



ADMINISTRATIVE AND FINANCE COMMITTEE
THURSDAY, NOVEMBER 14, 2019– 8:00 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.

A. CALL TO ORDER

1. Pledge of Allegiance
2. Roll Call

B. ANNOUNCEMENTS/PRESENTATIONS

1. Next Committee Meeting: Thursday, December 12, 2019, 8:00 a.m.
Omnitrans Metro Facility Board Room

C. COMMUNICATIONS FROM THE PUBLIC

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

D. POSSIBLE CONFLICT OF INTEREST ISSUES

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

E. DISCUSSION ITEMS

- | | |
|---|----|
| 1. Approve Administrative & Finance Committee Minutes – October 10, 2019 | 2 |
| 2. Adopt Proposed Calendar Year 2020 Committee Meeting Schedule – <i>Araceli Barajas</i> | 5 |
| 3. Receive and Forward to the Board of Directors, Agency Management Report – Fiscal Year 2020 First Quarter Report – <i>Maurice Mansion</i> | 6 |
| 4. Receive and Forward to the Board of Directors, Management Plan Strategic Initiatives and Key Performance Indicators – FY20 First Quarter Reports – <i>Erin Rogers</i> | 15 |
| 5. Receive and Forward to the Board of Directors, Annual Internal Audit Workplan and Schedule FY2020 – <i>Jeremiah Bryant</i> | 31 |
| 6. Receive and Forward to the Board of Directors, Redlands Passenger Rail Project – Proposed Change of Arrow Operator from Omnitrans to the Southern California Regional Rail Authority – <i>Trischelle Baysden</i> | 43 |

F. ADJOURNMENT

ITEM # E1

**ADMINISTRATIVE & FINANCE COMMITTEE
MINUTES, OCTOBER 10, 2019**

A. CALL TO ORDER

Acting Committee Chair David Avila called the regular meeting of the Administrative and Finance Committee to order at 8:01 a.m., Thursday, October 10, 2019.

1. Pledge of Allegiance
2. Roll Call

Committee Members Present

Mayor Pro Tem David Avila, City of Yucaipa
Council Member Ron Dailey, City of Loma Linda
Mayor John Dutrey, City of Montclair
Supervisor Curt Hagman, County of San Bernardino
Council Member John Roberts, City of Fontana
Council Member Alan Wapner, City of Ontario

Committee Members Not Present

Council Member Sam Spagnolo, City of Rancho Cucamonga – Committee Chair

Omnitrans Administrative Staff Present

P. Scott Graham, CEO/General Manager
Erin Rogers, Deputy General Manager
Trischelle Baysden, Director of Rail
Jeremiah Bryant, Director of Strategic Development
Shawn Brophy, Director of Operations
Suzanne Pfeiffer, Director of Human Resources
Aaron Moore, Director Special Transportation Services
Nicole Ramos, Interim Director of Marketing
Art Torres, Director of Procurement
Wendy Williams, Director of Marketing-Planning
Melissa Castillo, Customer Service Manager
Maurice Mansion, Treasury Manager
Harry Morck, Network Administrator
Eugenia Pinheiro, Contracts Manager
Nicole Ramos, Marketing Manager
Melissa Saenz, Human Resources Assistant
Oscar Tostado Maintenance Manager
Krystal Turner, Contracts Administrator

LEGAL COUNSEL

Steve DeBaun, Legal Counsel

B. ANNOUNCEMENTS/PRESENTATIONS

The next Committee Meeting is scheduled Thursday, November 14, 2019, at 8:00 a.m.

C. COMMUNICATIONS FROM THE PUBLIC

There were no communications from the public.

D. POSSIBLE CONFLICT OF INTEREST ISSUES

There were no Conflict of Interest Issues.

E. DISCUSSION ITEMS

1. Approve Administrative & Finance Committee Minutes – September 12, 2019

M/S (Dutrey/Roberts) that approved Administrative & Finance Committee Minutes September 12, 2019. The Motion was passed unanimously by Members present.

2. Receive and File, County-Wide Transit Consolidation Study & Innovative Transit Review of the Metro Valley

Deputy General Manager, Erin Rogers, presented a brief background on this item as detailed in the staff report.

Member Hagman arrived at 8:06 a.m. during the presentation of Item #E2.

Member Dailey referred to the current budget situation and expressed concern regarding the cost of conducting a study similar to one conducted in 2015, which determined that there would not be adequate cost efficiencies to consolidate. He also thanked staff for their work with the Ad Hoc Committee and for developing the proposed plan.

Member Dutrey stated that according to SBCTA staff, the initial scope of the study would evaluate the pros and cons of a potential consolidation. He further explained that the initial findings would be presented to the SBCTA Transit Committee in January.

Member Hagman indicated that serving on different boards requires different perspectives and stated that Omnitrans Board Members should remain focused on efficiency. He stressed the importance of forward thinking and considering alternative options as plans are being developed. Member Hagman stated that he was not in favor of a consolidation but agreed that every option should be looked at.

Member Dutrey asked if this item should be added to the November 6th Board agenda for discussion.

Member Wapner mentioned the lack of adequate communication between the Ad Hoc Committee and the Board and attributed that responsibility to staff. Additionally, he clarified that VVTA did not want to be included in the study, however they were not opposed to the study itself.

The Committee received and filed this item.

3. Recommend the Board of Directors Approve Change to Policy 604: Life Insurance and Long-Term Disability Plans

Director of Human Resources, Suzanne Pfeiffer provided a brief background on this item as detailed in the staff report.

M/S (Hagman/Wapner) that recommended the Board of Directors approve changes to Policy 604. Motion was passed unanimously by Members present.

F. ADJOURNMENT

The Administrative and Finance Committee meeting adjourned at 8:28 a.m.

The next Administrative and Finance Committee Meeting is scheduled Thursday, November 14, 2019, at 8:00 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



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ITEM # E2

DATE: November 14, 2019

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

FROM: Erin Rogers, Interim CEO/General Manager

SUBJECT: PROPOSED 2020 COMMITTEE SCHEDULE

FORM MOTION

Adopt the proposed Administrative & Finance Committee Meeting Schedule for 2020. The schedule is the same as the current 2019 schedule, which is 8:00 a.m., the second Thursday, except on the dates noted, which will be held on the third Thursday.

January 16, 2020*
February 13, 2020
March 12, 2020
April 9, 2020
May 14, 2020
June 11, 2020
July – Dark**
August 13, 2020*
September 10, 2020
October 15, 2020*
November 12, 2020
December 10, 2020

* The January and October meetings were moved to the third Thursday to coincide with SBCTA's Transit Committee Meeting schedule.

** As there is no Board Meeting in August, no Committee Meeting will be held in July.

ER:AB

ITEM # E3

DATE: November 14, 2019

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

THROUGH: Erin Rogers, Interim CEO/General Manager

FROM: Maurice Mansion, Treasury Manager

**SUBJECT: AGENCY MANAGEMENT REPORT – FISCAL YEAR 2020 FIRST
QUARTER REPORT**

AGENCY RESULTS

The first quarter operational results in this report represents the period covering 7/01/2019 – 9/30/2019.

OPERATING REVENUE

First quarter Operating Revenues of \$22.5M are \$0.3M under budget. The first quarter negative variance is driven by Capitalized Maintenance being less than plan through the first quarter. Costs in the maintenance department are running lower than planned year-to-date.

OPERATING EXPENSE

First quarter Operating Expenses of \$21.0M are \$1.9M under budget. The first quarter positive variance is primarily driven by expenditures in Labor & Benefits, Services, Occupancy and Purchased Transportation being less than planned.

RIDERSHIP

During the first quarter, Omnitrans carried a total 2,776,333 passengers. This consisted of 2,691,812 on Fixed Route service and 84,521 on Access routes. This reflects a total system increase of 3.0% when compared to the first quarter of last year. Fixed Route ridership for the first quarter increased 88,743 or 3.4% and Access ridership decreased 7,577 or 8.2% compared to the same period last year.

REVENUE HOURS/REVENUE MILES

Omnitrans provided a total of 211,558 revenue hours for the first quarter, reflecting an increase of 4,738 hours or 2.3% compared to the same quarter last year. Omnitrans logged a total of 2,901,566

revenue miles during the quarter, reflecting an increase of 66,122 revenue miles or 2.3% when compared to same quarter last year.

FAREBOX RECOVERY RATIO

First quarter Passenger Revenue for Fixed Route is \$5,105,238 compared to \$4,681,860 for the same period last year. The increase in Passenger Revenue is attributed to the increase in the sale of 31-day passes. The farebox recovery ratio for Fixed Route is 29.82% for the first quarter. The minimum required farebox recovery ratio for fixed route is 20%.

Passenger Revenue for Access is \$597,715 versus \$1,080,884 for the same quarter last year. This is a decrease of 44.7%. The decrease is driven by Omnitrans no longer receiving the Medi-Cal reimbursement from the state. The farebox recovery ratio for Access is 15.5% for the first quarter. The minimum required farebox recovery ratio for Access is 10%.

FINANCIALS

Total Salaries and Benefits of \$12,592,377 are \$1,023,080 under budget for the first quarter. The positive variance is driven by headcount being lower than planned and the timing of sick and vacation accruals.

Total Services is \$590,784 or \$398,426 under budget in the first quarter. The positive variance is primarily driven by the timing of services.

Materials and Supplies is \$1,675,991 or \$7,303 over budget for the first quarter. The first quarter negative variance is driven by rolling stock parts being higher than planned

Occupancy consists of Utilities, Data Communication Lines, Repairs and Maintenance to Buildings, Equipment and Software. First quarter expenses are \$1,143,058 or \$252,698 under budget. The first quarter positive variance is driven by repairs and maintenance on the buildings being less than planned.

Casualty & Liability is \$1,966,777 or \$39,432 under budget for the first quarter. The positive variance is driven by insurance premiums being less than planned.

Purchase Transportation is \$2,800,392 or \$157,464 under budget for the first quarter. The positive variance is driven by the decline in ridership on ACCESS.

Printing and Advertising is \$133,090 or \$85,668 under budget for the first quarter. The first quarter positive variance is driven by the timing of printing and advertising charges.

