Fleet	150	152	154	155	154	154	0.0%
	Spare Fleet	32	32	31	31	34	34	0.0%
	Total Fleet	182	182	185	186	188	188	0.0%
Key Stats	Passengers per Hour	21.6	18.7	16.9	16.1	15.3	14.5	-5.5%

Ridership is projected to be 9.8 million riders in FY2020, a 4.6% decrease caused primarily by the fare increase.

4.6 ACCESS SERVICE – ADA PARATRANSIT SERVICE

There are no specific recommended changes to Access services during FY2020. OmniTrans' has implemented several programs which have mitigated growth on Access, including travel training, a series of community partnerships, volunteer driver programs, and Lyft/taxi partnerships.

The primary impetus for change on Access is the fare increase, which typically reduces ridership, albeit with a smaller impact than on fixed route services. Since Access service is a demand-responsive service; as ridership declines because of the fare increase, the amount of service provided during the year is anticipated to see a similar trend.

Access ridership is projected to decline 3.6% during the year to 348,000 riders. Declining ridership on Access often helps the agency as Access trips are the most expensive service offering at the agency, typically costing seven times as much as a comparable trip on fixed route service.

Since service characteristics such as revenue hours and revenue miles on Access are demand-driven and determined by ridership levels, Access' service characteristics follow the ridership trend, with hours and miles expected to decline 3.6% at 2,247,000 revenue miles and 153,000 revenue hours during FY2020. Exhibit 26 below shows the estimated service characteristics for Access during FY2020.

Exhibit 26: Access Service Characteristics Summary

Access (in Thousands except vehicles and ratios)		Actuals				Year-End Estimate	Projection	Percent Change
		FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020
Financial	Fare Revenue (Excluding Medical)	\$ 1,778	\$ 1,754	\$ 1,736	\$ 1,614	\$ 1,406	\$ 1,581	12.4%
Operating Data	Revenue Miles	2,767	2,587	2,556	2,431	2,330	2,247	-3.6%
	Total Miles	3,494	3,290	3,174	3,036	2,964	2,859	-3.6%
	Revenue Hours	175	170	167	158	158	153	-3.6%
	Total Hours	216	209	200	193	195	188	-3.6%
	Passengers	467	434	432	378	361	348	-3.6%
Fleet Data	Peak Revenue Fleet	96	96	96	96	96	96	0.0%
	Spare Fleet	5	-	-	-	-	-	0.0%
	Total Fleet	101	96	96	96	96	96	0.0%
Key Stats	Passengers per Hour	2.7	2.5	2.6	2.4	2.3	2.3	0.0%

5. FARE STRUCTURE

In FY2020, Omnitrans proposes a fare increase that was described in Section 3 of this report. Overall, a 14% fare increase is proposed with the base fare increasing from \$1.75 to \$2.00. This is the first fare increase in five years, since September 2014.

The other proposed fare structure change is the elimination of 7-day passes being sold on board buses as they account for only 1% of boarding transactions. 7-day passes will still be available at outlets, the San Bernardino Transit Center and through Omnitrans mobile fare provider, Token Transit.

Exhibit 27 and Exhibit 28 below provide details of Omnitrans' proposed FY2020 fare structure.

Exhibit 27: Fixed Route Fares

	Full-Fare	Senior/Disability/Medicare	Youth	Veteran
31-Day	\$ 60.00	\$ 30.00	\$ 45.00	\$ 30.00
7-Day	\$ 20.00	\$ 9.00	\$ 15.00	\$ 9.00
1-Day				
Individually	\$ 6.00	\$2.75	n/a full-fare	\$ 2.75
Packs of Ten	\$ 54.00	\$ 25.00	n/a full-fare	\$ 25.00
Single Ride				
Individually	\$ 2.00	\$ 0.90	n/a full-fare	\$ 0.90
Packs of Ten	\$ 18.00	\$ 8.50	n/a full-fare	\$ 8.50
Free Rides	MetroLink Transfers: Free to rider; SCRRRA pays one-half base fare for each boarding with a MetroLink ticket/pass; RCTC pays a half base fare for Metrolink transfers on Rt. 215. Children: Height < 46"; limit 2 free per fare paying riders Personal Care Attendant: Accompanying a ADA Rider; Omnitrans Employees and Family Members: With Employee/Family ID; RTA Employees and Family Members: With Employee/Family ID; and, LAMTA, Foothill Transit, OCTA & Pass Transit Employees: With Employee ID Promotional Fares. Uniformed active military, police and fire personnel.			
Go Smart Fare	<ul style="list-style-type: none"> The Go Smart fare is a pre-negotiated fare for any student, employee, member or client of a partner organization. Participants must have an active, valid Omnitrans-compatible ID card as proof of fare. 			

Exhibit 28: Access Fares

	Cash	Beyond ADA Boundary
1-3 zone	\$ 3.25	\$ 8.25
4 zone	\$ 4.25	\$ 9.25
5 zone	\$ 5.25	\$ 10.25
6 zone	\$ 6.25	\$ 11.25

6. PUBLIC INPUT AND TITLE VI SERVICE EQUITY ANALYSIS

Best planning practices are built upon consistent public input. Omnitrans Planning staff held public meetings associated with the update of the SRTP. Feedback was attained during the survey and focus groups associated with the sbX Before and After Study. Additionally, Omnitrans participates in the ABBG Annual Customer Satisfaction Survey. The Marketing and Planning Department tracks and records all service requests that are received during the year. These inputs inform Omnitrans' recommendations for service changes.

Federal Transit Administration (FTA) regulations require that public hearings and Title VI Service Equity Analyses be completed for any major service change or any fare increase. The FTA requires that agencies define a major service change. Omnitrans has defined this as a change to any route's hours, miles or passengers by 25% or more on any day of service. The elimination of Route 208, proposed changes to Route 11 and frequency improvement on Route 83 meet this threshold. Since Omnitrans was proposing other concurrent minor service changes, these were presented to the public and analyzed relative to the requirements of Title VI of the Civil Rights Act of 1964.

6.1 PUBLIC INPUT

In order to maximize the potential for public involvement, Omnitrans held four formal and sixteen informal public hearings. This approach is based on Omnitrans' Public Outreach Plan, which was adopted by the Board in 2007. Omnitrans has found informal public hearings in the community to be much more successful in generating public participation than a single public hearing held at a Board Meeting. Since the primary changes requiring public hearings were related to the fare increase and hence impact the entire service area, an extensive 21 meeting hearing schedule was utilized. The Public Hearings schedule is shown in Exhibit 29.

Exhibit 29: Public Meetings

City		Day & Date	Time	Routes
San Bernardino	SB Transit Center	Tuesday April 2, 2019	6:00 A.M. – 9:00 A.M.	sbX, 1, 2, 3, 4, 7, 8, 10, 11, 14, 15, 208, 215, 290
Redlands	Redlands Transfer Mall	Tuesday April 2, 2019	10:00 A.M. – 1:00 P.M.	8, 15, 19, 208
Fontana	Fontana Metrolink	Tuesday April 2, 2019	2:00 P.M. – 5:00 P.M.	10, 14, 15, 19, 20, 61, 66, 67, 82
Montclair	Montclair Transit Center	Wednesday April 3, 2019	6:00 A.M. – 9:00 A.M.	66, 80, 85, 88, 290
Chino	Chino Transit Center	Wednesday April 3, 2019	10:00 A.M. – 12:00 P.M.	81, 83, 84, 85, 88, 308
Rancho Cucamonga	Chaffey College TC	Wednesday April 3, 2019	2:00 P.M. – 4:00 P.M.	67, 80, 81, 85
*Ontario	Ontario City Hall	Wednesday April 3, 2019	5:00 P.M. – 7:00 P.M.	61, 83, 86
Fontana	Fontana Metrolink Station	Thursday April 4, 2019	6:00 A.M. – 9:00 A.M.	10, 14, 15, 19, 20, 61, 66, 67, 82
*Yucaipa	Yucaipa City Hall	Thursday April 4, 2019	3:00 P.M. – 5:00 P.M.	19, 208, 308, 309, 310
	Yucaipa Transit Center		5:00 P.M. – 6:30 P.M.	
Loma Linda	VA sbX Station	Friday April 5, 2019	7:00 A.M. – 9:00 A.M.	sbX, 2, 19, 325
Ontario	Ontario Mills Bus Stop	Friday April 5, 2019	12:00 P.M. – 2:00 P.M.	61, 81, 82, 290
Montclair	Montclair Transit Center	Friday April 5, 2019	3:00 P.M. – 5:00 P.M.	66, 80, 85, 88, 290
Fontana	Fontana Metrolink Station	Monday April 8, 2019	10:00 A.M. – 1:00 P.M.	10, 14, 15, 19, 20, 61, 66, 67, 82
*San Bernardino	Omnitrans Metro Facility	Monday April 8, 2019	5:00 P.M. – 7:00 P.M.	14
Colton	ARMC Stop	Tuesday April 9, 2019	7:00 A.M. – 9:00 A.M.	1, 19, 22, 290
Upland	Foothill & Mountain Stops	Tuesday April 9, 2019	2:00 P.M. – 4:00 P.M.	66, 84
Highland	Boulder & Baseline Stops	Wednesday April 10, 2019	7:00 A.M. – 9:00 A.M.	3, 4, 15
San Bernardino	SB Transit Center	Wednesday April 10, 2019	2:00 P.M. – 4:00 P.M.	sbX, 1, 2, 3, 4, 7, 8, 10, 11, 14, 15, 208, 215, 290
*Rialto	Rialto City Hall	Wednesday April 10, 2019	5:00 P.M. – 7:00 P.M.	22

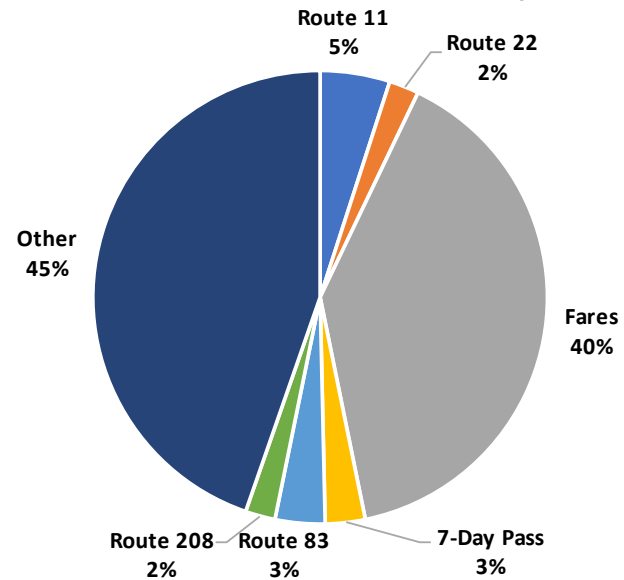
***Formal Public Hearings.**

During these meetings, Omnitrans Planning Staff interacted with approximately 500 people. Omnitrans received 141 comments at these meetings, via email, over the phone and through social media. 12% of these comments were related to Service Change Proposals. Comments about the service changes were generally mixed with some support and resistance to change.

40% of the comments received were about fares. Of that 40%, 71% opposed the fare increase. However, most of the individuals staff spoke with besides those who submitted comments were generally understanding of the need to increase fares after it was explained that fares had not increased for five years. Several individuals indicated that it would be easier if the Senior and Disabled single-ride fare was \$1.00 instead of \$0.90.

45% of the comments were on “Other” issues rather than the specific topics addressed at the public meetings. The public expressed the need for more network coverage, increased frequency, and increased span.

Exhibit 30: Public Comment Summary



6.2 SERVICE EQUITY ANALYSIS

Omnitrans is required to complete a Title VI service equity analysis for every fare and/or major service change before it occurs. These requirements are outlined in the FTA Circular 4702.1B, dated October 1, 2012, and more generally in Section 601 of Title VI of the Civil Rights Act of 1964. This states that no person will be discriminated against, excluded from, or denied service based on race, color, or national origin. In order to abide by the Civil Rights Act, each transit agency must report on the services it provides in relation to the population in its service area. In this way, it must demonstrate that no group or groups are being denied service based on discriminatory planning. The service equity analysis for each service change appears in each subsection below.

6.2.1 Reconfigure Route 11

As described in Section 3.2 Reconfigure Route 11, Omnitrans proposes to realign Route 11 and rename it Route 12 in order to create a more direct connection from Fontana Transit Center to CSUSB.

The proposed routing alignment will no longer directly serve passengers residing along 27th Street, Muscupiabe, Baseline, and Arrowhead in that region of San Bernardino and Muscoy, where the route currently serves. However, the great majority of this area is already served by a number of other fixed routes, including routes 2, 3, 4, 10, 14, and sbX, many on the exact same thoroughfares.

The one portion of the route not duplicated is the loop around 27th and Muscupiabe. There are several stops along this loop, but they are still within the ½-mile walking distance standard of other route stops. Currently, there is little ridership in this area; as of Spring, 2018 the boarding and alighting data for the three stops is shown in Exhibit 31.

Exhibit 31: Route 11 Average Weekday Boardings along 27th and Muscupiabe Loop

Stop Name	Average Weekday Boardings	Average Weekday Alightings
Muscupiabe @ 24th St, NB FS	0	0
27th @ Little Mountain, WB NS	6	2
27th @ Little Mountain, WB FS	2	9

Although the proposed change to the route will mean that these individuals will have to use other stops on another route, this consideration must be compared to the many requests over the years to serve riders in Fontana and Rialto who have wanted service to CSUSB, and for numerous requests on the part of customers and employees for a route to serve the new Renaissance Marketplace.

The Title VI analysis requires evaluating the demographic makeup of the region the route currently serves versus that of the region which would be served by the proposed alignment. The Low-Income / Minority (LIM) demographic profile of the currently served region ½-mile around the current routing is 88.8% Minority and 93% LIM, and the profile of the proposed area ½-mile surrounding the proposed routing is 71.5% and 78.4%, respectively. These figures are in line with the service area population which are 72.4% and 76.9% for minority and LIM, respectively. The results of this can be seen in Exhibit 32.

Exhibit 32: Comparative Demographic Profiles for Route 11

COMPARISON TO ROUTES	TOTAL POP	Minority	Non-Hisp. Whites	% Minority	Low-Income White (Adjusted)	LIM	% LIM
Population of County (ACS 2015 data)	2,128,000	1,492,674	635,326	70.1%	67,850	1,560,524	73.3%
Population of Service Area (Includes Area within ALL JPA Cities' Limits)	1,413,330	1,023,192	390,138	72.4%	64,265	1,087,457	76.9%
Population of ADA/Access Service Area	1,392,466	1,050,151	342,315	75.4%	57,791	1,107,942	79.6%
ROUTE 11							
Current Route 11	60,886	54,072	6,814	88.8%	2,567	56,639	93.0%
Proposed Route 11	86,155	61,639	24,516	71.5%	5,931	67,570	78.4%
For Ambient Region / Local Demographic Character Associated with Route 11 (One Mile Buffer):							
Current Route 11	107,238	74,098	33,140	69.1%	11,599	85,697	79.9%
Proposed Route 11	163,518	117,474	46,044	71.8%	12,163	129,637	79.3%

Given that no riders would be abandoned by the proposed routing change, and that all riders originally served by current Route 11 would be served by routes 2, 3, 4, 10, 14, and sbX, Omnitrans is seen not to be discriminating against its minority or Low Income / Minority ridership, is not imposing a disparate burden or disparate impact upon them, and remains in compliance with its Title VI obligations.

6.2.2 Reconfigure Route 22

As described in Section 3.3 Reconfigure Route 22, Omnitrans proposes a minor route deviation. From a Title VI evaluation perspective, the Route 22 remains virtually unchanged as only one of the route's 82 stops are impacted (1.2%). This stop is Bohnert and Cedar, which will remain within ¼-mile of other existing stops. As such, it is within the ½-mile walking standard.

Demographically the route's character changes subtly with the proposed routing, resulting in an increase of Minority and Low Income Minority numbers and proportions in the new half-mile buffer as can be seen in Exhibit 33. As well, no current rider along Bohnert is abandoned by the proposed new alignment. For these reasons, Omnitrans is not imposing a disparate burden or disparate impact upon its ridership with this proposed alignment change to Route 22 and remains in compliance with its Title VI obligations.

Exhibit 33: Comparative Demographic Profiles for Route 22

COMPARISON TO ROUTES	TOTAL POP	Minority	Non-Hisp. Whites	% Minority	Low-Income White (Adjusted)	LIM	% LIM
Population of County (ACS 2015 data)	2,128,000	1,492,674	635,326	70.1%	67,850	1,560,524	73.3%
Population of Service Area (Includes Area within ALL JPA Cities' Limits)	1,413,330	1,023,192	390,138	72.4%	64,265	1,087,457	76.9%
Population of ADA/Access Service Area	1,392,466	1,050,151	342,315	75.4%	57,791	1,107,942	79.6%
ROUTE 22							
Current Route 22	59,213	42,458	16,755	71.7%	2,863	45,321	76.5%
Proposed Route 22	63,396	45,624	17,772	72.0%	3,016	48,640	76.7%

6.2.3 Increase Peak Frequency on Route 83

As described in Section 3.4 Increase Peak Frequency on Route 83, Omnitrans proposes to improve morning and evening frequency on this route from 60 to 30 minutes. This frequency improvement has long been requested by riders who have been served by this route as it is currently the most productive 60-minute route in Omnitrans' system.