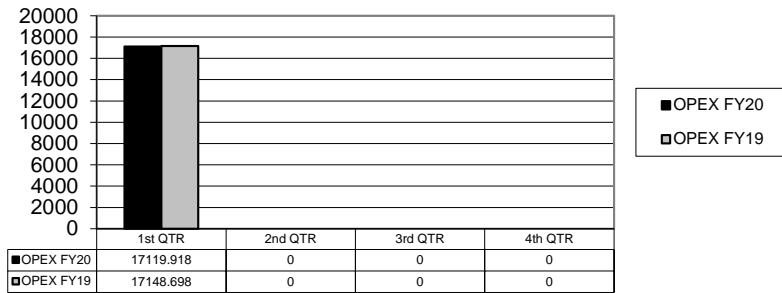
ER:DW:MM

PERFORMANCE STATISTICS
FISCAL YEAR 2020
First Quarter

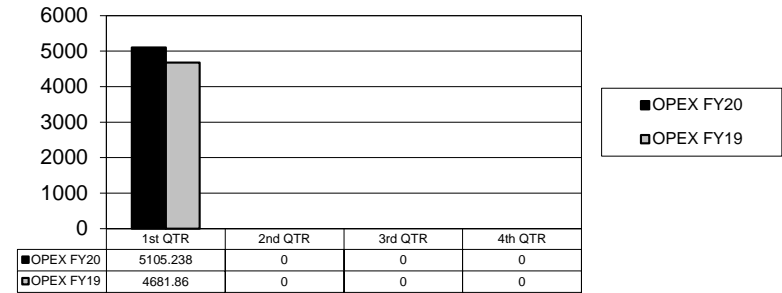
	<u>Current Quarter</u>		<u>YR/YR</u>	<u>Year-To-Date</u>		<u>YR/YR</u>
	<u>First Quarter 2020</u>	<u>First Quarter 2019</u>	<u>inc/(dec)</u>	<u>First Quarter 2020</u>	<u>First Quarter 2019</u>	<u>inc/(dec)</u>
Total Passenger Revenue & Subsidy						
Fixed Route	\$5,105,238	\$4,681,860	9.0%	\$5,105,238	4,681,860	9.0%
Demand Response	\$597,715	\$1,080,884	-44.7%	\$597,715	1,080,884	-44.7%
Total Passengers						
Fixed Route	2,691,812	2,603,069	3.4%	2,691,812	2,603,069	3.4%
Demand Response	84,521	92,098	-8.2%	84,521	92,098	-8.2%
Farebox Recovery Ratio						
Fixed Route/OmniLink	29.82%	27.62%		29.82%	27.62%	
Access	15.48%	29.16%		15.48%	29.16%	
Total Passengers per Revenue Hour						
Fixed Route	15.8	15.6	1.6%	15.8	15.6	1.6%
Demand Response	2.0	2.3	-12.2%	2.0	2.3	-12.2%
Revenue per Passenger						
Fixed Route	\$ 1.90	\$ 1.80	5.4%	\$ 1.90	\$ 1.80	5.4%
Demand Response	\$ 7.07	\$ 11.74	-39.7%	\$ 7.07	\$ 11.74	-39.7%
Cost per Passenger						
Fixed Route	\$ 6.36	\$ 6.59	-3.5%	\$ 6.36	\$ 6.59	-3.5%
Demand Response	\$ 45.69	\$ 40.25	13.5%	\$ 45.69	\$ 40.25	13.5%
Cost per Revenue Hour						
Fixed Route	\$ 100.56	\$ 102.51	-1.9%	\$ 100.56	\$ 102.51	-1.9%
Demand Response	\$ 93.48	\$ 93.77	-0.3%	\$ 93.48	\$ 93.77	-0.3%
	<u>Actual</u>	<u>Target</u>				
On Time Performance						
Fixed Route	84.46%	90%				
Demand Response	87.34%	90%				
Headcount	713	697				

(includes PT Operators, excludes Rail, STS)

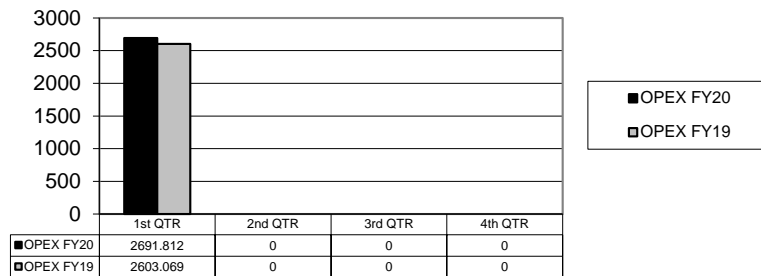
Fixed Route Operating Expense *Thousands*



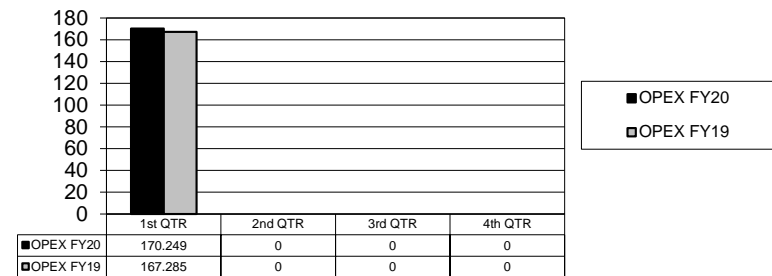
Fixed Route Passenger Revenue *Thousands*



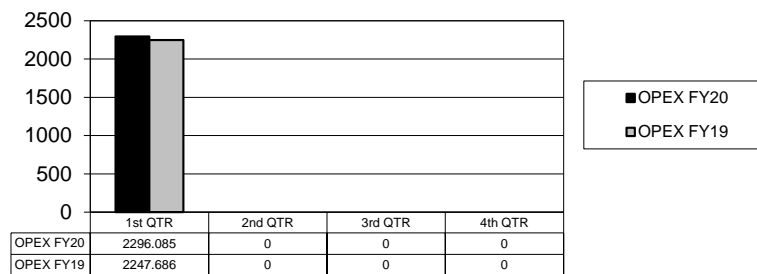
Fixed Route Ridership *Thousands*



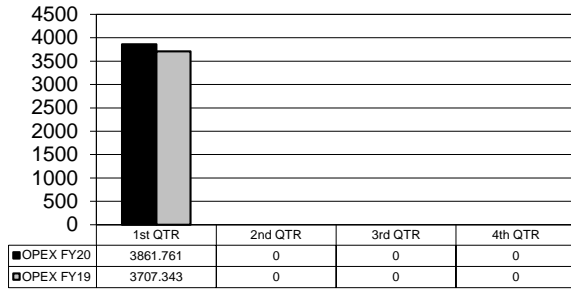
Fixed Route Revenue Hours *Thousands*



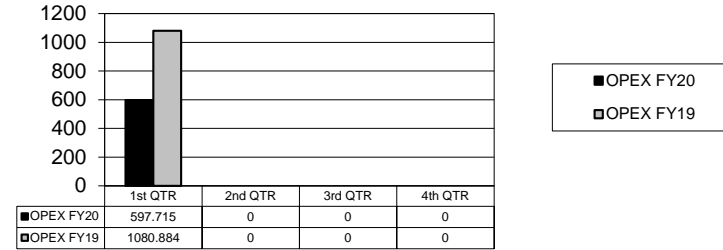
Fixed Route Revenue Miles *Thousands*



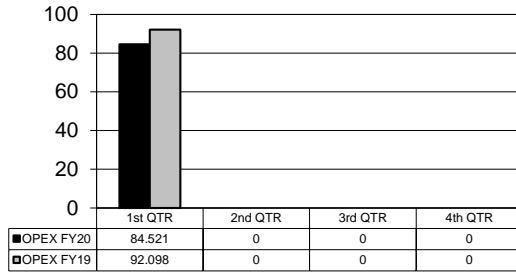
Demand Response Operating Expense Thousands



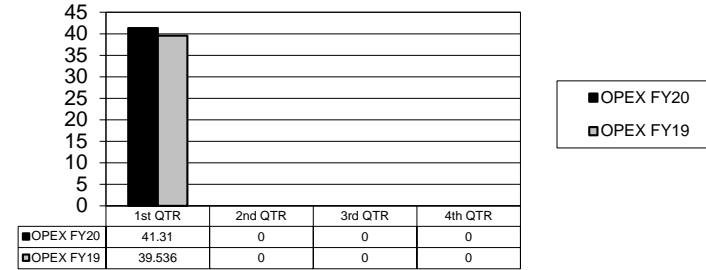
Demand Response Passenger Revenue Thousands



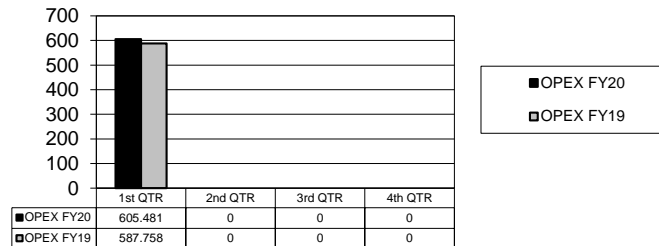
Demand Response Ridership Thousands



Demand Response Revenue Hours Thousands



Demand Response Revenue Miles Thousands



Statement of Operations Fiscal Year: 2020

CURRENT QUARTER: First Quarter (July, August, September)

YEAR-TO-DATE: September 2019

<u>Actual</u>	<u>Budget</u>	<u>Fav/(Unf)</u>	<u>% of Budget</u>	<u>Operating Revenues</u>	<u>Actual</u>	<u>Budget</u>	<u>Fav/(Unf)</u>	<u>% of Budget</u>
3,659,872	3,539,500	120,372	103%	Passenger Fares	3,659,872	3,539,500	120,372	103%
67,601	83,750	(16,149)	81%	Measure I Subsidy - Fares	67,601	83,750	(16,149)	81%
1,975,480	1,975,480	0	100%	Measure I - Operating	1,975,480	1,975,480	0	100%
332,811	332,811	0	100%	Measure I CTSA - Operating	332,811	332,811	0	100%
106,125	195,873	(89,748)	54%	Measure I Rail - Operating	106,125	195,873	(89,748)	54%
851,785	382,500	469,285	223%	LCFS - Credits	851,785	382,500	469,285	223%
4,252	73,568	(69,316)	6%	LCTOP Operating	4,252	73,568	(69,316)	6%
134,658	163,750	(29,092)	82%	Auxillary Transportation Revenue	134,658	163,750	(29,092)	82%
(55,660)	29,750	(85,410)	0%	Non-Transportation Revenue	(55,660)	29,750	(85,410)	-187%
11,026,361	11,026,361	(0)	100%	LTF Operating	11,026,361	11,026,361	(0)	100%
634,371	634,371	0	100%	STAF Operating	634,371	634,371	0	100%
64,163	34,812	29,351	0%	JARC - Operating Assistance	64,163	34,812	29,351	0%
3,738,297	4,391,719	(653,422)	85%	Capital Funds for Operations	3,738,297	4,391,719	(653,422)	85%
22,540,113	22,864,243	(324,129)	99%	Total Revenues	22,540,113	22,864,243	(324,129)	99%
<u>Operating Expenses</u>								
8,598,194	8,940,385	342,191	96%	Labor	8,598,194	8,940,385	342,191	96%
3,994,183	4,675,072	680,889	85%	Fringe Benefits	3,994,183	4,675,072	680,889	85%
590,784	989,210	398,426	60%	Services	590,784	989,210	398,426	60%
1,675,991	1,683,294	7,303	100%	Materials and Supplies	1,675,991	1,683,294	7,303	100%
1,143,058	1,395,756	252,698	82%	Occupany	1,143,058	1,395,756	252,698	82%
1,966,777	2,006,209	39,432	98%	Casualty and Liability	1,966,777	2,006,209	39,432	98%
1,181	13,750	12,569	9%	Taxes and Fees	1,181	13,750	12,569	9%
2,800,392	2,957,856	157,464	95%	Purchased Transportation	2,800,392	2,957,856	157,464	95%
133,090	218,758	85,668	61%	Printing and Advertising	133,090	218,758	85,668	61%
78,028	(16,048)	(94,076)	-486%	Miscellaneous Expense	78,028	(16,048)	(94,076)	-486%
0	0	0	0%	Lease and Rental	-	-	0	0%
20,981,679	22,864,242	1,882,564	92%	Total Operating Expense	20,981,679	22,864,242	1,882,564	92%
1,558,434	0	1,558,434		Net Gain (Net Loss)	1,558,434	0	1,558,434	



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DATE: November 14, 2019

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

THROUGH: Erin Rogers, Interim CEO/General Manager

FROM: Mae Sung, Accounting Manager

SUBJECT: INVESTMENT STATUS

FORM MOTION

Receive and file this report on the status of the Agency's investments.

BACKGROUND

California Government Code requires the quarterly reporting of investments of public agency funds to its governing body.

SUMMARY

All of the Agency's investments are invested with the Local Agency Investment Fund (LAIF) and Union Bank. Please refer to the attachment for the investment activity of the Agency for the period of July – September 2019. Sufficient funds are available to meet the obligations of the Agency for the next thirty-one days.

ER:MS

OMNITRANS
Treasurer's Report
Quarter ending September 2019

Institution - Investment Type	Description	Starting Balance	Deposits	Disbursements	Interest Yield	Ending Balance
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Cash and Investments Under the Direction of the Treasurer

Local Agency Investment Fund		\$ 37,100,081.45				
	Interest for QTR		\$ 89,327.11		2.41%	
			\$ 27,800,000.00		2.57%	
				\$ (400,000.00)	2.38%	
				\$ (400,000.00)	2.31%	
Net LAIF Funds			\$ 64,989,408.56	\$ (400,000.00)		\$ 64,589,408.56
Fair Marketing Value	Fair Value Factor			\$ 64,589,408.56	1.001642817	\$ 64,695,517.14
Union Bank Money Market GMRA		\$ 2,956,238.54				
	Interest		\$ 10,537.95		1.25%	
			\$ 545,600.23	\$ (182,674.24)		
			\$ 3,512,376.72	\$ (182,674.24)		
				\$ 3,329,702.48		\$ 3,329,702.48
Union Bank Money Market Caltrans Capital Project Funds		\$ 11,271,300.01				
	Interest		\$ 47,687.66		1.25%	
			\$ 3,319,246.00	\$ (274,228.70)		
			\$ 14,638,233.67	\$ (274,228.70)		
				\$ 14,364,004.97		\$ 14,364,004.97
Union Bank CDs		\$ 499,955.00				
	Change in Value		\$ 45.00	\$ (500,000.00)		
			\$ 500,000.00	\$ (500,000.00)		
				\$ -		\$ -
Union Bank Money Market West Valley Corridor Project		\$ 149,384.14				
	Interest		\$ 488.04	\$ -	1.25%	
			\$ 149,872.18	\$ -		
				\$ 149,872.18		\$ 149,872.18
Union Bank Money Market CTSA		\$ 829,122.81				
	Interest		\$ 17,085.03	\$ (459,412.45)	1.25%	
			\$ 11,742,120.34			
			\$ 12,588,328.18	\$ (459,412.45)		
				\$ 12,128,915.73		\$ 12,128,915.73
Chase Bank -CTSA ACH Debit		\$ 34,728.44				
			\$ 13,314.41	\$ (29,415.19)		
			\$ 48,042.85	\$ (29,415.19)		
				\$ 18,627.66		\$ 18,627.66
		\$ 1,509,980.99				
	Passenger		\$ 3,409,641.92			
	Grants' Revenue		\$ 70,465,583.40			
	Miscellaneous Revenue		\$ 825,134.70			
	Transfers From (To) LAIF		\$ 400,000.00	\$ (27,800,000.00)		
	Transfers From (To) GMRA		\$ 456,902.94	\$ (3,364,846.23)		
	Transfers From (To) CTSA		\$ 459,412.45	\$ (11,742,120.34)		
	Transfers From (To)WV Corridor Project		\$ -			
	Transfers From (To) Imprest Account			\$ -		
	Accounts Payable			\$ (18,338,608.32)		
	Payroll and Payroll Taxes			\$ (9,349,513.35)		
	Employee Benefits			\$ (3,328,934.76)		
	Bank Service Charge			\$ (11,993.72)		
Net Union Bank Operating Funds			\$ 77,526,656.40	\$ (73,936,016.72)		\$ 3,590,639.68
		\$ 9,200.00				\$ 9,200.00

Cash and Investments Under the Direction of Fiscal Agents

Union Bank		\$ 150,000.00				\$ 150,000.00
Pacific Claims Management						

Total Cash & Investments

\$ 98,436,479.84

I hereby certify that the investment portfolio of OMNITRANS complies with its investment policy and the California Government Code Sections pertaining to the investment of local agency funds and Union Bank of California. Pending any future actions by the Omnitrans Board or any unforeseen catastrophe, OMNITRANS has an adequate cash flow to meet its expenditure requirements for the next six months.

Prepared by: _____
Mae Sung, Accounting Manager

Approved by: _____
Erin Rogers, Interim CEO/General Manager, Treasurer

@ Source of Market Value: California State Pooled Money Investment Board Report.

(1) Union: "Summary of Market Value" posted on monthly fiscal agent statements.

(2) LAIF: "Pooled Money Investment Account Market Valuation".

Master Control Account is the controlling account for all the zero balance accounts with Union including: Accounts Payable Account (General Account) and Payroll Account.

Interest earned by the Master Control account is used as a partial offset to the monthly bank service charges.



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DATE: November 14, 2019
TO: Committee Chair Sam Spagnolo and
Members of the Administrative & Finance Committee
FROM: Erin Rogers, Interim CEO/General Manager
SUBJECT: PAYROLLS AND WARRANTS FOR JULY - SEPTEMBER 2019

Approve the Agency’s gross payroll for Management/Confidential Employees as follows:

Payroll Period	Amount	Register #
07/01/19-07/31/19	\$ 1,271,506.37	14-16
08/01/19-08/31/19	\$ 893,723.13	17-18
09/01/19-09/30/19	\$ 843,281.20	19-20

Approve the Agency’s gross payroll for Represented Employees as follows:

Payroll Period	Amount	Register #
07/01/19-07/31/19	\$3,312,810.39	14-16
08/01/19-08/31/19	\$2,173,684.64	17-18
09/01/19-09/30/19	\$2,220,596.27	19-20

Approve the Register of Demands, dated as follows, and authorize the issuance of warrants:

Register Date	Amount	Register #
07/01/19-07/31/19	\$ 7,604,343.54	1027-1031
08/01/19-08/31/19	\$ 7,433,327.26	1032-1037
09/01/19-09/30/19	\$ 3,300,986.47	1038-1042

I, Erin Rogers, Interim CEO/General Manager of Omnitrans, declare that the above Register of Demands has been audited as required by Section 37202 and 37208 of the Government Code, and said documents are accurate and correct.

ER:MS



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San Bernardino, CA 92411
909-379-7100
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ITEM # E4

DATE: November 14, 2019

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

THROUGH: Erin Rogers, Interim CEO/General Manager

FROM: Jeremiah Bryant, Director of Strategic Development

SUBJECT: **MANAGEMENT PLAN STRATEGIC INITIATIVES AND KEY
PERFORMANCE INDICATORS FISCAL YEAR 2020 FIRST
QUARTER REPORT**

FORM MOTION

Receive and forward to the Board of Directors the 2020 Management Plan Strategic Initiatives and Key Performance Indicators, First Quarter Report.

BACKGROUND

In May 2019, the Board of Directors approved five Strategic Initiatives in the FY2020 Management Plan. The five FY2020 Strategic Initiatives are:

1. Customer-Focused Service and Development
2. Safety and Security
3. Employee Engagement and Development
4. Innovation and Technology
5. Financial Sustainability and Funding Growth

These initiatives were developed through a collaborative process with the Senior Leadership Team and align with Omnitrans Short Range Transit Plan, and the San Bernardino County Transportation Authority's (SBCTA) Short Range Transit Plan. Progress made on the Strategic Initiatives is reported to the Board of Directors quarterly (Attachment A). This report is focused on the actions and accountability measures that support each of the five Strategic Initiatives.