As shown in Exhibit 34, the region within the half-mile buffer around Route 83 exhibits a demographic profile in line with Omnitrans' overall service area. The Minority and LIM proportions associated with Route 83 are 74.3% and 77.8%, respectively, which is slightly higher than the JPA city-based service area and slightly lower than the Access Service Area. In both cases the difference falls within the five-percent variance allowed for in a service equity analysis. As such, increasing frequency for Route 83 does not disproportionately burden or impact low income individuals or minorities and this proposal complies with Omnitrans' Title VI obligations.

Exhibit 34: Comparative Demographic Profiles of Route 83

COMPARISON TO ROUTES	TOTAL POP	Minority	Non-Hisp. Whites	% Minority	Low-Income White (Adjusted)	LIM	% LIM
Population of County (ACS 2015 data)	2,128,000	1,492,674	635,326	70.1%	67,850	1,560,524	73.3%
Population of Service Area (Includes Area within ALL JPA Cities' Limits)	1,413,330	1,023,192	390,138	72.4%	64,265	1,087,457	76.9%
Population of ADA/Access Service Area	1,392,466	1,050,151	342,315	75.4%	57,791	1,107,942	79.6%
ROUTE 83							
Current Route 83	81,284	60,366	20,918	74.3%	2,872	63,238	77.8%

6.2.4 Elimination of Route 208

As described in Section 3.1 Eliminate Route 208, Omnitrans proposes to eliminate Freeway Express Route 208 due to low ridership and the exhaustion of grant funding. The route is one of a growing number of freeway express routes which also include Route 215 (connecting SBTC to Riverside via the 215 freeway) and Route 290 (connecting the SBTC hub with the Montclair Transit Center). Since Route 208 went into service, however, it has performed below standard as can be seen in Exhibit 35.

Exhibit 35: Route 208 Passengers per Hour

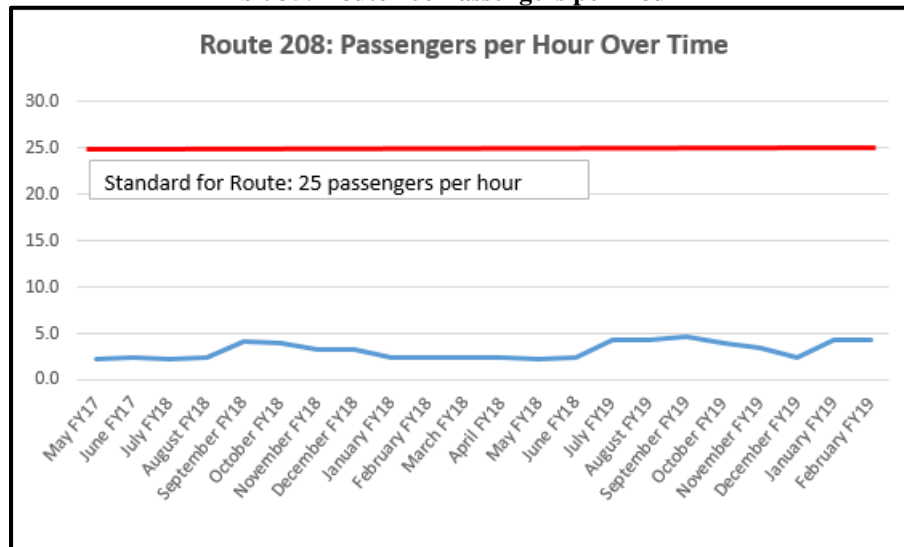


Exhibit 36 shows that the elimination of Route 208 would not be a violation of Title VI obligations. A comparison of the demographic profile of the region about Route 208's combined stops with Route 8, Route 19, the combined service stops of all three Freeway Express Routes (208, 215, and 290), and to the demographic profiles of the JPA City-based Service Area and ADA/Access Service Area show that the minority and LIM proportions of Route 208's stop areas are similar to that of Route 8, but are substantially lower than that found in any other comparisons. As such, Omnitrans would not be imposing a disparate burden or disparate impact and remains in compliance with its Title VI obligations.

Exhibit 36: Demographic Profile of Service Area, Route 208 Stops, Route 8, 19, and Combined Freeway Express Service

COMPARISON TO ROUTES	TOTAL POP	Minority	Non-Hisp. Whites	% Minority	Low-Income White (Adjusted)	LIM	% LIM
Population of County (ACS 2015 data)	2,128,000	1,492,674	635,326	70.1%	67,850	1,560,524	73.3%
Population of Service Area (Includes Area within ALL JPA Cities' Limits)	1,413,330	1,023,192	390,138	72.4%	64,265	1,087,457	76.9%
Population of ADA/Access Service Area	1,392,466	1,050,151	342,315	75.4%	57,791	1,107,942	79.6%
ROUTE 208							
Current Route 208	10,913	5,329	5,584	48.8%	1,079	6,408	58.7%
COMPARISON: Route 8	53,538	23,727	29,811	44.3%	5,708	29,435	55.0%
COMPARISON: Route 19	135,030	97,648	37,382	72.3%	7,335	104,983	77.7%
COMPARISON: Combined Freeway Express Investment (208/215/290)	26,602	16,888	9,714	63.5%	1,729	18,617	70.0%

6.2.5 Fare Equity Analysis

As described in Section 3.5 Fare Increase, Omnitrans proposes to raise fares for the first time since September 2014 (FY2015). The detailed fare change proposal can be seen in Exhibit 17 on page 13. The fare increase differential by fare type and category can be seen in Exhibit 37.

Exhibit 37: Differential Increase Proposed for Each Fare Category

Pass	Regular / Full Fare	Senior/ Disabled	Veteran	Youth
Single Ride / Cash	14.3%	20.0%	20.0%	
Day Pass	20.0%	22.2%	22.2%	
7-Day Pass	11.1%	12.5%	12.5%	7.1%
31-Day Pass	9.1%	10.9%	10.9%	9.8%
10 Single Rides	12.5%	21.4%	21.4%	
10-Pack of Day Passes	20.0%	25.0%	25.0%	

In order to determine whether minorities will experience any disparate burden or impact by the proposed fare change, it will be necessary as well to determine:

- 1) if there is a significant difference in impact to the different fare types,
- 2) to what extent minorities utilize the different fare types, and,
- 3) if there is any opportunity to mitigate the effect by using different fare types to offset the proposed increase.

The data to address these issues were obtained from a Redhill Group Survey of on-board riders done for Omnitrans in 2017. From this study, proportional usage of pass types by ethnicity was determined and shown in Exhibit 38.

Exhibit 38: Proportional Use of Fare Type by Non-Hispanic Whites and Minorities

Fare Types	NUMBERS OF INDIVIDUALS SURVEYED			PROPORTION OF FARE TYPE USAGE	
	Non-Hisp. White	Minority	TOTAL	Non-Hisp. White	Minority
Regular Single-Ride	705	4,659	5,364	16.9%	23.3%
Regular 1-Day PASS	663	2,983	3,646	15.9%	14.9%
Regular 7-Day PASS	226	1,156	1,382	5.4%	5.8%
Regular 31-Day PASS	659	3,166	3,825	15.8%	15.8%
Senior/ Disabled Single-Ride	270	489	759	6.5%	2.4%
Senior/ Disabled 1-Day PASS	213	707	920	5.1%	3.5%
Senior/ Disabled 7-Day PASS	90	182	272	2.2%	0.9%
Senior/ Disabled 31-Day PASS	467	993	1,460	11.2%	5.0%
VETERAN Single-Ride	42	148	190	1.0%	0.7%
VETERAN 1-Day PASS	37	125	162	0.9%	0.6%
VETERAN 7-Day PASS	9	76	85	0.2%	0.4%
VETERAN 31-Day PASS	103	130	233	2.5%	0.6%
YOUTH 7-Day PASS	5	169	174	0.1%	0.8%
YOUTH 31-Day PASS	68	605	673	1.6%	3.0%
GO SMART	543	4,113	4,656	13.0%	20.5%
Free	70	320	390	1.7%	1.6%
TOTAL	4170	20021	24191	100.0%	100.0%

Pairing the proportional usage of fare type by Non-Hispanic or Minority category to the proposed fare type differentials, it is possible to see if there is any disproportionate burden or impact imposed upon ridership. This analysis is shown in Exhibit 39. In the column “Minority Usage”, the greatest differences between paired Minority and Non-Hispanic White usages in fare types are distinguished with a green shade. In the Proposed Fare Differential column, the greatest fare type differentials are shaded orange to distinguish them. In this manner, a comparison can be made of the largest differentials with the greatest disparity between racial usage of fare type. Since the fare types with high minority usage (green) and fare types with larger proposed fare differentials (orange) do not match, Omnitrans can successfully show that it is not discriminating in this fare increase. As such, Omnitrans remains in compliance with its Title VI obligations.

Exhibit 39: Comparison of Fare Type Use by Ethnicity to Proposed Fare Differentials

Fare Type	Non-Hisp. White Usage	Minority Usage	Proposed Fare Differential
Regular Single-Ride	16.9%	23.3%	14.3%
Regular 1-Day PASS	15.9%	14.9%	20.0%
Regular 7-Day PASS	5.4%	5.8%	11.1%
Regular 31-Day PASS	15.8%	15.8%	9.1%
Senior/ Disabled Single-Ride	6.5%	2.4%	20.0%
Senior/ Disabled 1-Day PASS	5.1%	3.5%	22.2%
Senior/ Disabled 7-Day PASS	2.2%	0.9%	12.5%
Senior/ Disabled 31-Day PASS	11.2%	5.0%	10.9%
VETERAN Single-Ride	1.0%	0.7%	20.0%
VETERAN 1-Day PASS	0.9%	0.6%	22.2%
VETERAN 7-Day PASS	0.2%	0.4%	12.5%
VETERAN 31-Day PASS	2.5%	0.6%	10.9%
YOUTH 7-Day PASS	0.1%	0.8%	7.1%
YOUTH 31-Day PASS	1.6%	3.0%	9.8%
GO SMART	13.0%	20.5%	---
Free	1.7%	1.6%	---
TOTAL	100%	100%	

7. SERVICE EVALUATIONS DURING FY2020

As described in the May 2018 Financial White Paper and the February 2019 Financial Update, Omnitrans was able to successfully bring a balanced budget for FY2020. However, Omnitrans has a forecasted operating deficit for FY2021 and beyond. Omnitrans has \$5.6 million in local transportation funds (LTF) carryover generated through previous efficiencies that can be used to extend a balanced budget through FY2023 pushing projected deficits out two years.

Omnitrans plans to mitigate this potential deficit by finding additional revenue sources and efficiencies that may not impact service. For instance, in the FY2020 budget, Omnitrans proposes an operating budget growth of 1.4% compared to 3.7% forecasted in the Financial Update. While efficiencies can stave off the timing of the deficit, long-term solutions will revolve around either additional funding or service reductions, or a combination of the two.

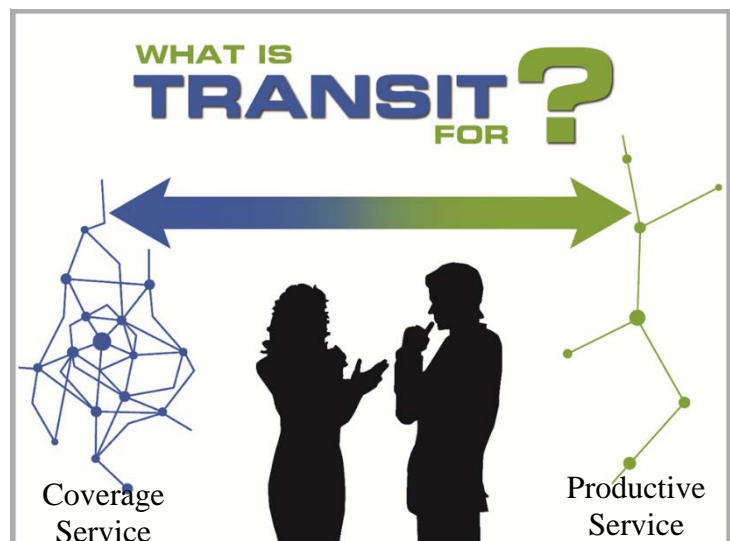
The February 2019 Financial Update indicated that the projected deficit averages \$2.4 million per year between FY2021 and FY2025. If Omnitrans were to close this deficit with service cuts alone, approximately 34,200 hours of service would need to be eliminated, equivalent to approximately 5.3% of Omnitrans regular bus service. This would directly impact 570,000 passenger trips and initially reduce fare revenue by \$700,000, requiring even further service cuts or fare increases. This would start a condition wherein service cuts and fare increases make the service less attractive and could result in further ridership declines.

As Omnitrans evaluates the potential of future service reductions, policy questions involving Omnitrans primary service goals will need to be revisited. Two of the key policy decisions to be made will be:

1. What share of Omnitrans' resources should focus on productivity or coverage?
2. What is the walking standard in order to consider an area served?

These choices have previously been presented to the Board under the premise "What is transit for?" as seen in Exhibit 40. Board policy has been to strive for a 65% / 35% split for productive/coverage service, and to reach that policy by adding productive service as new funding becomes available. Currently, Omnitrans services are split 53% productive and 47% coverage. Addressing this policy question is crucial because it leads the discussion about what services to consider should a service reduction be necessary. These policy discussions will occur during the formation of the new Strategic Plan and Short-Range Transit Plan.

Exhibit 40: Productivity and Coverage Tradeoffs



As discussed in Section 2 Ridership Trends, Omnitrans operates 35 fixed routes. These routes can be seen in Exhibit 41. Omnitrans top 6 routes account for 54% of Omnitrans ridership and their service area including the ½-mile walking distance around the route can be seen in Exhibit 42. If Omnitrans focused on the highest ridership route with maximum fare revenue, the routes shown in Exhibit 42 would be the right place to start. However, this leaves areas without service.