Additionally, each quarter Omnitrans staff prepares the Key Performance Indicators (KPI's) report to present to the Board. The attached report is the First Quarter Report for Fiscal Year 2020 (Attachment B).

CONCLUSION

Receive and forward to the Board of Directors the 2020 Management Plan Strategic Initiatives and Key Performance Indicators, First Quarter Reports.

ER: JB: VC

Attachments: A. Strategic Initiatives
B. Key Performance Indicators (KPIs)

Omnitrans Management Plan FY2020



Attachment A: Strategic Initiatives

A. Strategic Initiative: Customer Focused Service & Development

Objective Statement: Attract and retain customers by delivering high-quality service, while planning for and implementing new or enhanced service.

Lead Department(s): Marketing, Rail, Strategic Development

Strategic Actions	Accountability Measures		Q1	Q2	Q3	Q4
1. Partner with San Bernardino County Transportation Authority to advance Arrow Rail Project	a. Finalize Independent Cost Estimates & Scope for Operations & Maintenance Contractor with San Bernardino County Transportation Authority	Plan				X
		Action	SBCTA evaluating shifting Arrow to Metrolink instead of Omnitrans. During quarter, Omnitrans continued to partner with SBCTA and Metrolink on Arrow Project.			
	b. Model & Develop Arrow Timetable/Schedule with San Bernardino County Transportation Authority & Mott McDonald	Plan				X
		Action	SBCTA working with Mott McDonald on Arrow schedules. Omnitrans will not make schedules.			
2. Complete Fiscal Year 21-25 Short-Range Transit Plan	a. Present Board with Framework of Service alternatives to inform policy decisions	Plan		X		
		Action	Presented Ad Hoc Committee recommendation, service reduction scale and guiding principles to committees and Board.			
	b. Draft Short-Range Transit Plan, Constrained Service Plan, and Financial Plan	Plan			X	
		Action	Developing draft plan as presented to Ad Hoc Committee and Board.			
	c. Complete Short-Range Transit Plan Public Hearings	Plan			X	
		Action	On track for Q3.			
	d. Board approval of FY 2021-2025 Short-Range Transit Plan	Plan				X
		Action	On track for Q4.			

Strategic Actions		Accountability Measures		Q1	Q2	Q3	Q4
3. Expand Health and Human Services Transportation Projects	a. Contact City-operated senior centers for Health and Human Services transportation opportunities or interest to and from centers	Plan		X			
		Action	Reached out to multiple senior centers on Measure I Call for Projects encouraging all senior centers to apply for funding.				
	b. Select two senior centers and develop capital and operating budgets necessary to provide cost effective Health and Human Services transportation to and from center(s)	Plan			X		
		Action	In addition to existing programs with Senior Centers in Grand Terrace, Redlands, and Highland, two new programs were awarded funds in Fontana and Yucaipa.				
	c. Award Measure I funds for transportation projects	Plan				X	
		Action	On track for Q2; ahead of schedule.				
4. Develop/ Launch Agency-wide Customer Service Excellence Program	a. Define elements of Customer Service Excellence Program	Plan			X		
		Action	Presented program framework to Executive Office and Senior Leadership team.				
	b. Launch messaging, employee training and recognition programs	Plan				X	
		Action	On track for Q2.				
	c. Evaluate results (employees trained and recognized; American Bus Benchmarking Group customer satisfaction survey results)	Plan					X
		Action	On track for Q4.				

Omnitrans Management Plan FY2020



Strategic Actions		Accountability Measures		Q1	Q2	Q3	Q4	
5. Cultivate Ridership Building Partnerships	a. Partner with warehouse and logistics employers to increase ridership	Plan			X			
		Action	Partnered with Amazon LGB 7 & 8 locations to provide collateral and participate in rideshare fairs for all staff to promote Routes 12 and 22.					
	b. Partner with GoSmart program participants to increase ridership	Plan			X			
		Action	Participated in and sponsored new student welcome events at all partner campuses; launched digital campaign aimed at students.					
	c. Partner with Developers and Cities on infill developments to encourage transit supportive development to increase ridership	Plan					X	
		Action	Added bus stops in Renaissance Marketplace in Rialto. Reviewed development plans for cities. Provided suggestions for bus stop amenities and improvements to be made by developers.					
6. Plan/ Implement Micro Transit Pilot Project	a. Draft recommendations and implementation plan completed	Plan			X			
		Action	Micro Transit Pilot recommended for Chino Hills in line with service realignment strategies. Micro Transit option included contracted services RFP.					
	b. If found feasible and recommended, begin implementation of MicroTransit	Plan						X
		Action	Will be further assessed when response to RFP is received. Scheduled for January Board.					
		Plan			X			

Omnitrans Management Plan FY2020



Strategic Actions	Accountability Measures		Q1	Q2	Q3	Q4
7. Plan/ Implement Improved Bus service	a. Support San Bernardino County Transportation Authority's efforts to complete environmental clearance for West Valley Connector project	Action	Attended public hearings and Locally Preferred Alternative selection workshop with SBCTA.			
	b. Identify funding and timeline to implement the West Valley Connector rapid transit line	Plan				X
		Action	Participated in meetings with and provided support to SBCTA.			
	c. Implement increased frequency on Route 83 (serving Chino, Ontario, Upland)	Plan				X
		Action	Enhanced service to begin in May as described in the FY2020 Service Plan.			
	d. Modify Service on Routes 11 and 22 to attract ridership	Plan		X		
		Action	Implemented in September 2019 Service change.			

Omnitrans Management Plan FY2020



B. Strategic Initiative: Safety & Security

Objective Statement: Create a safety culture to protect customers, employees, and assets by developing an agency safety plan that aligns with Federal Transit Administration requirements.

Lead Department(s): Human Resources, Operations

Strategic Actions	Accountability Measures		Q1	Q2	Q3	Q4
1. Planning and Development of Public Transportation Agency Safety Plan	a. Assess Risk Management by implementing the following actions: <ul style="list-style-type: none"> • Hazard Identification and analysis • Safety Risk Evaluation and Mitigation • Establishment of committee 	Plan		X		
		Action	Process underway for Risk Management, Hazard Identification and Risk Evaluation. Developing staff level Safety and Security Committees: monthly staff committee and quarterly senior management committee. Receive, approve and monitor Certificates of Insurance to mitigate contractual risks.			
	b. Develop protocols for monitoring and measuring plan effectiveness	Plan			X	
		Action	Reviewing software applications to assist in documenting processes. On track for Q3.			
	c. Develop an Employee Reporting System (Mandatory and Voluntary) and Accountability Measures	Plan				X
		Action	Several mechanisms already in place. Plan will articulate processes. On track for Q4			

Omnitrans Management Plan FY2020



C. Strategic Initiative: Employee Engagement & Development

Objective Statement: Align and develop employees with organizational goals and leadership competencies.

Lead Department(s): Human Resources

Strategic Actions	Accountability Measures			Q1	Q2	Q3	Q4
		Plan	Action				
1. Develop a compensation policy & performance management tool that aligns performance and behaviors to organizational mission and goals	a. Develop a compensation philosophy and update policy	Plan		X			
		Action	Reviewed compensation best practices. Obtained examples from other transits. Created a draft Compensation Philosophy.				
	b. Develop Performance Management tool to assess and ensure that employees are carrying out their duties in an effective manner	Plan			X		
		Action	On track for Q2.				
	c. Procure a Performance Management Software for efficiencies	Plan				X	
		Action	On track for Q3.				
	d. Implement New Performance Management tool and compensation plan	Plan					X
		Action	On track for Q4.				
2. Implement Learning Management System	a. Perform a Needs Assessment	Plan		X			
		Action	Needs assessment has been completed.				
	b. Procure Learning Management System software	Plan				X	
		Action	On track for Q3.				
	c. Implement Learning Management System	Plan					X
		Action	On track for Q4.				

Omnitrans Management Plan FY2020



Strategic Actions	Accountability Measures		Q1	Q2	Q3	Q4
3. Expand Leadership Development Academy to include supervisors	a. Perform a Training Needs Assessment	Plan	X			
		Action	Training needs assessment complete.			
	b. Establish a Training Plan and develop Specific Measurable Achievable Relevant Timebound Goals for plan	Plan	X			
		Action	Training plan has been developed. SMART goals for training plan is complete.			
	c. Roll out Training Plan	Plan		X		
		Action	Classes start on November 6.			
	d. Evaluate and redirect as necessary	Plan			X	
		Action	On track for Q3			
4. Develop a formal internship program	a. Assess current status and needs	Plan	X			
		Action	Interviewed Directors to review current practices and determine Intern needs. Working with CSUSB to establish best practices.			
	b. Develop formal plan	Plan		X		
		Action	Draft plan in development.			
	c. Implement plan	Plan			X	
		Action	On track for Q3			
5. Develop a formal Onboarding process	a. Work with Leadership Development Academy Team Unum to review project	Plan	X			
		Action	LDA Director Track presented full recommendations to Human Resources.			
	b. Establish project implementation plan	Plan		X		
		Action	Project plan draft is complete. HR Team is developing onboarding templates for both HR and Departments to utilize. Viewed demo on current software additions to evaluate a paperless onboarding process.			
		Plan			X	

Omnitrans Management Plan FY2020



Strategic Actions		Accountability Measures		Q1	Q2	Q3	Q4
	c. Implement new onboarding process	Action	On track for Q3				
	d. Evaluate process	Plan					X
		Action	On track for Q4				

D. Strategic Initiative: Innovation & Technology

Objective Statement: Introduce new technologies to optimize current processes and comply with new regulatory requirements.