Exhibit 41: Omnitrans' Fixed Route Network

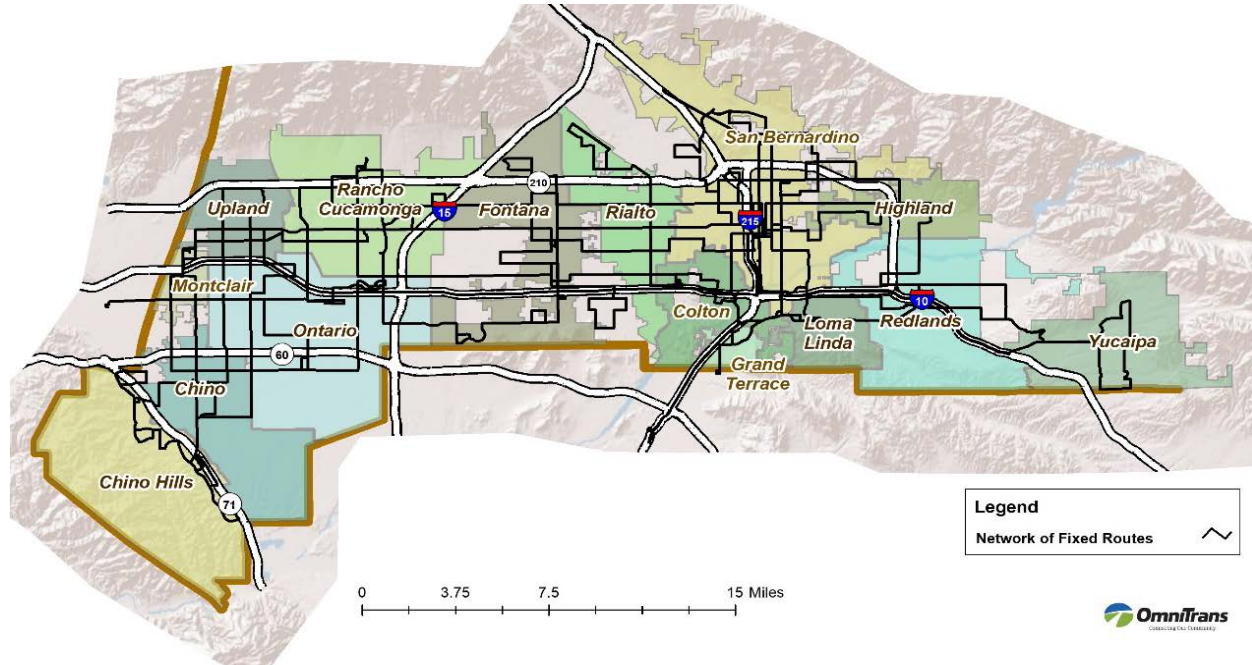
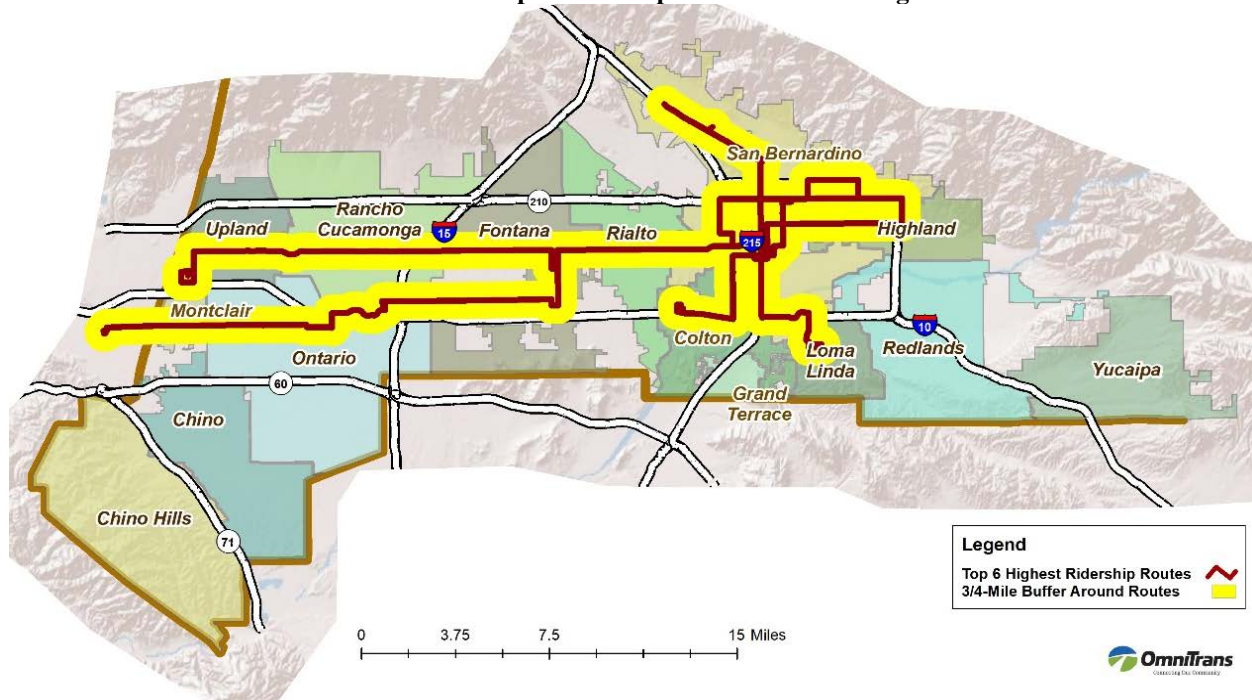
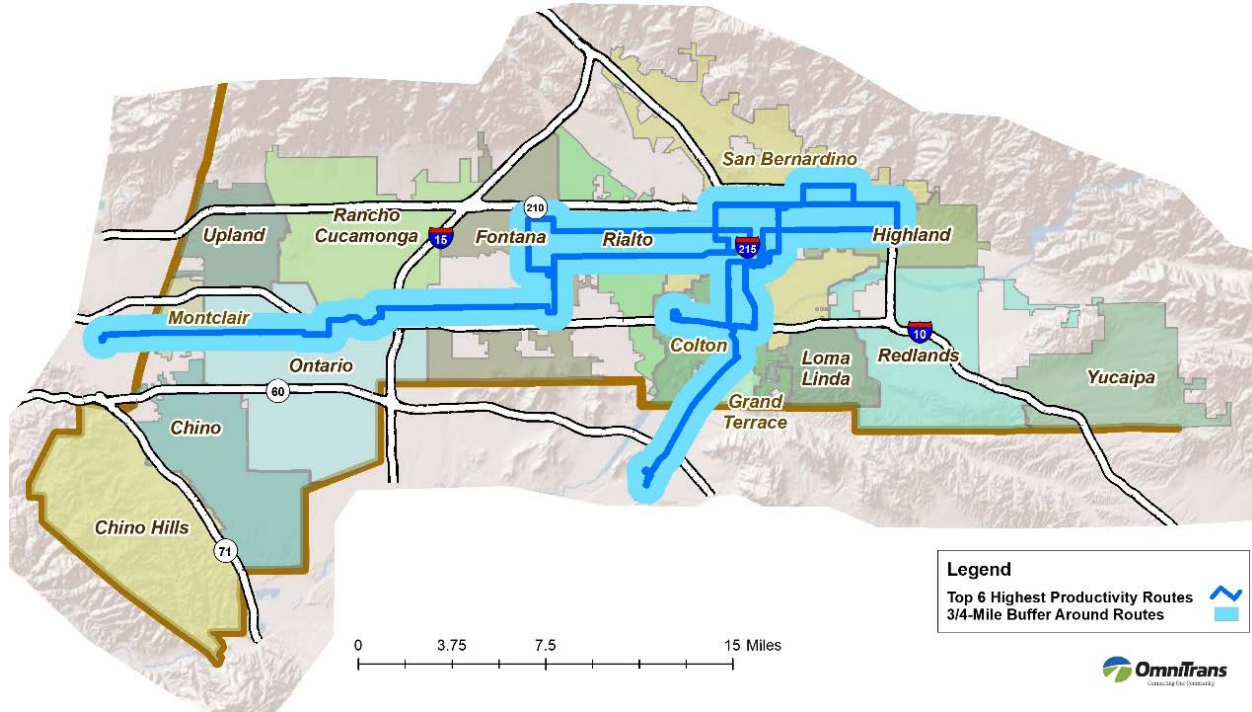


Exhibit 42: Omnitrans Top 6 Ridership Routes and Coverage Area



Similar to focusing on raw ridership levels, Omnitrans service could be evaluated by productivity measured by passengers per hour. This can be seen in Exhibit 43. These top six routes carry the greatest number of passengers once normalized to the number of revenue hours buses are on the street.

Exhibit 43: Omnitrans' Top 6 Productivity Routes and Coverage Area



Looking at a slightly more holistic picture, Exhibit 44 maps passengers per hour with a stop light approach (green good, yellow acceptable, red low). This displays where Omnitrans' focus on productivity-oriented and ridership-generating services would be. Areas in red would be more likely to see service reduction based on a productivity-oriented policy. These service reductions could be offset by MicroTransit using smaller vehicles in a demand-responsive with smart-phone-enabled technology. The pilot zones to be evaluated for MicroTransit are mapped on the productivity map in Exhibit 45.

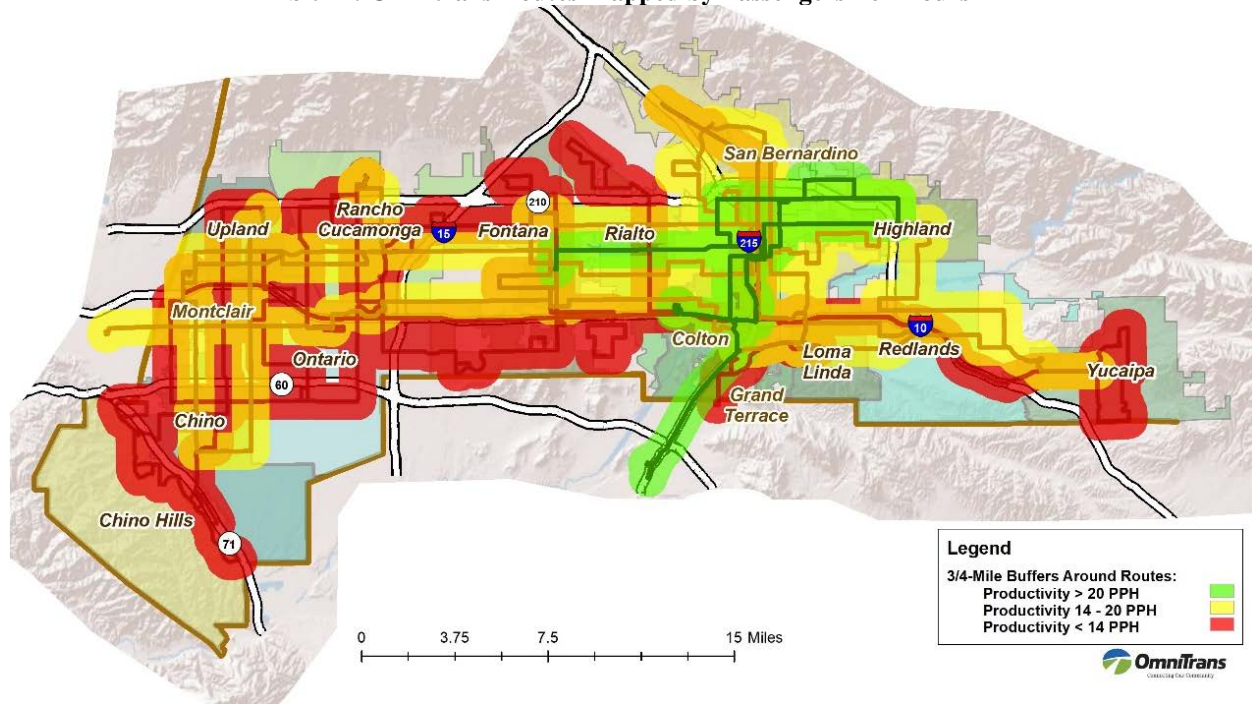
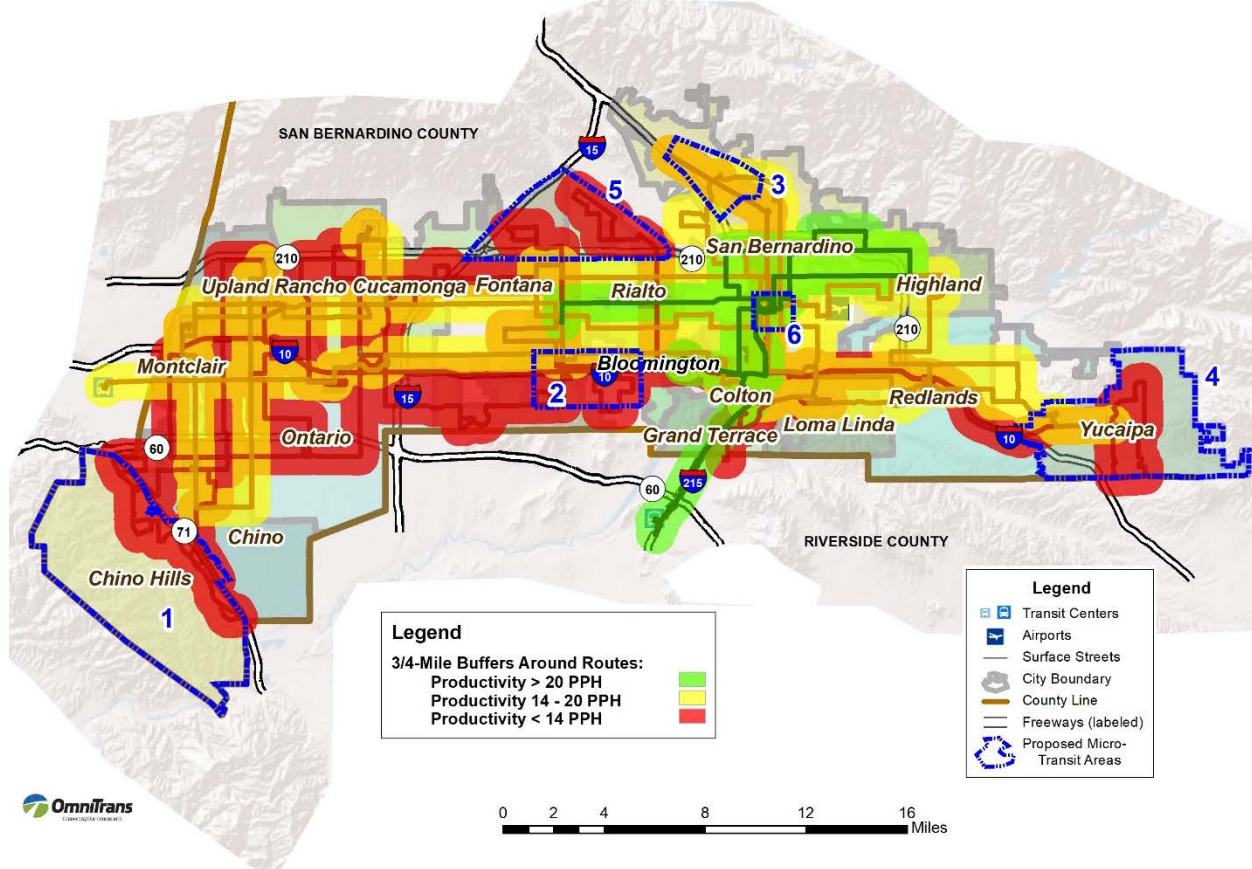
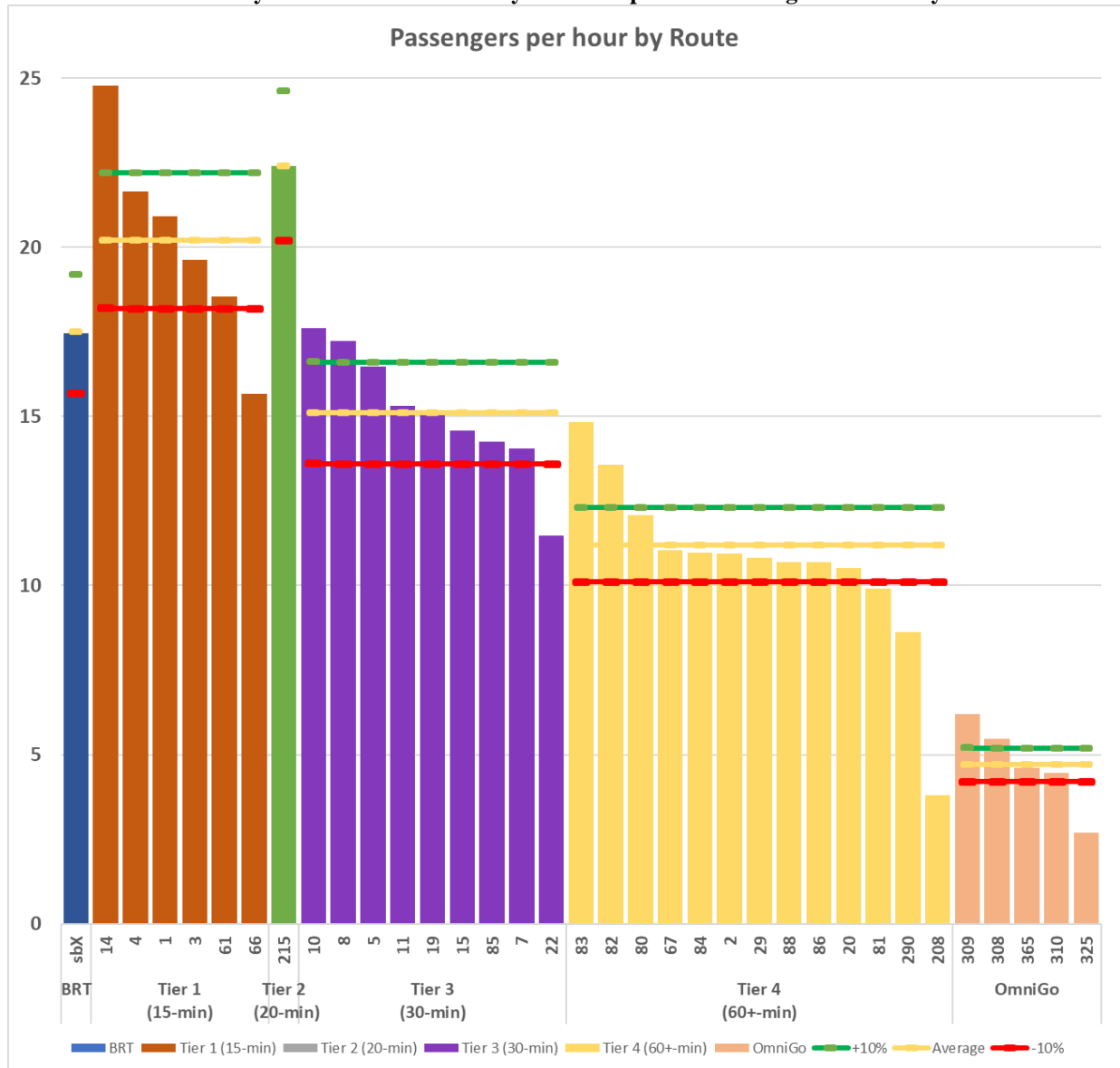
Exhibit 44: Omnitrans Routes Mapped by Passengers Per Hours

Exhibit 45: Omnitrans Routes Mapped by Passengers Per Hours and Potential MicroTransit Areas


Exhibit 46 shows a graphical version of the mapped data. Once policy on Productivity vs. Coverage service is reaffirmed or reset through the Strategic Planning or Service Planning process, this data reveals some of the initial areas to remove service. For instance, Route 208 is the lowest performing route in Tier 4, and hence was proposed for elimination in this service plan. Route 83 is the highest performing route in Tier 4 and is recommended for a frequency once the grant funding became available. Route 22 is the lowest performing route in Tier 3, and a deviation is proposed to increase ridership.

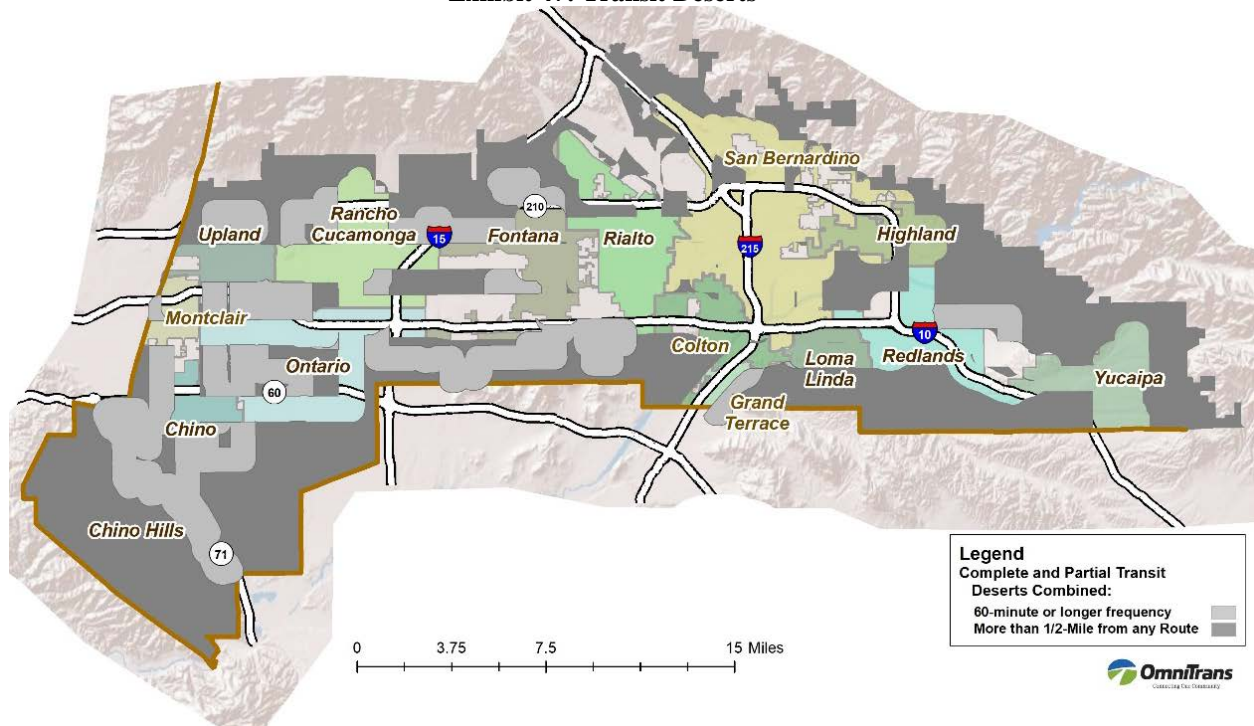
Exhibit 46: Productivity of Omnitrans Service by Tier Compared to Average Productivity in the Tier



The analysis in this section only addresses current Omnitrans routes. There are several areas within the cities that Omnitrans serves that are currently transit deserts. These are areas where there is either no transit service within a half mile (dark grey in Exhibit 47) or the only service in the area

is hourly service (light grey in Exhibit 47). Some of these areas are affluent and high in the foothills, while other areas are developing generating requests for service on a regular basis. The policy discussion centered around productivity and coverage should also set bounds for these areas. Currently adding service to any of these areas requires the removal of service somewhere else.

Exhibit 47: Transit Deserts



This section did not attempt to answer the policy questions related to service levels or productivity and coverage services, but to provide some background to the discussions that will occur during the upcoming year.









SERVICE PLAN

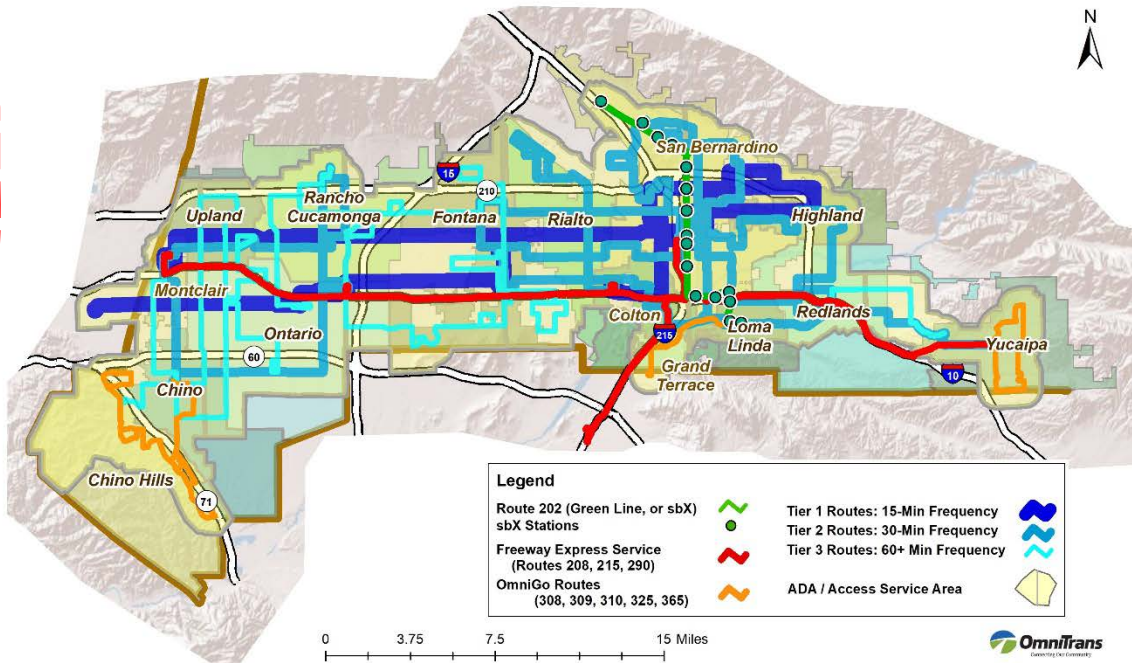
**Plans & Programs Committee
April 24, 2019**

Introduction

- Final year of FY2015-2020 SRTP
 - New Strategic Plan and SRTP in progress
- Proposed fare increase
- Four proposed service changes
- Family of services remain unchanged

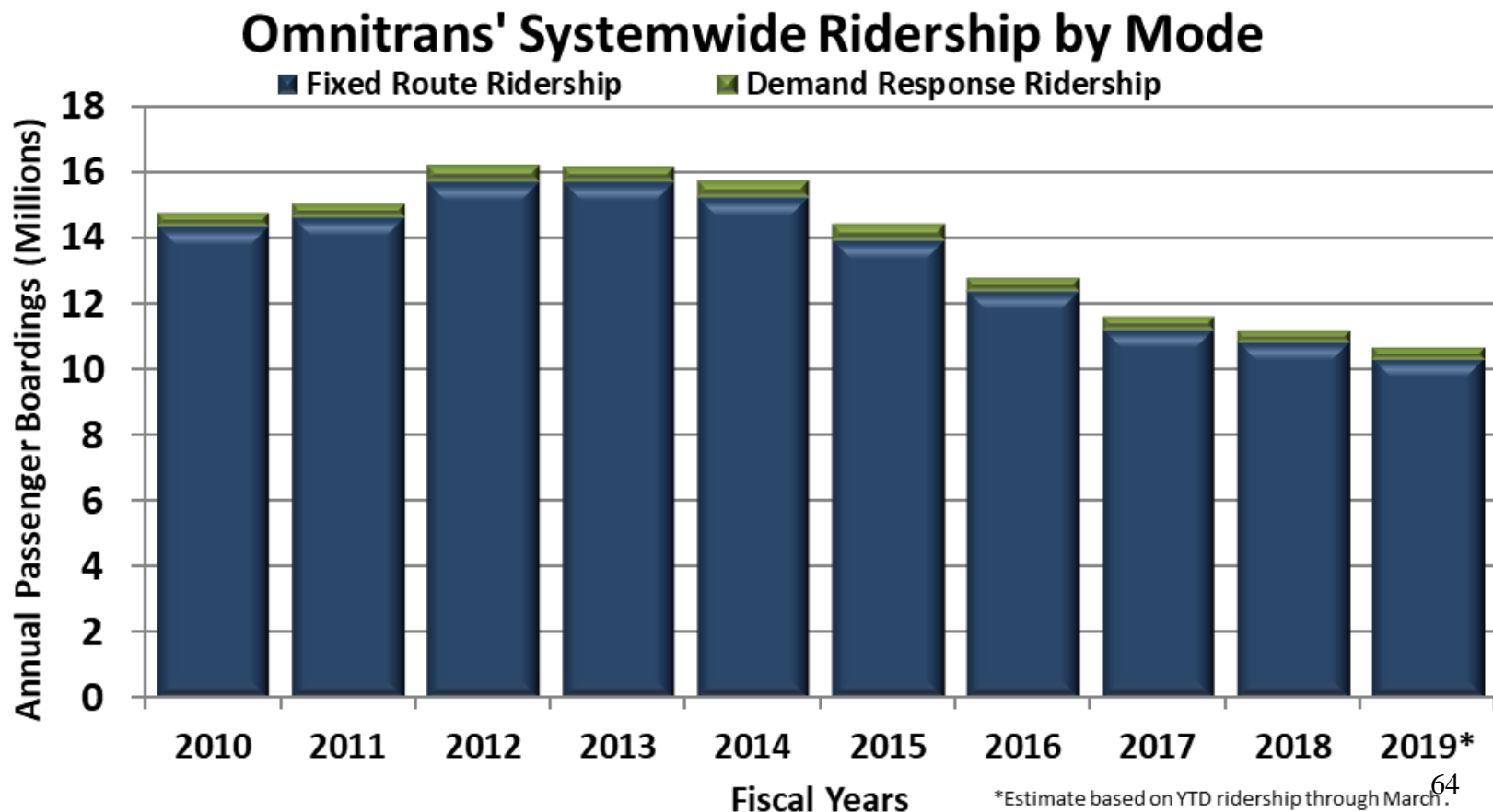
Family of Services

Type	Brand	Image
Bus Rapid Transit	sbX	
Express	OmniTrans	
Local	OmniTrans	
Community Circulator	OmniGo	
ADA Paratransit	Access	
Special Transit Services		



Ridership Trends

Estimated FY2019: 10.6 million, -4.7%.

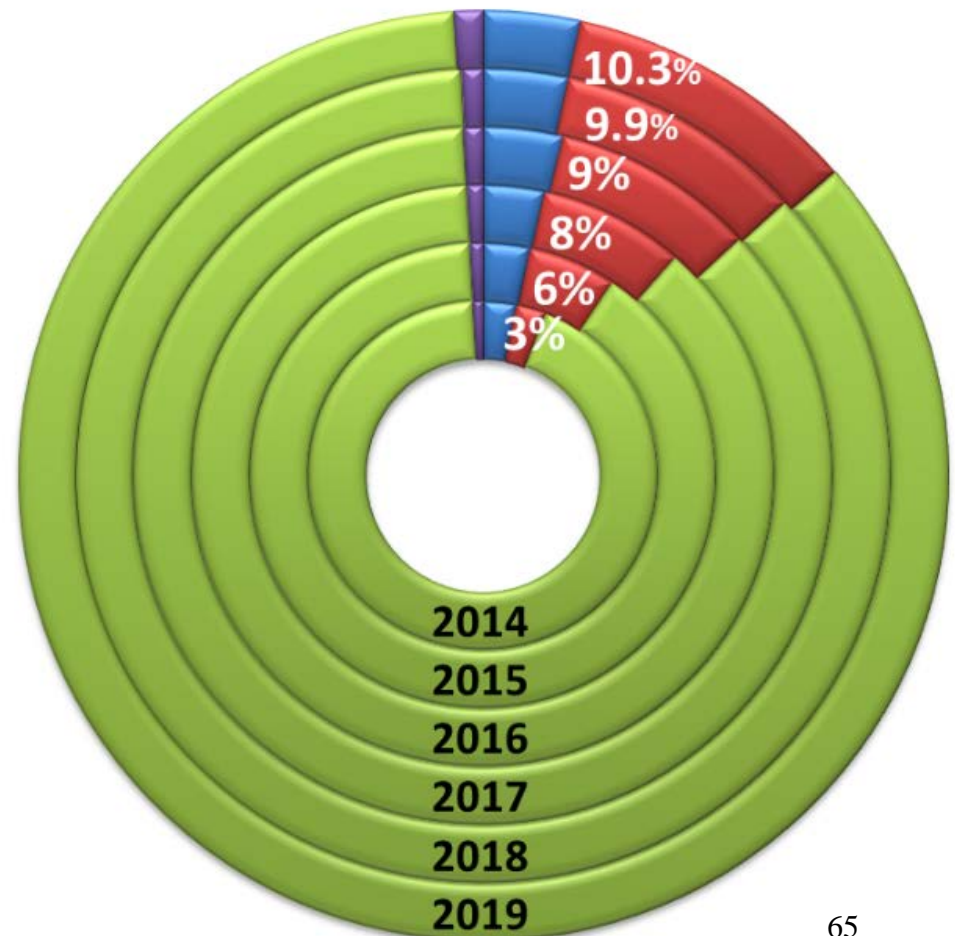


Ridership Trends

sbX and Freeway Express service continue to gain share

Share of Ridership by Service Type

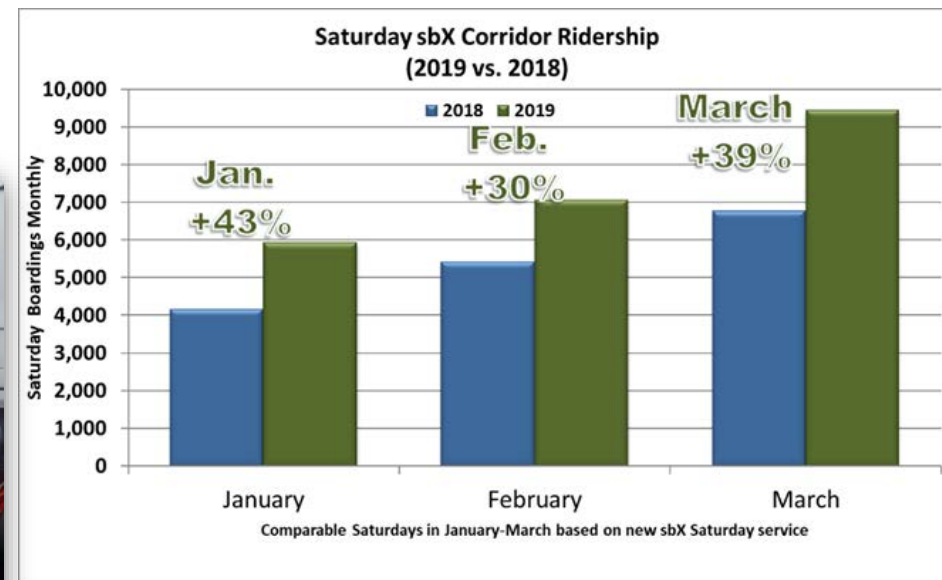
■ Demand Response ■ sbX & Freeway Express ■ Local ■ OmniGo