Lead Department(s): Finance, Information Technology, Strategic Development

Strategic Actions	Accountability Measures		Q1	Q2	Q3	Q4
1. Participate in the county-wide Zero Emissions Bus Study	a. Meet with representatives at Zero Emissions Bus facilities in the region for lessons learned	Plan	X			
		Action	Conducted site visits to Foothill, Sunline, OCTA, VVTA to discuss lessons learned and infrastructure concerns.			
	b. Provide agency requirements to San Bernardino County Transportation Authority's Consultant	Plan		X		
		Action	Site visits to E.V., W.V. and SBTC to review requirements. Provided data to WSP consultants.			
2. Develop strategy for meeting California Air Resources Board requirements for Zero Emissions Bus technology	a. Identify funding opportunities for infrastructure requirements	Plan			X	
		Action	Applied for Low-No Grant. Hiring grant writing consultant. Working with SCE on Charge Ready program for infrastructure.			
	b. Complete Zero Emissions Bus Rollout Plan by California Air Resources Board deadline	Plan				X
		Action	Presented at P&P Committee On track for Q4. Evaluating ability to purchase ZEBs off of existing state contracts.			
3. Transit Asset Management/ Enterprise Asset Management Technology adoption	a. Award Transit Asset Management / Enterprise Asset Management Implementation Project	Plan	X			
		Action	Pending award. Evaluating most cost-effective options to meet requirements.			

Omnitrans Management Plan FY2020



Strategic Actions	Accountability Measures		Q1	Q2	Q3	Q4
	b. Complete Phase I (Process Review)	Plan		X		
		Action	Pending completion of TAM/EAM award or alternative more cost-effective approach.			
	c. Complete Phase II (Best Practices / Recommended Tech Implementation)	Plan			X	
		Action	Pending completion of TAM/EAM award or alternative more cost-effective approach.			
	d. Complete Phase III (Implementation)	Plan				X
		Action	Pending completion of TAM/EAM award or alternative more cost-effective approach.			
4. Process improvement/ process automations	a. Ariba / OpenText Implementation	Plan			X	
		Action	On Track for Q3			
	b. TransTrack Reporting Project	Plan			X	
		Action	Working with vendor to verify the accuracy of the data and report.			
	c. Family and Medical Leave Act / Timekeeping Project	Plan				X
		Action	Project design document phase is ongoing.			
	d. Paratransit Online Booking	Plan			X	
		Action	The architecture of PASS-Web is nearing completion. Initial 26 user test in progress.			

Omnitrans Management Plan FY2020



E. Strategic Initiative: Financial Stability & Funding Growth

Objective Statement: Increase revenue and control operating costs to position Omnitrans for the future.

Lead Department(s): Finance

Strategic Actions		Accountability Measures		Q1	Q2	Q3	Q4
1. Maximize return on investments	a. Implement a short-term investment strategy utilizing the Board approved Investment Policy to maximize the return on investment for the short term	Plan		X			
		Action	Maximum deposit at LAIF increased from \$40M to \$65M. Average deposit at LAIF for Q1 was \$64.6M with \$366K in earned interest. The interest rate was 2.45% for Q1.				
2. Increase grant funding	a. Continually research available grants and apply for relevant grants measured by number of grants applied for and grants received	Plan		X	X	X	X
		Action	Awarded \$193,126 of TDA Article 3 funds by SBCTA for shelters and benches at bus stops, with no local matching funds required. Hiring grant writing consultant to assist in developing grant applications related to ZEB fleet and infrastructure.				
	b. Board approved Strategic Capital Plan to better position agency for grant success	Plan					X
		Action	On track for Q4.				
	c. Seek opportunities to leverage existing funding sources for competitive state and federal sources measured by competitive grant funding received	Plan					X
		Action	Hiring grant writing consultant. Working with cities on AHSC grant partnerships.				
		Plan		X			

Omnitrans Management Plan FY2020



Strategic Actions		Accountability Measures		Q1	Q2	Q3	Q4
3. Implement Fare Increase	a. Implement fare increase effective Sept. 3, 2019	Action	Fare increase implemented on September 3, 2019.				
4. Manage operating costs to not exceed prior year level	a. Manage “controllable” maintenance and administrative costs at or below previous fiscal year levels	Plan		X	X	X	X
		Action	Operating cost for FY2020 Q1 was \$20.9M compared to \$20.8M for previous year. A \$134.7K increase or 0.6% increase, under the 2.3% increase anticipated in the budget.				
5. Advocate for future funding and more strategic partnerships (local, regional, federal)	a. Actively and continually network and seek partnership with local, state, regional and federal agencies	Plan		X	X	X	X
		Action	Continuing to build partnerships with various agencies to seek potential funding sources, such as participating in AQMD AB617 air quality improvement plan community steering committee, and three cities’ active transportation plan technical advisory committees.				

Attachment B: Key Performance Indicators (KPIs)



OMNITRANS PERFORMANCE INDICATOR REPORT

Fiscal Year 2020

Key Performance Indicators & Level/Level Item	Annual Performance Target	YTD	Qtr 1	Qtr 2	Qtr 3	Qtr 4
1. Cost Effectiveness						
Cost Per Hour - Fixed Route (non-sbX)	< \$106.00	\$98.84	\$98.84			
Cost Per Hour - Access	< \$96.00	\$93.48	\$93.48			
Cost Per Hour - sbX	< \$139.00	\$124.22	\$124.22			
Fare Recovery Ratio - Fixed Route (non-sbX)	> 20.00%	30.63%	30.63%			
Fare Recovery Ratio - sbx	> 20.00%	20.93%	20.93%			
Fare Recovery Ratio - Access	> 10.00%	15.48%	15.48%			
2. Service Performance						
Ridership Growth - Systemwide	>= (4.70%)	3.01%	3.01%			
Productivity - Passengers Per Hour - Fixed Route	>= 14.5	15.80	15.80			
Productivity - Passengers Per Hour - Access	>= 2.3	2.00	2.00			
Complaints Per 100,000 Boardings - Systemwide	<= 15.00	19.85	19.85			
Percent of Valid Complaints - Systemwide		25.95%	25.95%			
Complaints Per 100,000 Boardings - Fixed Route	<= 14.00	19.39	19.39			
Complaints Per 100,000 Boardings - Access	<= 28.00	34.31	34.31			
Compliments Per 100,000 Boardings - Systemwide	>= 1.00	0.94	0.94			
Compliments Per 100,000 Boardings - Fixed Route	>= 1.00	0.97	0.97			
Compliments Per 100,000 Boardings - Access	>= 0.50	1.18	1.18			
3. Reliability						
Mechanical - Miles Between Failures - DO Fixed Route	> 8,000.00	6,312	6,312			
Loss of Service Hours Per Qtr - Operations - DO Fixed Route	<= 600	46	46			
Loss of Service Hours Per Qtr - Maintenance - DO Fixed Route	< 840	75	75			
Equipment Availability - DO Fixed Route	= 100.00%	100.00%	100.00%			
On-time Performance - Fixed Route	> 85.00%	84.46%	84.46%			
On-time Performance - Access	> 88.00%	87.34%	87.34%			

4. Budget

Operating Revenue - Actuals to Budget - Systemwide	> 95.0%	98.58%	98.58%
2020 - Operating Revenue		\$22,540,113	\$22,540,113
2019 - Operating Revenue		\$20,832,283	\$20,832,283
2018 - Operating Revenue		\$20,103,551	\$20,103,551
2017 - Operating Revenue		\$19,029,528	\$19,029,528
Operating Expense - Actuals to Budget - Systemwide	<= 100.0%	91.77%	91.77%
2020 - Operating Expense		\$20,981,679	\$20,981,679
2019 - Operating Expense		\$20,847,021	\$20,847,021
2018 - Operating Expense		\$19,302,768	\$19,302,768
2017 - Operating Expense		\$18,137,736	\$18,137,736

5. Safety & Security

Employee Injuries (FY 2020)	< 86	31	31
Losses & Claims (FY 2020)	< 80	12	12
Preventable Safety Events Per 100,000 Miles - DO Fixed Route	< 1.0	1.10	1.10
Non-Preventable Safety Events Per 100,000 Miles - DO Fixed Route		5.04	5.04
Uncategorized Accidents Per 100,000 Miles - DO Fixed Route	=0	0.00	0.00

6. Labor

Turnover	< 10.00%	4.75%	4.75%
Absenteeism Operators	< 185,000	30,699	30,699
Training (FY 2020)	>= 5,000	569	569
Training - ATU Represented (FY 2020)	>= 10,500	3,393	3,393
Training - Teamsters Represented (FY 2020)	>= 696	335	335



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ITEM # E5

DATE: November 14, 2019

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

THROUGH: Erin Rogers, Interim CEO/General Manager

FROM: Jeremiah Bryant, Director of Strategic Development

SUBJECT: **ANNUAL INTERNAL AUDIT WORKPLAN AND SCHEDULE
FY2020**

FORM MOTION

Receive and forward to the Board of Directors the Fiscal Year 2020 Annual Internal Audit Workplan (Attachment A) and Schedule (Attachment B).

BACKGROUND

The Strategic Development Department was approved by the Omnitrans Board of Directors in April 2019. The Department undertook the responsibility of managing the Internal Audit Workplan, which was previously managed by the former Director Internal Audit Services. Thus, one of the responsibilities assigned to the Director of Strategic Development is to conduct a risk assessment of the Agency annually and develop a workplan which includes audit engagements and activities for mitigation of risk. While specifics are reported to the Director of Strategic Development, these individual audits are completed by several key staff including the Director of Strategic Development, Treasury Manager, Business Intelligence Analyst or through a rotation of Senior Leadership Team members.

The Workplan outlines the audit activities to mitigate the potential risk identified by the assessment. Mitigation will consist of a mixture of audit engagements, strengthening of internal controls, and an evaluation of policies and procedures.

CONCLUSION

Receive and forward to the Board of Directors the Annual Internal Audit Workplan and Schedule for Fiscal Year 2020.

ER:JB:VC

Attachments: A. Internal Audit Workplan
B. Internal Audit Schedule



Internal Audit
Workplan

Purpose

The purpose of the Internal Audit Workplan is to establish a process and set of practices for conducting audit engagements at Omnitrans. The workplan is intended to facilitate the identification and assessment of risk and to monitor and report on how successful Omnitrans is managing risk.