Ridership Trends

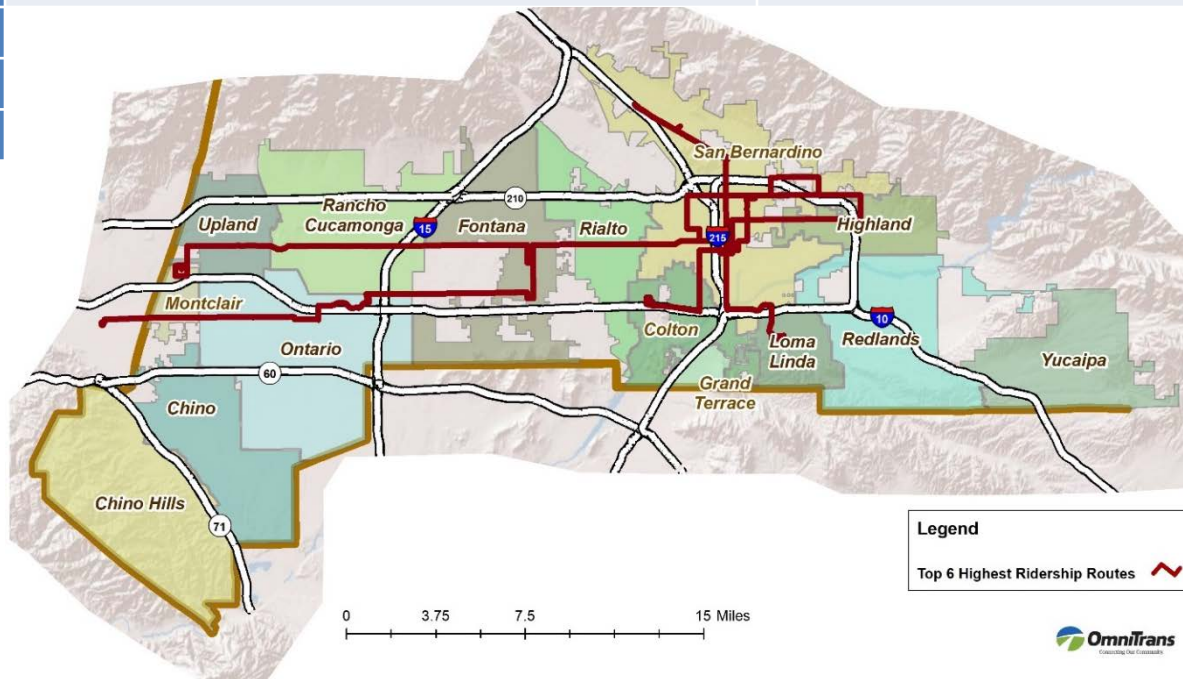
sbX Saturday service successful

- Saturday corridor ridership up 37% after cost-neutral change



Ridership Trends: Top 6 routes = 54% of ridership

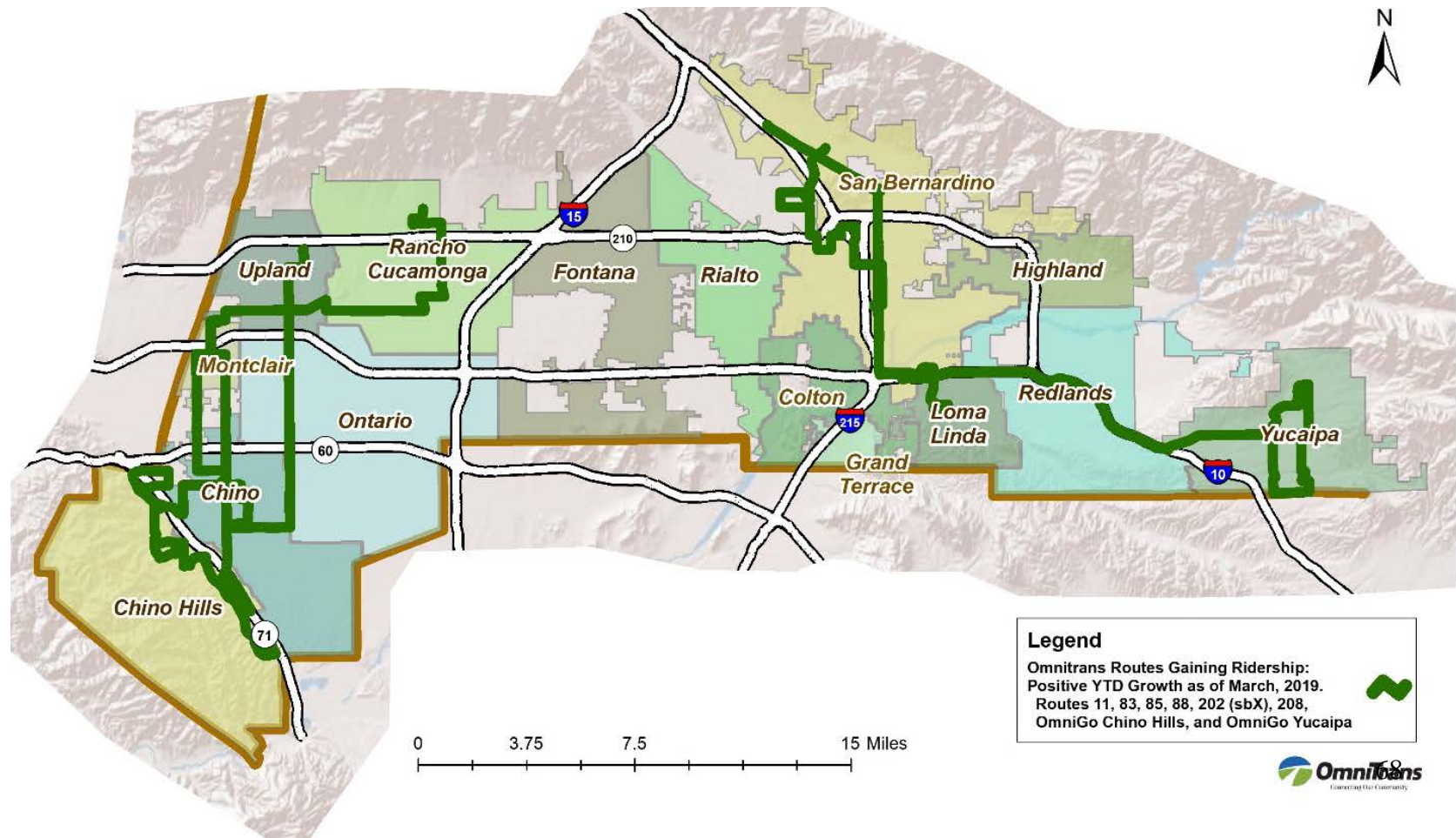
Route	Cities Served	Primary Streets	Ridership	Share
61	Fontana, Ontario, Rancho Cucamonga, Montclair, Pomona	Sierra, San Bernardino, Holt	1,223,386	11.7%
3/4	San Bernardino, Highland	Baseline Highland	1,209,431	11.6%
1	San Bernardino, Colton	Lynwood, Waterman, Mt. Vernon and Valley	895,237	8.6%
14	San Bernardino, Rialto, Fontana	5th, Foothill	826,611	7.9%
sbX	San Bernardino, Loma Linda	E, Hospitality, Andersen	745,144	7.1%
66	Fontana, Rancho Cucamonga, Upland, Montclair	Foothill	739,840	7.1%
Top 6			5,639,649	54.0%
Other 29			4,800,261	46.0%
Total			10,439,910	



Ridership Trends:

8 Routes with FY2019 year-to-date growth:

- Half are North-South Routes in West Valley

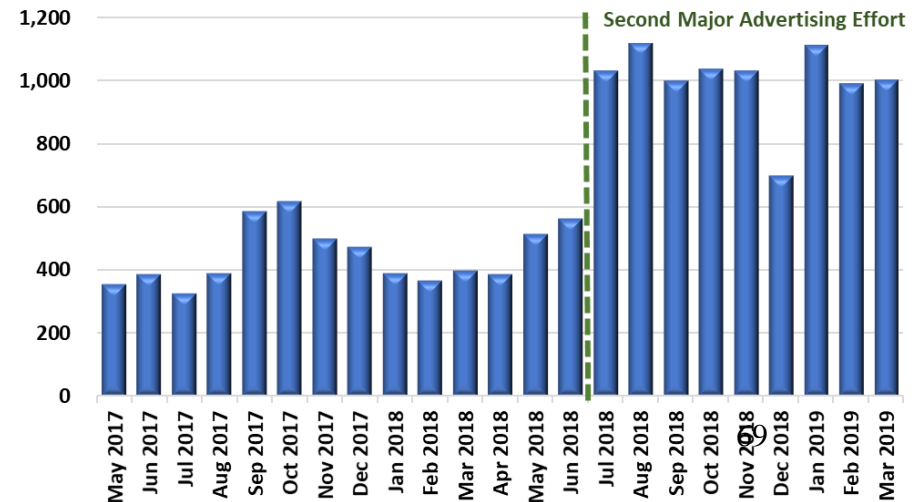
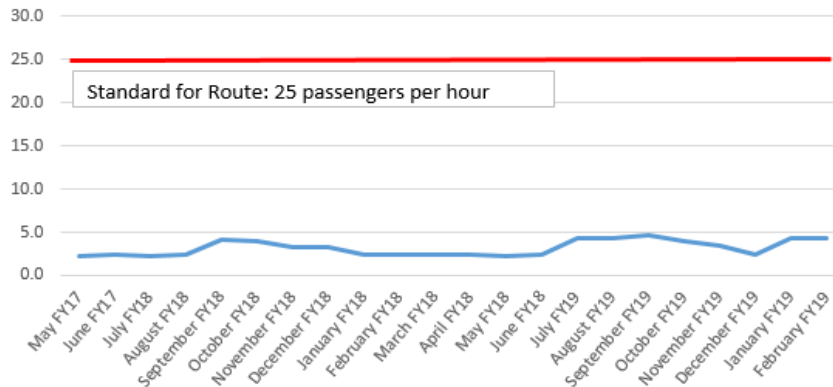


Four Proposed Service Changes

1. Eliminate Route 208 due to low ridership



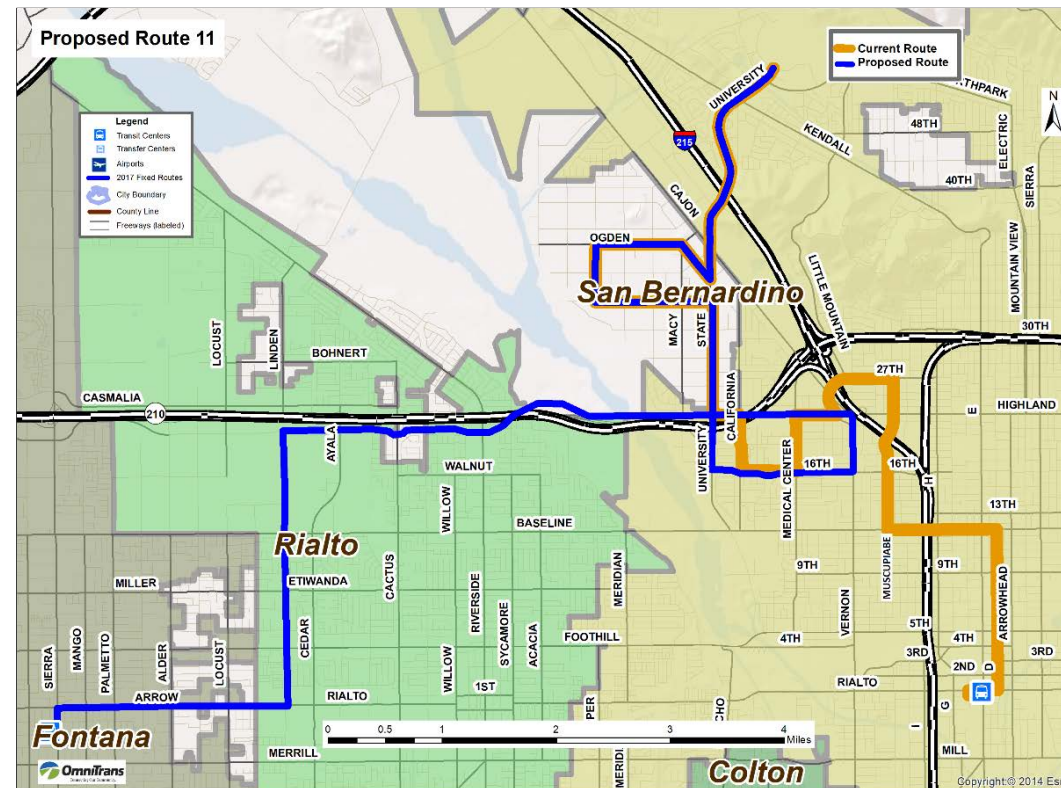
Route 208: Passengers per Hour Over Time



Four Proposed Service Changes

2. Reconfigure Route 11; Rename to Route 12.

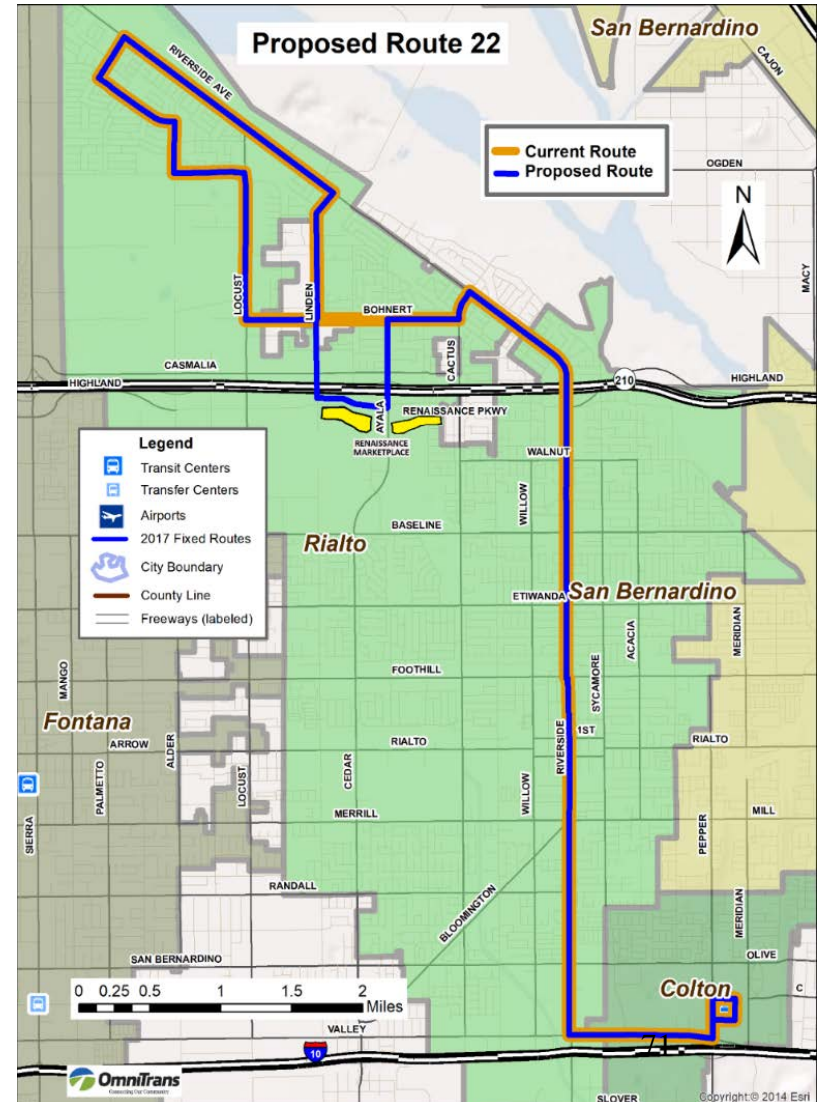
- Eliminate duplication SBTC to CSUSB
- Reduce transfers to get to CSUSB from WV, Fontana & Rialto
- Provide service to Renaissance Marketplace
- Same Number of Peak Vehicles Used



Four Proposed Service Changes

3. Reconfigure Route 22

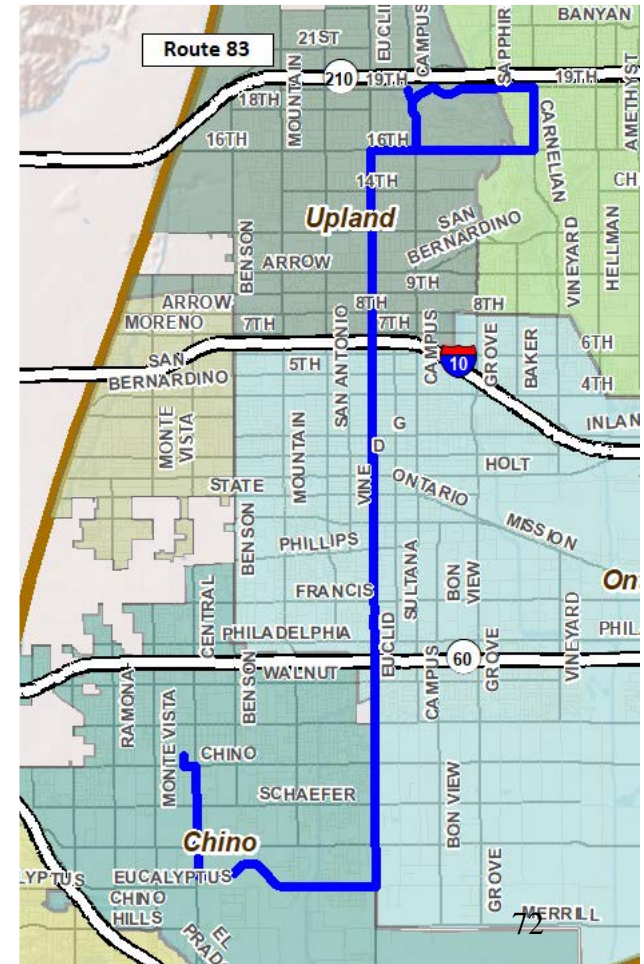
- Add deviation to Renaissance Marketplace



Four Proposed Service Changes

4. Increase Peak Frequency on Route 83

- In May 2020, improve peak commute hour service to 30 minutes from 60 minutes
- Funded 100% for 3 years with grant received in partnership with Ontario

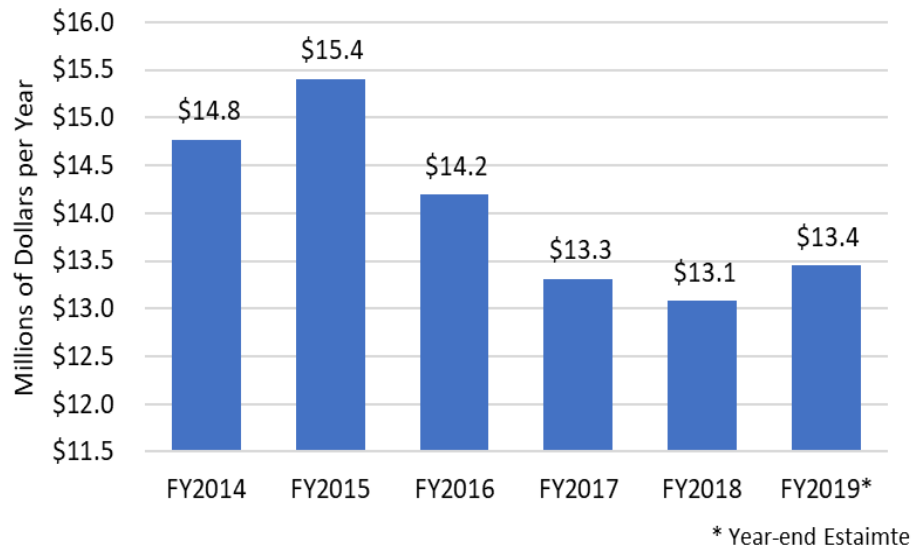


Proposed Fare Increase:

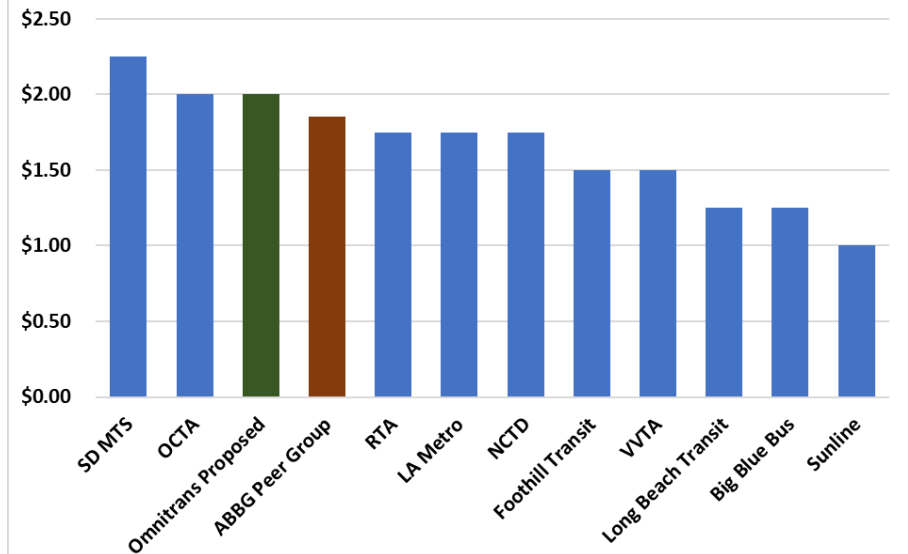
Increase base fares from \$1.75 to \$2.00, 14%.

Generates \$700,000; costs 4.6% ridership decline.

Systemwide Passenger Fares



Single-Ride Regular Base Fare (Sept. 2019)
Select Southern California Transit Agencies & ABBG Peer



Proposed Fare Table (Fixed Route)

Pass		Regular / Full Fare	Senior Disabled Medicare	Veteran	Youth
Single-Ride	Current	\$1.75	\$0.75	\$0.75	--
	Proposed	\$2.00	\$0.90	\$0.90	--
Day Pass	Current	\$5.00	\$2.25	\$2.25	--
	Proposed	\$6.00	\$2.75	\$2.75	--
7-Day Pass	Current	\$18.00	\$8.00	\$8.00	\$14.00
	Proposed	\$20.00	\$9.00	\$9.00	\$15.00
31-Day Pass	Current	\$55.00	\$27.50	\$27.50	\$41.00
	Proposed	\$60.00	\$30.00	\$30.00	\$45.00
10 Single Rides	Current	\$16.00	\$7.00	\$7.00	--
	Proposed	\$18.00	\$8.50	\$8.50	--
10 Pack of Day Passes	Current	\$45.00	\$20.00	\$20.00	--
	Proposed	\$54.00	\$25.00	\$25.00	⁷⁴ --

Proposed Fare Table (Access)

		1-3 Zone Cash/Ticket Single Ride	Each Additional Zone	Beyond the Boundary Fee
Access	Current	\$3.25	\$1.00	\$5.00
	Proposed	\$3.75	\$1.00	\$5.00

Proposal to Eliminate 7-Day Pass Sales on Board

- Less than 1% of boardings
- Still available at outlets, SBTC and Token Transit

FY2019 Service Projections

System Total (in Thousands except vehicles and ratios)		Actuals				Year-End Estimate	Projection	Percent Change
		FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020
Financial	Fare Revenue	\$ 15,406	\$ 14,193	\$ 13,314	\$ 13,078	\$ 13,448	\$ 14,157	5.3%
Operating Data	Revenue Miles	11,185	11,320	11,389	11,415	11,466	11,485	0.2%
	Total Miles	12,587	12,741	12,742	12,805	12,899	12,867	-0.3%
	Revenue Hours	822	831	832	830	833	834	0.1%
	Total Hours	893	900	897	898	902	901	-0.1%
	Passengers	14,391	12,813	11,653	11,210	10,694	10,202	-4.6%
Fleet Data	Peak Revenue Fleet	246	248	250	251	250	250	0.0%
	Spare Fleet	37	32	31	31	34	34	0.0%
	Total Fleet	283	278	281	282	284	284	0.0%
Key Stats	Passengers per Hour	17.5	15.4	14.0	13.5	12.8	12.2	-4.7%

Public Meetings Held

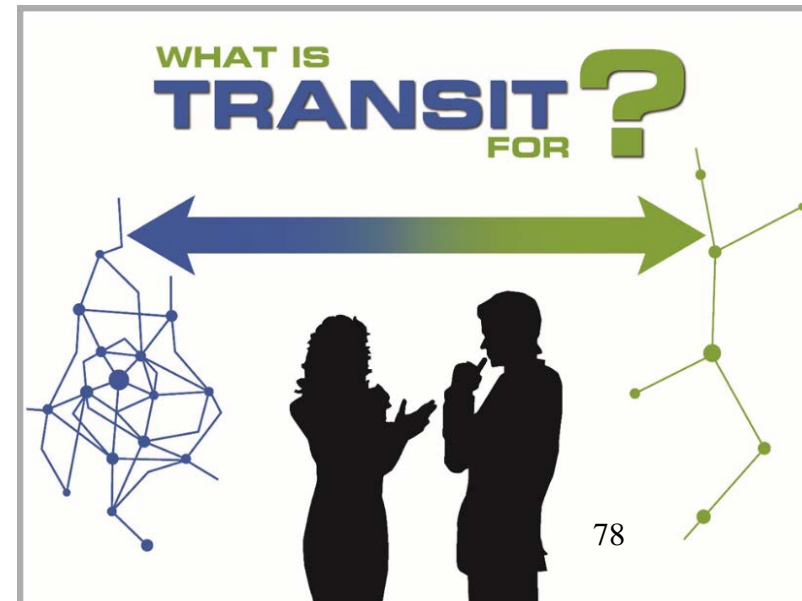
- 21 Meetings; interacted with 500 individuals
- Feedback: 141 comments received.
 - Largest areas related to Other 45% and Fares 40%.

Service and Fare Equity Analysis Completed

- Required by Title VI of Civil Rights Act of 1964
- No findings of disparate impact or disproportionate burden on Low-Income or Minority populations

Upcoming Service Analysis

- February 2019 Financial Forecast Update forecasted \$2.4 million avg. annual deficit: 2021-2025
- Seeking additional revenue and cost efficiencies
 - Proposed budget has only 1.4% increase compared to 3.7% projected in financial white paper.
- If revenues/efficiencies are not found, may need to reduce service by 5.3%.
- Would need revisit/reaffirm:
 - productivity/coverage tradeoff
 - Walking standard

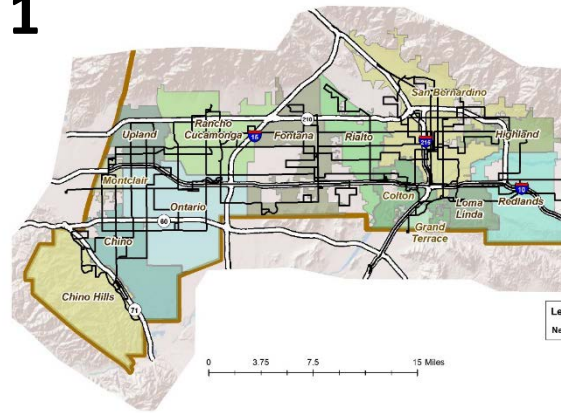


Priorities allow staff evaluate possible outcomes:

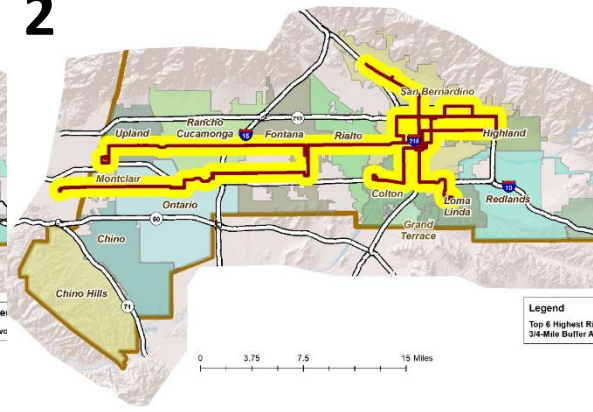
- High Ridership
- Coverage
- Service in transit deserts

Will bring detailed questions during SRTP/Strategic Plan discussions.

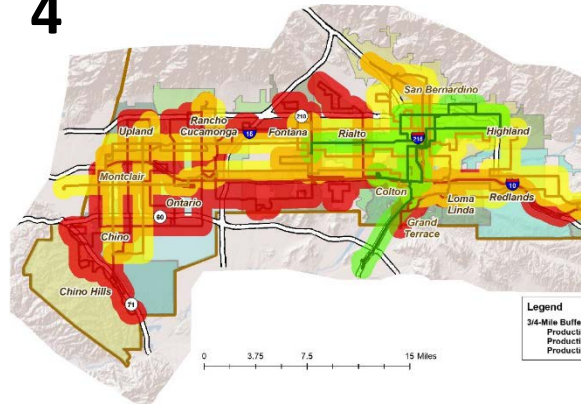
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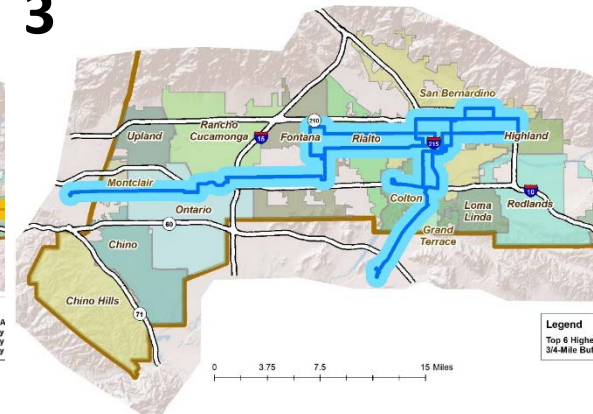
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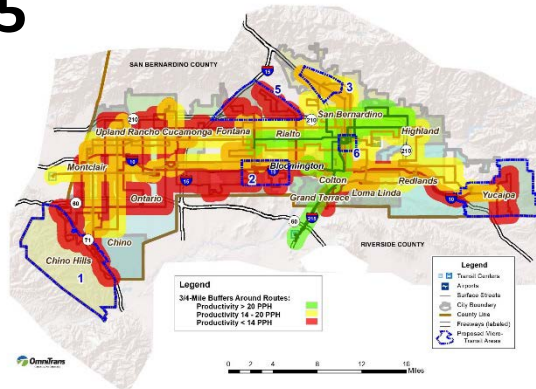
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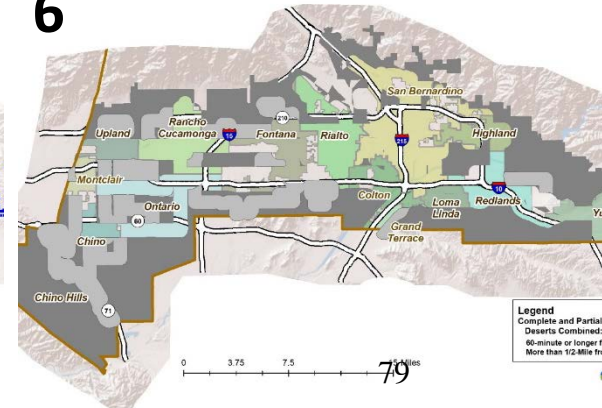
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5



6



THANK YOU

ITEM # E4

DATE: April 24, 2019

TO: Committee Chair Penny Lilburn and
Members of the Plans & Programs Committee

THROUGH: P. Scott Graham, CEO/General Manager

FROM: Wendy Williams, Director of Marketing & Planning

SUBJECT: **FISCAL YEAR 2019-2020 MARKETING PLAN**

FORM MOTION

Recommend to the Board of Directors adoption of the Omnitrans Fiscal Year 2019-2020 Annual Marketing Plan.

BACKGROUND

Each year, the Marketing Plan is brought to the Board of Directors as part of the Agency's guiding documents for the upcoming fiscal year.

The Marketing Plan outlines a strategic approach to attract and retain customers while maintaining overall community awareness and support through promotion of Omnitrans services and programs. Plan elements include marketplace analysis, review of key performance indicators, marketing methods, evaluation of Agency strengths, weaknesses, opportunities, and threats, and definition of target markets. Key goals are set and marketing strategies are developed to achieve them, utilizing available resources.

Comparing calendar year 2018 to 2017, Omnitrans system ridership declined by 4.1%. Through March of the current fiscal year, Omnitrans system-wide ridership is down 4.8%. Other transit agencies in California are experiencing similar declines. The primary causes of this trend include higher car ownership, lower fuel costs, increasing online options for school, shopping and work, and the rise of alternatives such as Uber and Lyft. Ridership in Fiscal Year 2019-2020 is projected to decline 4.6%, primarily due to a fare increase proposed to take effect in September 2019.

On a positive note, overall sbX ridership is up 0.7% since Saturday service was implemented in January 2019. More importantly, Saturday ridership on the sbX corridor, which includes underlying local Route 2, has grown 37.3% year to date compared to last year. This service enhancement was supported by a multi-media advertising and promotion campaign.

Revenue from pre-paid fares was up 13.5% in 2018 compared to 2017 while advertising revenue was up 51.2%. Public awareness of Omnitrans remains high at 92%, and public opinion is 88% positive, according to the 2018 Inland Empire Annual Survey. Results of a 2018 online fixed route rider survey indicated that customer satisfaction is 83% positive.

In Fiscal Year 2019-2020, Omnitrans marketing will focus on 8 key initiatives:

1. Targeted marketing of new/realigned routes, high-frequency service and express routes
2. Expanded Hispanic and Spanish-language marketing efforts
3. Increased digital and social media advertising
4. Partner with app developers to deliver trip planning, payment, and arrival prediction functionality through a single mobile app
5. Implement website refresh to enhance user experience
6. Offer customer service chat capabilities through website
7. Develop and launch agency-wide customer service excellence program
8. Promote MicroTransit pilot programs

CONCLUSION

By implementing the Marketing Plan, Omnitrans will be able to promote the Agency in ways that will effectively attract and retain customers while achieving public awareness and support. This plan will be implemented within the constraints of the 2019-20 Omnitrans Budget.

PSG:WW

Attachments: A: Marketing Plan 2019-20
 B: Power Point Presentation



ATTACHMENT A

Marketing Plan 2019-2020



May 1, 2019

Omnitrans
1700 W. Fifth St.
San Bernardino, CA
92411

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EXECUTIVE SUMMARY

Omnitrans marketing efforts are designed to create a high level of public awareness to generate public support for and increased use of Agency services. The annual Marketing Plan outlines a strategic approach to attract and retain customers while maintaining overall community support through promotion of Omnitrans services and programs. The plan includes marketplace analysis, review of key performance indicators and marketing methods, evaluation of Agency strengths, weaknesses, opportunities, and threats, and definition of target markets. Key goals are set and marketing strategies are developed to achieve them, utilizing available resources.

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Revenue from pre-paid fares was up 13.5% in 2018 compared to 2017 while advertising revenue was up 51.2%. Public awareness of Omnitrans remains high at 92%, and public opinion is 88% positive, according to the 2018 Inland Empire Annual Survey. Results of a 2018 online fixed route rider survey indicated that customer satisfaction is 83% positive.

The typical Omnitrans passenger as surveyed in 2017 is a young, working, English-speaking Hispanic male. Most riders are employed and/or attending high school or college. Over 60% of rider households earn less than \$20,000 annually. Millennials make up about half of the customer base with 48% under age 30. Senior citizens (60 and older) account for 10%. Omnitrans passengers are heavily reliant on transit as over half do not have a driver's license and only 18% have a car readily available to them. A permanent disability affects 19% of riders.

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6. Offer customer service chat capabilities through website
7. Develop and launch agency-wide customer service excellence program
8. Promote MicroTransit pilot programs

MARKETING PLAN 2019-2020

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MARKET ANALYSIS

Service Overview

Omnitrans was established in 1976 to provide a unified and comprehensive public transit system for the San Bernardino Valley. Omnitrans provides a family of services including both fixed route and demand response transportation. All services combined are supported by 178 buses, 106 cutaway vehicles, and approximately 730 direct employees and 230 contracted employees.

Fixed Route: As of May 2019, Omnitrans provides transit service on 35 routes, including one bus rapid transit (BRT) line, three freeway express routes, 26 local bus routes and five community circulator routes. Combined, these provide approximately 36,000 passenger trips on weekdays. Routes cover the San Bernardino Valley and provide connections to other regional transit providers: Metrolink, Riverside Transit Agency, Foothill Transit, Victor Valley Transit Authority, Mountain Transit, and Pass Transit.

Demand Response: Access is a lift-equipped, curb-to-curb, shared-ride service mandated by the Americans with Disabilities Act (ADA). It is available for pre-qualified persons with disabilities throughout the Omnitrans service area. Service is offered seven days a week by advance reservation. Access provides approximately 1,400 passengers trips on a typical weekday. Additionally, the Special Transportation Services Department offers alternatives for seniors and persons with disabilities including volunteer driver and ride-hail service discount programs.