All Omnitrans departments, programs, functions, systems, contracts and activities are subject to audits. It is essential to identify whether the agency is complying to Omnitrans procedures and applicable regulations. It is the responsibility of Omnitrans' management to identify, assess, and manage risk.

Introduction

The Strategic Development Department will manage the Internal Audit Workplan to evaluate compliance over engagements that could pose risk to the agency. Compliance will ensure that Omnitrans' assets and resources are safeguarded and that Omnitrans' operations are managed economically, efficiently and effectively.

Previously the Department of Internal Audit Services managed the Internal Audit Workplan and agency audits. The Department was dissolved in FY2019 and in April 2019 the Strategic Development Department was approved by the Omnitrans Board of Directors. Omnitrans established the Strategic Development Department to centralize performance measurement to better align organizational structure and resources for current and future business needs.

The Strategic Development Department is composed of Service Planning, Development Planning, Scheduling, and Business Intelligence. Increasing ridership, improving customer services, and aligning service levels to satisfy current needs and the future growth of our service area are key responsibilities of the department. Additionally, the Omnitrans Board of Directors adopted the Business Intelligence Analyst position in April 2019. The Business Intelligence Analyst was created to coordinate and perform programmatic work in areas of transit planning, financial administration, operational data and reporting and data management. The Business Intelligence function is responsible for benchmarking with agency peers and sharing of best practices. The use of benchmarking and evaluating best practices dovetails with the Internal Audit function.

Internal Audit Workplan

The Strategic Development Department will annually create the Internal Audit Workplan. The plan will contain two sections:

- Audit Tasks
 - An outline that lists all auditable tasks including: definitions; designated staff by department who will execute an audit; the frequency of conducting an audit; and the identified priority (risk assessment) of the task.
- Audit Schedule
 - A calendar template that identifies when an audit task needs to be audited. Tasks will be audited monthly, quarterly, annually and or as needed. The template will be used to record any findings, if any, and mitigation plans by the department in charge of the audit task.

The workplan is electronically shared with the Executive Office, Department Directors, and designated staff to monitor, audit, record findings and produce mitigation plans.

Auditing Procedures

The role of the Auditor is given to Omnitrans management staff. Auditors will be identified as either Leads or Designees, where the designee serves as a backup to the lead. Leads and designees are identified by Department and by the Agency Job Title. Each audit task is assigned a lead and designee auditor.

The auditor will follow the Audit Schedule to determine when to audit a task. Communication will be established between the auditor and the Department Director of the department being audited. An auditor may not audit their own departments work. For example, the Finance Department will not audit their own Petty Cash.

Once an audit is completed the auditor will record in the Audit Schedule, per the task and period, a Finding or No Finding. All findings will be summarized. Communication between the auditor and the audited Department Director will occur to establish a mitigation plan for future audits, if needed, and to officially complete the audit. Routine results of the Internal Audits will be shared with Omnitrans' Executive Leadership on a Quarterly basis. Any significant finding will be reported immediately to the Executive Office.

Risk & Risk Management

What is Risk? Risk can be defined as the combination of the probability of an event and its consequences. In simple terms, risk is a combination of the chance that something may happen and the degree of damage or loss that may result if it does occur.

Risk management is the process of recognizing risk and developing methods to both minimize and manage the risk. This approach requires the development of a method to identify, prioritize, treat (deal with), control and monitor risk exposures. In risk management, the process is followed where the risks are assessed against the likelihood (chance) of them occurring and the severity or amount of loss or damage (impact) which may result if they do happen.

It is the responsibility of Omnitrans' management to identify, assess, and manage risk. The internal audit plan will facilitate the identification of risk and to monitor and report how well Omnitrans is managing risk.

Conclusion

This Workplan seeks to align limited audit resources with risk throughout the organization while considering prior audit efforts and other factors as outlined earlier in this report. Strategic Development will refine risk assessment to include emerging projects, programs, contracts and functions. Strategic Development will also assess the risk and weightings included to most accurately reflect the risk profile of the organization and to allow the greatest coverage of that risk in the annual audit planning process.

FY2019 Audits

While there was a period of transition between the retirement of the Director of Internal Audit and the initiation of internal audits by the Strategic Development Department, the audits of the agency continued. Below is a summary of recent audits.

Human Resources:

- CalPERS Audit August 2019: This audit focused on pay information submitted to CalPERS under the Special Compensation Section “Temporary Upgrade.” Both Human Resources and Payroll provided information on the sample employees selected by CalPERS.
- California Highway Patrol (CHP) DOT Audit: CHP audits Omnitrans pull notices annually in both West and East Valley. The purpose of the audit is to check driving credentials for Operations and Maintenance staff. In addition, records for the Drug and Alcohol Program and time keeping to ensure compliance with these regulations.
- Financial and Payroll Annual Audit September 2018: Primary focus is on financial and payroll information. HR provides information on payroll changes.

Finance:

- Interim Financial Audit May 2019: The interim audit is a preliminary audit on the work and preparation for the final financial audit. This is done annually. The interim financial audit initiates the Single Audit and ensures that Omnitrans complies with the generally accepted accounting principles in the Agency’s Comprehensive Annual Financial Report (CAFR).
- National Transit Database (NTD) Statistical Audit July 2019: The NTD Statistical audit is completed yearly to ensure compliance with FTA rules for reporting statistical data such as ridership levels, passenger miles, revenue hours, revenue miles and other key service characteristics.
- FTA Triennial August 2019: This review is completed by FTA consultants every 3 years. It evaluates 21 specific areas defined by the FTA including areas such as evaluating compliance with civil rights areas, financial capacity, procurement policies, special funding programs, and drug and alcohol programs.
- Final Financial Audit September 2019: A conclusion to the Interim Financial Audit, which allows Omnitrans to close the previous fiscal year and publish the CAFR.

FY2020 Internal Audit Workplan

The Omnitrans FY2020 Internal Audit Plan contains eleven (11) audit tasks.

1. Department Policies and Procedures
 - Select one department quarterly to verify that the Department Director has reviewed and updated Department Policies and that the department is complying with its policies/procedures. At least one policy/procedure will be pulled to ensure compliance with policy/procedure.

2. Civil Rights Review
 - Transit Agencies are responsible for complying with four specific areas of civil rights: ADA, Title VI, EEO and DBE. Each quarter, one of these will be selected for review. Review will ensure appropriate policy, tracking, reporting and compliance.
3. Cycle Counts
 - Conduct an inventory count on at least four randomly selected items and verify compared to expected count. Count will occur in at least once in each division per quarter.
4. Petty Cash
 - Validate that Petty Cash Balance and accounting of expenses match. Randomly select one department per month to audit.
5. Fare Revenue
 - Review of Finance Departments process of validating fare revenue reported by Fareboxes, Mobile Fares and Outlet Sales and compare to revenue received. Validate that average fare on selected farebox revenue selected is within expected value.
6. Accounts Receivable and Accounts Payable Review
 - Review aging reports and related documents for both AR & AP. Ensure compliance with vendor agreements. Identify/discuss items out of compliance.
7. Sub-Recipient Grants Oversight
 - Complete Sub-Recipient Grant Monitoring as required by sub-recipient agreements.
8. Grant Process Management
 - Ensure that Grant Reports are completed as required. Ensure that the Capital Funding are correctly accounted and work with Finance to determine best options for old/expiring funds.
9. Buy America
 - Ensure documented compliance with Buy America Requirements typically using Bus Inspection Contractor.
10. Review Request for Proposals Over \$150K
 - Review that all Request for Proposals over \$150K were awarded in an objective, impartial an unbiased manner. Reviewer will ensure that the evaluation committee met all objectives of the procurement in compliance with Omnitrans' Procurement Policies and Procedures.
11. Procurement Protest Reviews
 - Ensure that all Protest Reviews are done in compliance with Omnitrans' Policies and Procedures. All results are communicated timely to required parties.

Departments involved in the FY2020 Internal Audit Plan include Strategic Development, Finance, Maintenance and Procurement.



Omnitrans Internal Audit Workplan FY2020

Audit Tasks

Audit Task ID	Task	Task Definition	Lead Department	Lead	Designee	Frequency	Priority
1	Department Policies and Procedures	Select one department quarterly to verify that the Department Director has reviewed and updated Department Polices and that the department is complying with its policies/procedures. At least one policy/procedure will be pulled to ensure compliance with policy/procedure.	Strategic Development	Director of Strategic Development	Business Intelligence Analyst	Quarterly	Moderate
2	Civil Rights Review	Transit Agencies are responsible for complying with four specific areas of civil rights: ADA, Title VI, EEO and DBE. Each quarter, one of these will be selected for review. Review will ensure appropriate policy, tracking, reporting and compliance.	Strategic Development	Director of Strategic Development	Business Intelligence Analyst	Quarterly	High
3	Cycle Counts	Conduct an inventory count on at least four randomly selected items and verify compared to expected count. Count will occur in at least once in each division per quarter.	Finance	Treasury Manager	Treasury Manager	Monthly	High
4	Petty Cash	Validate that Petty Cash Balance and accounting of expenses match. Randomly select one department per month to audit.	Finance	Treasury Manager	Accountant	Monthly	Low
5	Fare Revenue	Review of Finance Departments process of validating fare revenue reported by Fareboxes, Mobile Fares and Outlet Sales and compare to revenue received. Validate that average fare on selected farebox revenue selected is within expected value. Ensure that Force pass issuance is within expected values.	Strategic Development	Business Intelligence Analyst	Business Intelligence Analyst	Monthly	Moderate
6	Accounts Receivable and Accounts Payable Review	Review aging reports and related documents for both AR & AP. Ensure compliance with vendor agreements. Identify/discuss items out of compliance and gather Finance departments plans to rectify any issue resolved.	Strategic Development	Director of Strategic Development	Business Intelligence Analyst	Quarterly	High