Service Area

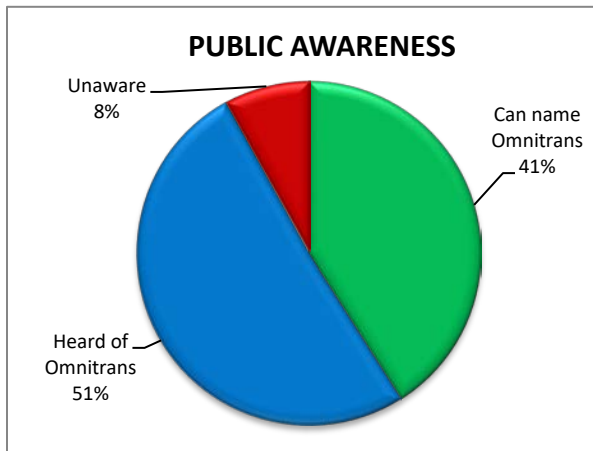
Geography: Omnitrans operates in an area of approximately 450 square miles known as the San Bernardino Valley. This includes 15 cities: Chino, Chino Hills, Colton, Fontana, Grand Terrace, Highland, Loma Linda, Montclair, Ontario, Rancho Cucamonga, Redlands, Rialto, San Bernardino, Upland, Yucaipa, and some unincorporated areas of San Bernardino County. Omnitrans also travels to Pomona and Riverside to connect with neighboring transit agencies.

Population: According to the most recent U. S. Census data (July 2017), San Bernardino County has an estimated 2,157,404 residents, up 6.0% from 2010. In comparison, the Omnitrans service area is home to approximately 1.5 million people. Continued population growth is projected over the next 10 to 15 years, particularly in the middle and western portions of the service area.

Employment: Local unemployment rates remain low. The San Bernardino County rate was 3.8% in December 2018, down from 4.0% in December 2017 and well below the 13.5% high water mark seen in 2010. Similarly, the December 2018 rate for California was 4.1%, and the national average was 3.9%. Job growth in the San Bernardino Valley is expected to outpace Los Angeles and Orange Counties in the long term. Southern California Association of Governments forecasts that Ontario and San Bernardino will be among the top ten job markets in the region by 2030.

Public Awareness

Overall awareness of Omnitrans among the general public surveyed in the 2018 Inland Empire Annual Survey was 92%. This is slightly higher than the 90% average awareness rating attained



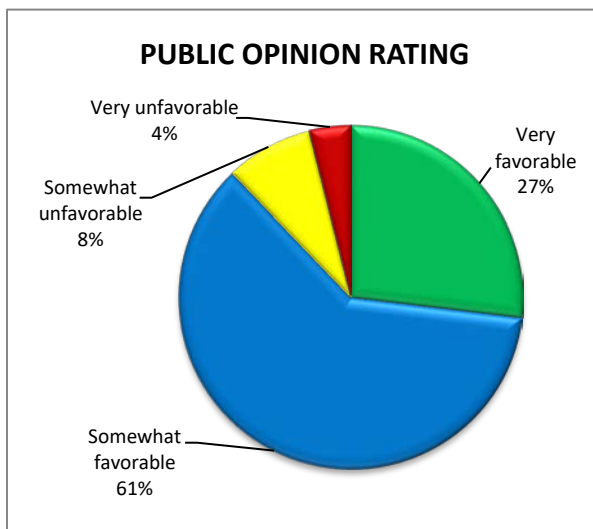
over the past five years. When asked if they could name their local public transit service, 41% answered “Omnitrans.” Those who could not name Omnitrans outright were then asked if they had heard of Omnitrans. With this prompting, 51% answered affirmatively while only 8% indicated no awareness of Omnitrans. See graph at left.

This high awareness level is an indication that Omnitrans is successful at promoting and building the Agency brand through effective marketing efforts. Strong public awareness is

desirable because it influences people to seek out Omnitrans services when the need arises and to support funding initiatives for Omnitrans projects.

Public Opinion

Along with achieving high awareness, the vast majority of the public views Omnitrans in a positive light. The 2018 Inland Empire Annual Survey showed that 88% of people rated the Agency



favorably even if they did not use our services. Of the 12% who responded unfavorably, the top reason they gave for this perception was that bus schedules were inconvenient. Survey participants also were asked if their opinion of Omnitrans had changed in the past year. While most (79%) said their perception of Omnitrans had not changed, 19% said their perception improved while only 2% said their perception declined.

When asked if they would consider riding the bus in the San Bernardino Valley, one-third indicated interest. Those interested were then asked which service and amenity improvements would entice them to ride. The top service improvements

requested were 1) neighborhood routes, 2) more frequent bus service. Top amenities enhancements selected were 1) free Wi-Fi and 2) nicer bus stops.

MARKET TRENDS

Customer Satisfaction

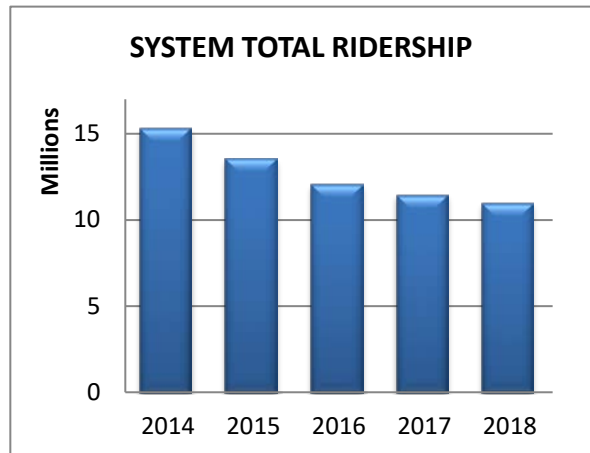
Omnitrans earns high marks from customers. In a 2018 online rider survey, 83% of fixed route riders gave Omnitrans a positive rating, as the chart below illustrates. In this annual survey conducted by the American Bus Benchmarking Group, Omnitrans earned the fifth highest customer satisfaction rating among 15 peer agencies of similar size from across the nation. Besides capturing an overall rating, the survey delves into nine areas impacting customer satisfaction. Compared to the previous year, Omnitrans saw a significant 4.6 percentage point increase in “It is convenient to pay the bus fare / buy tickets or passes,” which reflects well on the implementation of mobile fares in August 2017. The Agency’s lowest satisfaction score was for “I feel safe and secure waiting for my bus,” at only 51.5% positive. In response, Omnitrans has added solar lights at 100 bus stops and will conduct a clearinghouse study during 2019 to learn best practices from peers.



2017 was the last time Access customers were surveyed. At that time, 75% gave the service an overall satisfaction rating of excellent or good, 15% said service was fair, and only 9% had a negative opinion. When asked to compare Access service to two years prior, 30% said service had improved while 19% said it was worse. Feedback on the new in-person assessment process implemented in 2015 was impressive, with customer ratings of 76% excellent and 22% good.

Ridership

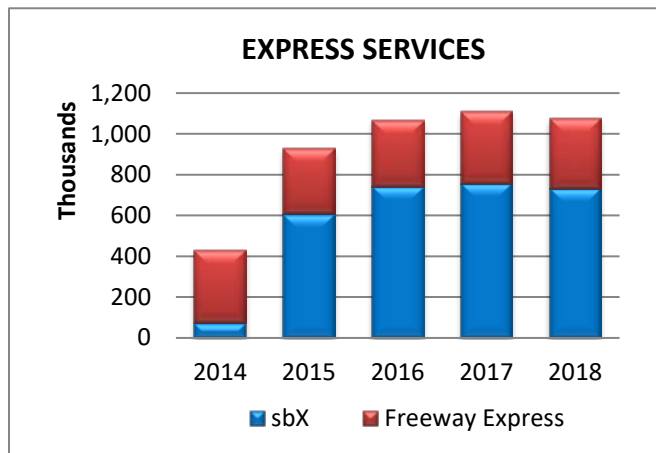
In calendar year 2018, ridership on all Omnitrans services totaled 10,975,410 trips, which is a 4.1% decrease from the prior year, continuing a downward trend that began in 2013. The rate of decline has slowed from double digit percentage decreases seen in 2015 and 2016. The primary causes of the decline include higher car ownership, low fuel costs, increased teleworking and online education and the rise of alternatives such as Uber and Lyft. Most transit agencies in California have experienced a similar trend: 20 peer agencies had an average decline of -3.1% from 2017 to 2018. The chart at right displays the Omnitrans five-year trend for system ridership.



MARKETING PLAN 2019-2020

Fixed Route: Fixed route bus service generated 10.6 million boardings in 2018, down 4.0% from the prior year. Looking at ridership by fare category, nearly half of riders (48.5%) were full fare customers while 31.7% paid the discounted “half” fare for seniors age 62 and up, persons with a disability, or military veterans. Students in the GoSmart program and youth (18 and under) accounted for 12.4% of ridership. The remainder was attributed to free rides, transfers and miscellaneous categories.

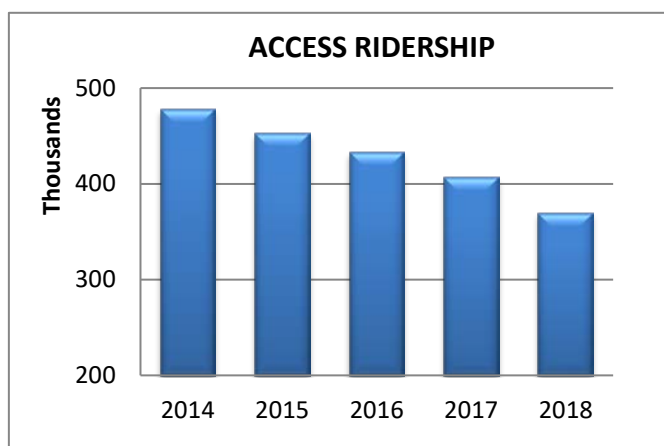
On a positive note, Omnitrans transfers to and from Metrolink commuter rail service increased by 15.1% year over year. Although a small part of total ridership at 64,164 annual boardings, this increase is likely related to the extension of Metrolink service to the San Bernardino Transit Center in January 2018. Omnitrans also offers connections to Metrolink at nine other stations.



Express Services: After several years of growth, boardings on Omnitrans’ express services declined in 2018, as the graph at left illustrates. Ridership on the sbX BRT line dropped by 3.4% in 2018, carrying 732,199 passengers. Boardings on Freeway Express Routes 208, 215, and 290 combined carried 342,396 passengers, a decrease of 2.4% year over year. On a positive note, overall sbX

ridership is up 0.7% in Fiscal Year 2018-19 through March 2019. This is due to the introduction of sbX Saturday service implemented in January 2019. More importantly, Saturday ridership on the sbX corridor, which includes underlying local Route 2, has grown 37.3% year to date compared to last year.

Access: Ridership on the ADA-mandated Access service was 369,722 in 2018, a drop of 9.0% vs.

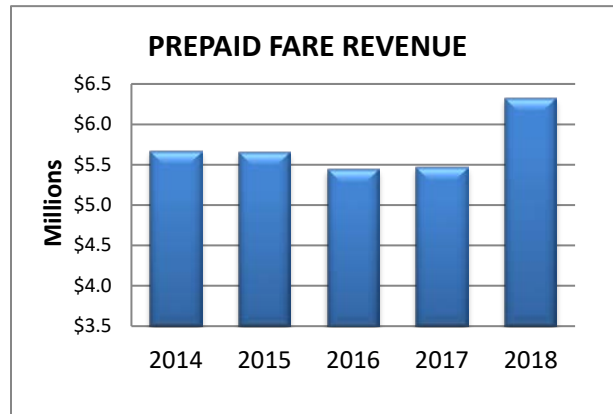


2017. Omnitrans has successfully managed to reduce Access use through various initiatives. These include an in-person eligibility interview process, fixed-route travel training and alternative transportation programs such as taxi and Lyft subsidies and volunteer driver programs. Combined, these efforts have reduced demand for Access, Omnitrans’ most expensive service per passenger trip. The five-year Access ridership trend is shown at left.

MARKETING PLAN 2019-2020

Revenue

Pass Sales: Total pre-paid fare revenue surpassed \$6.3 million in 2018 from all sources including retail outlets, the San Bernardino Transit Center, online store, mobile fares, GoSmart programs, and ticket vending machines. Revenue from these sources grew by 13.5% in 2018 compared to 2017. This was primarily driven by purchases made by Inland Empire Health Plan, rate increases in the GoSmart program and the introduction of mobile fares.

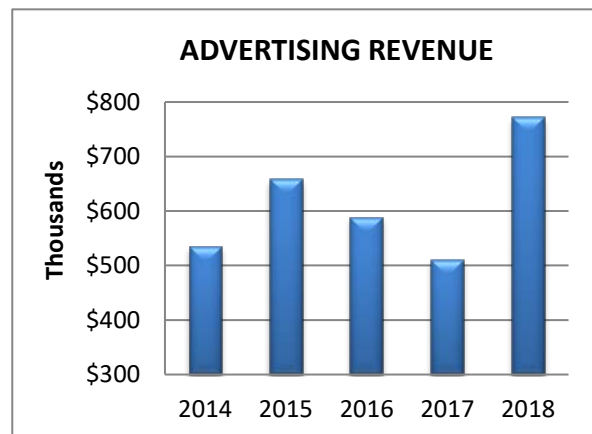


Use of prepaid fare media minimizes use of cash payments which require more boarding time and thus increase travel time. Additionally, cash generates administrative costs related to money processing and transport. In 2018, cash transactions on board accounted for only 28.7% of all trips, down slightly from 29.1% in 2017.

Mobile Fares: Omnitrans began offering mobile fares via the Token Transit app in August 2017. Since launch, this pay-by-phone option has generated over \$1 million in fare revenue. By February 2019, mobile fares were used for 6.1% of all boardings, up from 4.9% a year earlier. A 2017 survey of mobile fare customers showed that 60% of users previously paid with cash on board. Most said they switched to mobile fares for the convenience of no longer needing to carry cash. More than 9 in 10 expressed satisfaction with the mobile fare app. The pay-by-phone option has been utilized by all customer categories. Use by age mirrors Omnitrans' overall rider demographics.

GoSmart: This is a negotiated rate program paid by student fees and/or administrative contributions by partner schools or organizations. Students, employees or members use a photo ID cards with magnetic stripes encoded with identification data for fare payment. Partners in 2018 were California State University San Bernardino, Chaffey College, CRAFTON HILLS College, San Bernardino Valley College, Art Institute of California—Inland Empire, and San Bernardino County Superintendent of Schools. Combined, these programs generated \$1,008,453 in 2018.

Advertising: The Marketing Department manages contracts for advertising on Agency assets, including ads on buses, bus shelters and at stations. System advertising is an important revenue stream for the Agency and provides opportunities for self-promotion at low or no cost. Advertising revenue totaled \$771,370 in 2018, up 51.2% from 2017. The five-year trend is shown at right. The significant gains in 2018 are due to a new more favorable multi-year contract as well as the vendor's sales success in a thriving economy.



MARKETING TOOLS

Omnitrans utilizes a variety of methods to inform and engage with customers and the general public to promote the Agency brand and services. This includes advertising, participation in community outreach events, partnerships, media relations, customer communications and use of online and social media channels.

Advertising: Omnitrans typically implements about five major advertising campaigns each year using a variety of media tactics including radio, newspaper, digital/online, movie theater ads, cable television, direct mail/door hangers, and outdoor advertising. Major campaigns implemented in 2018 focused on the sbX-Metrolink connection at SBTC, freeway express service, mobile fares and mobile apps, summer youth fare, and service to Ontario International Airport.

Outreach: In 2018, Omnitrans reached an estimated 25,000 people through 70 community outreach events. This is up from an estimated 20,000 people reached in 2017 at 83 events. Typical types of events include senior citizen resource fairs, community festivals, corporate benefits fairs, travel training, and back-to-school events.

Partnerships: The Agency has fostered numerous community partnerships which help increase brand awareness and position Omnitrans as a valued community resource. This includes sponsorships with local college and minor league baseball, basketball, soccer, and hockey teams. Other key partnerships in 2018: Auto Club Speedway, National Orange Show Citrus Fair, Ontario International Airport, American Cancer Society, Inland Empire Biking Alliance, GoSmart colleges, Amazon tripper service, and San Bernardino County Arts Commission and San Bernardino County Arts Connection's involvement in the SBTC sidewalk chalk art contest.

Media Relations: In an effort to generate positive publicity for the Agency, 11 news releases went out in 2018. Omnitrans received over 85 mentions in local and trade media in 2018 with overwhelmingly positive coverage at 78%. Top stories revolved around Summer Youth Fare, chalk art contest at SBTC, January 2018 ridership gains, mobile fare discounts, and new Directors of Maintenance, Operations and Human Resources.

Customer Communications: The Bus Book, published three times per year, provides complete route maps and schedules, fare information, and how-to-ride tips. They are distributed on board, and at various public locations. Both print and electronic newsletters are produced for customers and community stakeholders. Important customer messages also are communicated through posters and flyers posted on board and at shelters and stations.

Online/Social Media: Omnitrans maintains a strong online presence with a mobile responsive website (www.omnitrans.org), a mobile app, an online store and a robust social media presence. In 2018 the number of followers for each social media platform increased over the prior year: Facebook +3%, Twitter +5%, Instagram +19%. Blog views totaled 73,897 and YouTube views totaled 15,903. The website averaged 40,861 visitors per month. The mobile app has been downloaded nearly 82,000 times to date.

SWOT ANALYSIS

In preparing the Marketing Plan, we consider our strengths, weaknesses, opportunities and threats (SWOT) as shown below. Strengths and weaknesses are largely characteristics of the organization while opportunities and threats are due primarily to external influences.

	POSITIVE	NEGATIVE
INTERNAL	STRENGTHS Service quality <ul style="list-style-type: none"> High customer satisfaction High on-time performance System features <ul style="list-style-type: none"> Family of services: BRT, freeway, local, shuttle, Access, STS programs Fleet: Wheelchair accessible, bike racks, clean fuel, WiFi on express/sbX, USB ports Stop amenities: Transit centers, shelters/benches/lighting, park & ride lots Economical service <ul style="list-style-type: none"> Multi-day passes, GoSmart program Discounts for Veteran, Youth, Senior, Disabled, Medicare categories Mobile fare option Customer communication <ul style="list-style-type: none"> Multilingual (LEP) Schedules, newsletters, on board audio Community outreach, travel training Website, mobile app, social media NexTrip real time arrival info Call center, SBTC customer service Service enhancements <ul style="list-style-type: none"> Route 12 (Fontana-CSUSB), minor changes 	WEAKNESSES Constrained budget and service levels <ul style="list-style-type: none"> Flat funding allocation No overall service level increases Limited span, especially on weekends Productivity vs. coverage demands Fare increase <ul style="list-style-type: none"> Short term impact on ridership Travel time <ul style="list-style-type: none"> Slower than auto travel Service frequency mostly 30 – 60 min. Declining ridership <ul style="list-style-type: none"> Regional and national trend continues Public agency environment <ul style="list-style-type: none"> Lack of flexibility, slow reaction time Funding mechanisms Procurement cycles Regulations and mandates
EXTERNAL	OPPORTUNITIES Service area development <ul style="list-style-type: none"> Multimodal, TOD interest at Cities, SBTC Growing population, urbanization, congestion Active transportation projects Improving local economy, employment Community Partnerships <ul style="list-style-type: none"> Students/youth, GoSmart Veterans, senior and disabled Employers (Amazon, etc.) Spanish/Hispanic Multimodal planning/future modes <ul style="list-style-type: none"> Future Arrow Rail Future West Valley Connector BRT Microtransit pilot programs New revenue/funding opportunities <ul style="list-style-type: none"> Discretionary grants Rising advertising contract revenue 	THREATS Car culture <ul style="list-style-type: none"> High auto ownership Free parking Low market share for transit Few “choice” riders Stable gasoline prices Changing Demographics <ul style="list-style-type: none"> Declining immigration rate Low unemployment Job losses in core areas, growth in outlying areas Online work, school, shopping Lack of transit-friendly infrastructure <ul style="list-style-type: none"> Gaps in pedestrian access/bicycle infrastructure Suburban sprawl Perception of safety/security <ul style="list-style-type: none"> Waiting at bus stops Graffiti and vandalism Homeless population impacts

TARGET MARKETS

Identification of target markets is key to the success of any marketing plan. Only when target markets are clearly defined, can effective messages and media tactics be developed.

FIXED ROUTE

Core Market: Since our most likely new customers are those who closely resemble current users of the service, these characteristics also identify our core target market. According to a 2017 on-board rider survey, the typical Omnitrans fixed route rider is:

- **Young:** 16 to 29 years of age (48%)
- **Gender Neutral:** Male (52%); Female (48%)
- **Ethnically Diverse:** Hispanic (45%); African American (24%); Caucasian (17%)
- **Low Household Income:** Under \$20K (59%); \$20K to \$35K (22%)
- **Employed:** (60%)

Niche Markets: Market segments below provide an opportunity for ridership growth:

- **Students:** More than one-third of current Omnitrans riders are full-time or part-time students. Students tend to be less likely to afford a car or possess a driver's license. Omnitrans focuses on students attending high schools, colleges and trade schools.
- **Spanish Speaking:** In a 2017 survey, 21% of riders were Spanish speakers and one-third of those indicated they speak English less than "very well." To effectively reach this market, Spanish-language materials and messages must be created.
- **Seniors:** In the 2017 rider survey, 10% of passengers were 60 years of age and older. This is one of the fastest growing segments of our population. Thus, we have the opportunity to attract more senior riders to transit.
- **Veterans:** Veterans make up approximately 5.3% of adults in the Omnitrans service area. Customers utilizing the veteran discount fare accounted for 1.7% of ridership in 2018. Omnitrans partners with local Veterans organizations to promote Omnitrans services.
- **Commuters:** Commuters represent the potential for generating regular transit trips to work. In a 2018 general public survey, 32.5% of non-riders indicated they would consider using the bus for some trips. Omnitrans works to attract commuters through outreach to large employers and by promoting premium services such as sbX and freeway express routes which are more time competitive with the automobile.

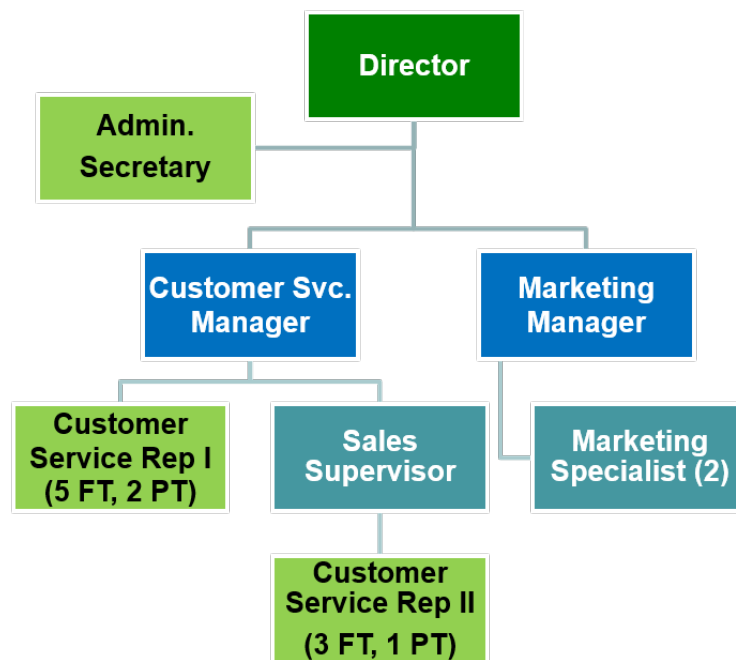
ACCESS

Access provides transportation service mandated by the Americans with Disabilities Act (ADA) for people unable to independently use the fixed route bus service for all or some trips.

Target Market: People with physical or cognitive disabilities. Omnitrans Marketing and Special Transit Services Departments work together to reach target markets. Customers are reached through local social service organizations. Omnitrans also maintains customer databases to effectively reach these target markets in order to alert them of service and policy changes.

MARKETING RESOURCES

Omnitrans' marketing, public relations, and customer service functions all reside within the Marketing Department. The organization chart below shows all positions in the department. The customer service section has 13 positions including 11 that provide customer assistance in the Agency call center and San Bernardino Transit Center seven days a week. This section also manages fare media sales, reduced fare ID cards, lost and found, and reception. The marketing section has three positions which are responsible for all community outreach efforts and customer communications, both printed and electronic. Omnitrans utilizes an advertising agency to provide advertising and design services including creative development, graphic design, media buying and webmaster responsibilities. The department director also oversees revenue contracts, the advertising agency and serves as the Agency's public information officer.



MARKETING GOALS

The primary role of Omnitrans marketing is to effectively communicate our messages to target audiences in a manner that contributes to the Omnitrans mission. Resources are focused on generating a high level of public awareness in order to attract and retain customers, achieve high customer satisfaction and maintain positive public opinion. Marketing also promotes pre-paid fare media sales and oversees advertising contracts which are important sources of revenue for the Agency. Below are four primary goals and key performance indicators for Fiscal Year 2019-2020 with comparisons to the prior year and year-to-date results through March.

1. RETAIN EXISTING AND ATTRACT NEW RIDERS

System Ridership

FY 2019 TARGET	-4.6%	Note: Decline projected due to fare increase
FY 2018 Target	+1.1%	
FY 2018 Actual YTD	-4.8%	

2. INCREASE REVENUE

Bus Pass Sales Revenue

FY 2020 TARGET	+7%
FY 2019 Target	+1%
FY 2019 Actual YTD	+22%

Advertising Revenue

FY 2020 TARGET	+5%
FY 2019 Target	+2%
FY 2019 Actual YTD	+33%

3. MAINTAIN HIGH CUSTOMER SATISFACTION

Customer Satisfaction (favorable)

FY 2020 TARGET	85%
FY 2019 Target	85%
FY 2019 Actual*	83%

Call Center Efficiency (abandoned calls)

FY 2020 TARGET	<15%
FY 2019 Target	<15%
FY 2019 Actual YTD	14%

4. MAINTAIN HIGH PUBLIC AWARENESS AND POSITIVE OPINION

Public Awareness

FY 2020 TARGET	90%
FY 2019 Target	90%
FY 2019 Actual**	92%

Outreach (events)

FY 2020 TARGET	+5%
FY 2019 Target	+5%
FY 2019 YTD	+25%

Public Opinion (favorable)

FY 2020 TARGET	85%
FY 2019 Target	80%
FY 2019 Actual**	88%

Media Coverage (favorable)

FY 2020 TARGET	70%
FY 2019 Target	66%
FY 2019 YTD	75%

*Customer satisfaction rating from ABBG online rider survey, conducted in 2018.

**Public awareness and public opinion data from Inland Empire Annual Survey 2018.

MARKETING STRATEGIES

Marketing strategies and related tactics planned to achieve our goals are the heart of the Marketing Plan. In 2019-2020, Omnitrans Marketing will focus on 8 key strategies.

KEY INITIATIVES FOR FY 2019-2020

1. Targeted marketing of new/realigned routes, high-frequency service and express routes
2. Expanded Hispanic and Spanish-language marketing efforts
3. Increased digital and social media advertising
4. Partner with app developers to deliver trip planning, payment, and arrival prediction functionality through a single mobile app
5. Implement website refresh to enhance user experience
6. Offer customer service chat capabilities through website
7. Develop and launch agency-wide Customer Service Excellence program
8. Promote MicroTransit pilot programs

Additionally, Omnitrans Marketing will continue the many ongoing efforts listed below under the primary goal supported.

GOAL 1: ATTRACT AND RETAIN RIDERS

Strategy: Market to high school and college students

- Extend summer youth fare single ride discount (June, July, August)
- Promote GoSmart programs at partner schools
- Offer free ride opportunities and travel training to high school students

Strategy: Market to commuters through corporate outreach programs

- Develop/maintain partnerships with local Amazon and similar warehouse job sites.
- Partner with Inland Empire Commuter Services to reach large employers
- Create incentives for employers to promote transit use

Strategy: Increase awareness of multimodal connections

- Promote regional connections at San Bernardino Transit Center, including Metrolink
- Advertise frequent bus service to Ontario International Airport
- Partner with SBCTA on communications and outreach related to future Arrow rail service

Strategy: Promote OmniGo services

- Outreach to senior facilities and schools in OmniGo service areas
- Participate in community events

Strategy: Market to veterans, senior citizens and persons with disabilities

- Work closely with Special Transit Services department to provide travel training and promote mobility options for senior citizens, and persons with disabilities
- Outreach to facilities and organizations serving veterans, seniors and people with disabilities.
- Provide and promote free rides for veterans on Veterans Day

GOAL 2: INCREASE REVENUE

Strategy: Promote prepaid fares

- Increase use of mobile fares through marketing efforts including free ride offers
- Increase revenue from GoSmart programs through rate increases and new partnerships
- Promote pass sales at San Bernardino Transit Center including sales for other transit agencies

Strategy: Increase advertising revenue

- Manage advertising revenue contracts to ensure vendors maximize sales potential

GOAL 3: MAINTAIN HIGH CUSTOMER SATISFACTION

Strategy: Provide effective customer communications

- Refresh bus schedule book design to improve readability
- Utilize social media and e-marketing to inform and engage customers
- Maintain call center efficiency to maximize calls answered
- Utilize on board communications to inform and educate customers
- Provide vital communications for Limited English Proficiency (LEP) populations

Strategy: Implement customer education campaigns

- Utilize recurring campaign to promote system safety and security
- Provide how-to information for mobile fares, bike racks, Nextbus system, etc.
- Create messages and materials to promote positive customer behavior

Strategy: Promote a culture of customer service excellence at Omnitrans

- Provide customer service excellence training to all employees
- Continue employee bus ride program to increase understanding of customer experience
- Improve employee recognition programs to reward positive customer service behavior
- Implement customer appreciation activities

GOAL 4: MAINTAIN HIGH PUBLIC AWARENESS, POSITIVE OPINION

Strategy: Community outreach and partnerships

- Hold public events at San Bernardino Transit Center
- Participation in and sponsorship of community events
- Continue partnerships with local minor league sports teams

Strategy: Effective public relations practices

- Deliver positive messages to target groups including media, stakeholders and general public
- Generate positive news coverage for the Agency

Strategy: Positive communications and partnerships with community stakeholders

- Continue e-newsletters to inform community leaders and decision makers
- Enhance partnerships with key organizations such as Veterans Affairs, cities, chambers, school districts, etc.
- Promote transit through participation in national or regional events such as Earth Day, Get On Board Day, Bike Month, Rideshare Week, etc.

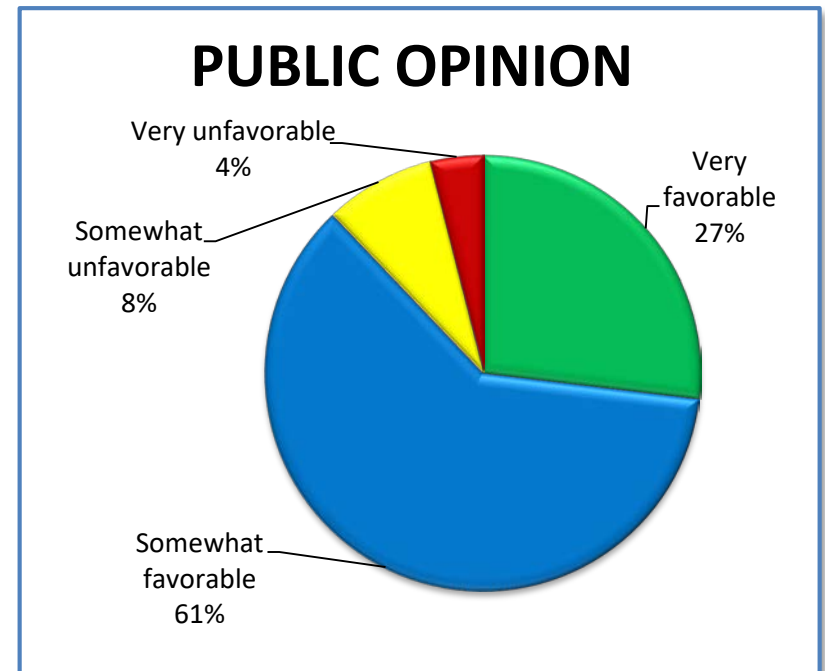


MARKETING PLAN

**Plans & Programs Committee
April 24, 2019**

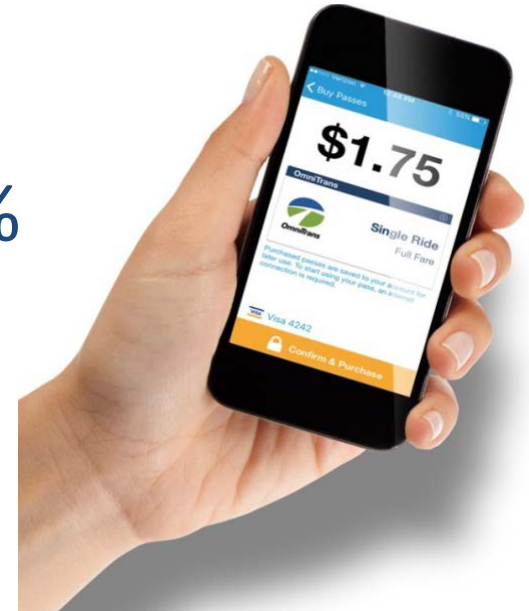
Market Analysis – Survey Data

- **Public Awareness**
 - 92% recognize Omnitrans brand
- **Public Opinion**
 - 88% positive
- **Customer Satisfaction**
 - 83% positive



Market Analysis – KPIs (Mar. 2019)

- **Ridership:**
 - System -4.8%, sbX +0.7%
- **Revenue:**
 - Pre-paid Fares +22%
 - Advertising +33%



8 Key Initiatives for FY 2019-20

- 1. Targeted marketing of new/realigned routes, high-frequency service and express routes**
- 2. Expanded Hispanic and Spanish-language marketing efforts**
- 3. Increased digital and social media advertising**
- 4. Partner with app developers to deliver trip planning, payment, and arrival prediction functionality through a single mobile app**

8 Key Initiatives for FY 2019-20 (cont.)

- 5. Implement website refresh to enhance user experience**
- 6. Offer customer service chat capabilities through website**
- 7. Develop and launch agency-wide Customer Service Excellence program**
- 8. Promote MicroTransit pilot programs**

THANK YOU