Omnitrans Internal Audit Workplan FY2020



Audit Task ID	Task	Task Definition	Lead Department	Lead	Designee	Frequency	Priority
7	Sub-Recipient Grants Oversight	Complete Sub-Recipient Grant Monitoring as required by recipient agreements.	Finance	Treasury Manager	Treasury Manager	Annual	High
8	Grant Process Management	Ensure that Grant Reports are completed as required. Ensure that the Capital Funding are correctly accounted and work with Finance to determine best options for old/expiring funds.	Strategic Development	Director of Strategic Development	Business Intelligence Analyst	Quarterly	High
9	Buy America	Ensure documented compliance with Buy America Requirements typically using Bus Inspection Contractor.	Maintenance	Director of Maintenance	Technical Services Manager	As Needed	Low
10	Review Request for Proposals Over \$150K	Review that all Request for Proposals over \$150K were awarded in an objective, impartial an unbiased manner. Reviewer will ensure that the evaluation committee met all objectives of the procurement in compliance with Omnitrans' Procurement Policies and Procedures.	Finance	Treasury Manager	SLT Rotation	As Needed	Low
11	Procurement Protest Reviews	Ensure that all Protest Reviews are done in compliance with Omnitrans' Policies and Procedures. All results are communicated timely to required parties.	Procurement	Director of Procurement	SLT Rotation	As Needed	High

Omnitrans Internal Audit Workplan FY2020



Audit Schedule

Audit Task ID	Task	Lead Department	Frequency		Jul	Aug	Sep	Q1	Oct	Nov	Dec	Q2
1	Department Policies and Procedures	Strategic Development	Quarterly	Audited Dept				Maintenance				Procurement
				Result								
2	Civil Rights Review	Strategic Development	Quarterly	Audited Dept				Strategic Development				HR
				Result								
3	Cycle Counts	Finance	Monthly	Audited Dept	Procurement	Procurement	Procurement		Procurement	Procurement	Procurement	
				Result								
4	Petty Cash	Finance	Monthly	Audited Dept	Finance*	HR	Strategic Development		Procurement	I.T	Operations	
				Result								
5	Fare Revenue	Strategic Development	Monthly	Audited Dept	Finance	Finance	Finance		Finance	Finance	Finance	
				Result								
6	Accounts Receivable and Accounts Payable Review	Strategic Development	Quarterly	Audited Dept				Finance				Finance
				Result								
7	Sub-Recipient Grants Oversight	Finance	Annual	Audited Dept								
				Result								
8	Grant Process Management	Strategic Development	Quarterly	Audited Dept				Finance				Finance
				Result								
9	Buy America	Maintenance	As Needed	Audited Dept	As Needed	As Needed	As Needed	As Needed	As Needed	As Needed	As Needed	As Needed
				Result								

Omnitrans Internal Audit Workplan FY2020



Audit Task ID	Task	Lead Department	Frequency		Jul	Aug	Sep	Q1	Oct	Nov	Dec	Q2
10	Review Request for Proposals Over \$150K	Finance	As Needed	Audited Dept	As Needed	As Needed	As Needed		As Needed	As Needed	As Needed	
				Result								
11	Procurement Protest Reviews	Procurement	As Needed	Audited Dept	As Needed	As Needed	As Needed		As Needed	As Needed	As Needed	
				Result								

* Department may not audit themselves; Finance or Strategic Development will alternate in auditing themselves unless otherwise specified.

Omnitrans Internal Audit Workplan FY2020



Audit Schedule

Audit Task ID	Task	Lead Department	Frequency		Jan	Feb	Mar	Q3	Apr	May	Jun	Q4	Annual
1	Department Policies and Procedures	Strategic Development	Quarterly	Audited Dept				Finance				HR	
				Result									
2	Civil Rights Review	Strategic Development	Quarterly	Audited Dept				Procurement				Strategic Development*	
				Result									
3	Cycle Counts	Finance	Monthly	Audited Dept	Procurement	Procurement	Procurement		Procurement	Procurement	Procurement		
				Result									
4	Petty Cash	Finance	Monthly	Audited Dept	STS	Maintenance	Marketing		Rail	Finance*	HR		
				Result									
5	Fare Revenue	Strategic Development	Monthly	Audited Dept	Finance	Finance	Finance		Finance	Finance	Finance		
				Result									
6	Accounts Receivable and Accounts Payable Review	Strategic Development	Quarterly	Audited Dept				Finance				Finance	
				Result									
7	Sub-Recipient Grants Oversight	Finance	Annual	Audited Dept									STS
				Result									
8	Grant Process Management	Strategic Development	Quarterly	Audited Dept				Finance				Finance	
				Result									

Omnitrans Internal Audit Workplan FY2020



Audit Task ID	Task	Lead Department	Frequency		Jan	Feb	Mar	Q3	Apr	May	Jun	Q4	Annual
9	Buy America	Maintenance	As Needed	Audited Dept	As Needed	As Needed	As Needed		As Needed	As Needed	As Needed		
				Result									
10	Review Request for Proposals Over \$150K	Finance	As Needed	Audited Dept	As Needed	As Needed	As Needed		As Needed	As Needed	As Needed		
				Result									
11	Procurement Protest Reviews	Procurement	As Needed	Audited Dept	As Needed	As Needed	As Needed		As Needed	As Needed	As Needed		
				Result									

* Department may not audit themselves; Finance and Strategic Development will alternate auditing each other unless otherwise specified.



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ITEM # E6

DATE: November 14, 2019

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

THROUGH: Erin Rogers, Interim CEO/General Manager

FROM: Trischelle Baysden, Director of Rail Operations

**SUBJECT: REDLANDS PASSENGER RAIL PROJECT– PROPOSED CHANGE
OF ARROW OPERATOR FROM OMNITRANS TO THE
SOUTHERN CALIFORNIA REGIONAL RAIL AUTHORITY**

FORM MOTION

Receive and forward to the Board of Directors as an information item.

EXECUTIVE SUMMARY

In November 2015, SBCTA proposed an operating and maintenance plan for Arrow that called for Omnitrans to operate Arrow service and maintain the Arrow vehicles and called for SCRRA, the FRA railroad of record, to provide maintenance of way of and dispatching of the Arrow service. In late 2018, the Boards of SBCTA, Omnitrans and SCRRA approved the three-party agreement detailing the responsibilities as proposed in 2015. At the October 2019 SBCTA Transit Committee and November 2019 SBCTA Board meetings, the SBCTA Board directed SBCTA staff to work with SCRRA to transition the planned operation and maintenance of Arrow from Omnitrans to SCRRA. This is an informational item about the potential proposed change in Arrow operations.

BACKGROUND

At the October 10, 2019 San Bernardino County Transportation Authority (SBCTA) Transit Committee meeting, SBCTA presented an item regarding a change of Arrow operator from Omnitrans to the Southern California Regional Rail Authority (SCRRA). At the subsequent SBCTA Board Meeting on November 6, 2019, SBCTA staff was given direction to work with the Southern California Regional Rail Authority, as the Federal Railroad Administration (FRA) identified railroad of record, to assume the role of operating and maintaining the Arrow hybrid-rail vehicles and report back at the December 12, 2019 Transit Committee meeting.

In November 2015, after an extensive review of five different scenarios, Omnitrans was recommended as the best alternative to operations and maintenance of the Arrow service, with

SCRRA responsible for maintenance of way and dispatch. This alternative was selected primarily due to the benefit of maintaining local control of a service that would solely operate within San Bernardino County. Not only would it set the groundwork for future intra-county rail service to be managed locally, SBCTA staff identified additional benefits such as Omnitrans' ability to integrate bus service and Arrow service as well as allowing the prioritization of funding between transit and rail within one organization. It was also expected that the cost for Omnitrans to operate the Arrow service would be substantially lower than it would be for SCRRA. Another factor related to SBCTA staff's recommendation was SCRRA's reluctance to allow DMUs to operate on their mainline as the vehicle required a FRA waiver related to crashworthiness. Based on the technical analysis and key evaluation criteria discussed above, SBCTA staff recommended SBCTA begin negotiations with SCRRA and Omnitrans on the necessary agreement supporting implementing this operating scenario. After nearly three years of work and analysis, the three-party agreement implementing this strategy was approved by the Omnitrans Board of Directors in September 2018, and the SBCTA Board of Directors in December 2018. Since that time, Omnitrans staff continues to work in partnership with SBCTA staff to implement the project.

The October 10, 2019 SBCTA Transit Committee and November 6, 2019 SBCTA Board agenda item (Attachment A) details several significant changes that have occurred and challenges that have been identified since these decisions were made:

- SCRRA became amenable to using DMUs as part of an integrated fleet approach. In January 2019, the FRA determined that the DMU is a compliant vehicle and no longer requires a waiver for it to be operated intermixed with larger locomotive hauled coaches or freight trains.
- Duplication of efforts and efficiencies as Omnitrans continues to work on implementing the Arrow service on a system that will ultimately be maintained, dispatched and regulated by Metrolink as the railroad of record for FRA.
- Developing a fare structure for Arrow service that will work well for Omnitrans and align with Metrolink's fare structure has been challenging.
- Duplication as it relates to development of the required operating plans, communication systems, information technology support services, and schedule modeling. The economies of scale suggest that these activities could be performed more efficiently by adding Arrow service to the existing SCRRA services.
- The independent cost estimates prepared collectively by the Omnitrans and SBCTA team are exceeding the estimates provided in the original analysis and evaluation of alternatives. This is especially apparent in the areas of liability insurance, fuel costs, and security staffing.

Given the developments outlined above, SBCTA staff requested to work with SCRRA to determine if the preferred operating structure is to have SCRRA provide all service related to implementing a blended passenger rail service between San Bernardino and Redlands. SBCTA staff will report back at the December 12, 2019 Transit Committee for additional direction.

Omnitrans staff has been working with SBCTA and SCRRA staff to discuss and evaluate this alternative.

ANALYSIS

Should SBCTA ultimately choose to shift the operating responsibilities, Omnitrans will have to consider several subsequent changes:

1. Cancel the three-party agreement between Omnitrans, SBCTA and SCRRA. This should have limited to no impact on Omnitrans moving forward
2. Omnitrans has hired three full-time staff members within the Rail Department. Should the proposed change occur, Omnitrans partnering with SCRRA would work to find placement for these employees within the two agencies.
3. Omnitrans is the direct FTA recipient of \$8.6 million in a Transportation Investment Generating Economic Recovery (TIGER) grant. SBCTA is Omnitrans sub-recipient on this TIGER grant. Since the grant is administered by Omnitrans, it is likely that the Omnitrans will continue to administer the grant even as Omnitrans is removed from the project.
4. Under a cooperative funding agreement with SBCTA and the City of San Bernardino, Omnitrans is responsible for maintenance and cleaning of the San Bernardino Transit Center, including the rail platforms, the crew house and the parking lot associated with the Metrolink and Arrow service. At the time this agreement was reached, Omnitrans as the planned operator of the most frequent rail service to the SBTC and was the logical choice for this maintenance. Should Arrow move to SCRRA, this maintenance agreement should be evaluated to determine the best outcome moving forward.

CONCLUSION

Receive and forward to the Board an update on the Redlands Passenger Rail Project – Proposed Change of Arrow Operator from Omnitrans to the Southern California Regional Rail Authority, as an information item.

ER:VTB

Attachment A: November 6, 2019 SBCTA Board Item Re: Redlands Passenger Rail Project – Change of Arrow Operator

Minute Action

AGENDA ITEM: 6

Date: November 6, 2019

Subject:

Redlands Passenger Rail Project - Change of Arrow Operator

Recommendation:

That the Board, acting as the San Bernardino County Transportation Authority:

Provide direction to staff to work with Southern California Regional Rail Authority, as the Federal Railroad Administration identified railroad of record, to assume the role of operating and maintaining the Arrow hybrid-rail vehicles and report back at the December 12, 2019 Transit Committee meeting.

Background:

In November 2015, the Redlands Passenger Rail Project (RPRP) Operations and Vehicle Study (Study) was presented to the San Bernardino County Transportation Authority (SBCTA) Board of Directors, identifying possible operating structures to support the future blended service being brought forth through delivery of the RPRP. The weekday blended service includes Southern California Regional Rail Authority (SCRRA) providing one (1) round-trip express Metrolink service train during peak periods between the Downtown Redlands Station and Los Angeles Union Station, with stops at the existing Metrolink stations, including the San Bernardino Transit Center, using a larger locomotive hauled coach train. This is overlaid with the Arrow service which consists of twenty-five (25) hybrid-rail, or Diesel Multiple Unit (DMU), round trips between the San Bernardino Transit Center and University Station at the eastern terminus in the City of Redlands. A separate legal review of the results of the Study was also completed, which assessed the potential liability risks of the different organizational structures identified. Five organizational structures were reviewed with different responsibilities being held by SBCTA, SCRRA and Omnitrans. The different scenarios are listed below with the associated annual operation and maintenance costs:

Scenario	Maintenance of Way	Dispatch	Maintenance of Equipment	Rail Operations	Annual Costs 2015 \$ (millions)
1	SCRRA	SCRRA	SCRRA	SCRRA	\$10.2
2	SCRRA	SCRRA	SBCTA	SBCTA	\$8.1
3	SBCTA	SBCTA	SBCTA	SBCTA	\$9.3
4	Omnitrans	Omnitrans	Omnitrans	Omnitrans	\$9.0
5	SCRRA	SCRRA	Omnitrans	Omnitrans	\$7.9

The evaluation of these five scenarios consisted of both a quantitative review estimating annual operation and maintenance costs, taking into account additional full time employees that would be needed to manage the Arrow service; and a qualitative analysis of the technical capacity of each agency to direct passenger rail services, ability to conduct oversight functions, governing board's familiarity with passenger operations, ability to provide integration of other transit services, marketing and fares, and local control of the new regional service.

Entity: San Bernardino County Transportation Authority

Based on these evaluation factors it was determined that using SCRRA as the managing agency for Maintenance of Way and Dispatching services was ideal due to economies of scale and cost savings associated with using SCRRA's positive train control (PTC) system. Nine miles of additional railroad could easily be incorporated into SCRRA's maintenance and inspection responsibilities with limited additional staff needed. Costs associated with developing and installing a standalone PTC system far exceeds the costs to adopt SCRRA's existing system. Based on this determination, Scenarios #3 and #4 were dropped from consideration.

From the remaining scenarios, it was recommended that Scenario #5 with Omnitrans as the operator and maintainer of the Arrow service, be implemented primarily due to the benefit of maintaining local control of a service that would be solely within San Bernardino County. Not only would it set the ground work for future intra-county rail service to be managed locally, staff identified additional benefits such as Omnitrans' ability to integrate bus service and Arrow service as well as allowing the prioritization of funding between transit and rail within one organization. It was also expected that the cost for Omnitrans to operate the Arrow service would be substantially lower than it would be for SCRRA. Another factor related to staff's recommendation was SCRRA's reluctance to allow DMUs to operate on their mainline as the vehicle required a Federal Railroad Administration (FRA) waiver related to crashworthiness. Based on the technical analysis and key evaluation criteria discussed above, staff recommended SBCTA begin negotiations with SCRRA and Omnitrans on the necessary agreement supporting Scenario #5. The three-party agreement implementing the above strategy was approved by the SBCTA Board of Directors in December 2018.

Over the last year, SCRRA became amenable to using DMUs as part of an integrated fleet approach. In January 2019, the FRA determined that the DMU is a compliant vehicle and no longer requires a waiver for it to be operated intermixed with larger locomotive hauled coaches or freight trains. Other member agencies of SCRRA have expressed interest in expanding the use of DMUs. The Los Angeles County Metropolitan Transportation Authority (LA Metro) approved studying the use of DMUs on the Metrolink Antelope Valley Line and staff from Riverside County Transportation Commission has expressed interest in using the DMUs on the Metrolink Perris Valley Line. In addition, as heard in the previous item presented to Transit Committee on October 10, 2019, related to the Gold Link, SBCTA staff is proposing the use of DMUs between Pomona in Los Angeles County and Rancho Cucamonga.

SBCTA staff has recognized some duplication of efforts and efficiencies as we have worked to implement the Arrow service with Omnitrans on a system that will ultimately be maintained, dispatched and regulated by Metrolink as the railroad of record for the FRA. Under Scenario #5, Omnitrans has been creating a stand-alone service, with marketing, FRA regulatory compliance, National Transit Database (NTD) reporting and third party operating and equipment maintenance contractor oversight functions. Omnitrans also has safety, customer service and customer information duties. All of these functions are also currently being performed by SCRRA on their existing system and will be performed as well by SCRRA for the Metrolink overlay service between Downtown Redlands and the San Bernardino Transit Center. In addition, it has been challenging to develop a proposed Arrow fare structure that will work well for Omnitrans and align with Metrolink's fare structure while prioritizing the customer experience. In summary, there is much duplication when it comes to development of the required operating plans, communication systems, information technology support services, and schedule modeling.

The economies of scale suggest that these activities could be performed more efficiently by adding Arrow service to the existing SCRRA services. This has been reflected in the independent cost estimates prepared collectively by the Omnitrans and SBCTA teams, which are exceeding the estimates provided in the Study. This is especially apparent in the areas of agency staffing and liability insurance.

For example, the Study included an estimate of \$750,000 in 2015 dollars for liability insurance based on other similar operations. While the Study increased this estimate in Scenario #2 and #3; acknowledging SBCTA would be entering the operating realm with no previous history of operations, it did not expect the cost for Omnitrans to be substantially higher due to their history. However, the cost of liability insurance for Omnitrans to introduce rail operations is now \$2.75 million. Insurance is one of the largest single expenses for a new service. Without a history of operating a passenger rail service, it is difficult for the brokers to have the data necessary to accurately determine (and thus price) the risk. Omnitrans has a good safety record with their fixed route operations and a good history of successful passenger operations. However, the risks associated with operating a rail service are noticeably greater than a bus operation. SCRRA has a long record of safe passenger rail operations developed over a quarter of a century. Until Omnitrans can establish an independent record of rail safety, it can be expected to have higher risk premiums than SCRRA. Lastly, the premiums for a stand-alone service are likely to be greater on a per mile basis, than if the premiums are applied over a larger system.

SBCTA currently has three major contracts for the RPRP. The first is for construction of the mainline. The review will not materially change how the mainline is built as it is being built to SCRRA standards. However, we do anticipate that the Omnitrans communication system will be removed from the contract. In addition, staff will need to address where the security camera footage is managed as it is currently planned to be managed at the San Bernardino Transit Center. The second is for construction of the Arrow Maintenance Facility (AMF). The AMF was conceived as a small facility intended to only support a DMU fleet of six (6) two-car consists or some combination of two-car and four-car consists. SBCTA staff has developed a conceptual plan for additional modification to the existing SCRRA Eastern Maintenance Facility (EMF) that would be needed should the DMU fleet grow to a size that additional maintenance facility capacity is needed. While it is not planned that this would be needed to implement service between Pomona and Rancho Cucamonga, as this can be done with two (2) additional vehicles; it is understood that should the overall DMU fleet grow beyond the size noted above, additional maintenance facility area would be required. The AMF location was previously used by SCRRA and provided valuable light-maintenance facility space. With the lack of access to the AMF location, the EMF is constrained and cannot currently accommodate maintenance of additional vehicles. The AMF location is useful and it is anticipated it will remain beneficial to the overall functionality of SCRRA should the responsibility for Arrow service be transferred to them. Lastly, the Arrow service branding will need to be reviewed with SCRRA. For example, it is unknown whether or not they will request any changes to the branding, or the exterior and interior of the vehicles.

SBCTA staff is recommending that additional consideration is given as to which entity is the most appropriate and cost effective operator of the future Arrow service, given the developments outlined above. SBCTA would like to work with SCRRA to determine if the preferred operating

Board of Directors Agenda Item
November 6, 2019
Page 4

structure is to have them provide all service related to implementing a blended passenger rail service between San Bernardino and Redlands. Staff plans to report back to the December 12, 2019 Transit Committee for additional direction.

Financial Impact:

This item is consistent with the Fiscal Year 2019/2020 adopted budget.

Reviewed By:

This item was reviewed and unanimously recommended for approval by the Transit Committee on October 10, 2019.

Responsible Staff:

Carrie Schindler, Director of Transit and Rail Programs

Approved
Board of Directors
Date: November 6, 2019

Witnessed By:

San Bernardino County Transportation Authority