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ADMINISTRATIVE AND FINANCE COMMITTEE

THURSDAY, MARCH 12, 2020– 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, April 9, 2020, 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 – February 13, 2020 — 2
2. Recommend the Board of Directors Authorize the Interim CEO/General Manager to Announce a Call for Projects – Measure I Specialized Transportation for Fiscal Years 2021 and 2022 – *Aaron Moore* — 7
3. Receive and Forward to the Board of Directors, Consolidation Study and Innovative Transit Review – *Jeremiah Bryant* — 18
4. Receive and Forward to the Board of Directors, Agency Management Report FY20 Second Quarter Report – *Maurice Mansion* — 58
5. Receive and Forward to the Board of Directors, 2020 Management Plan Strategic Initiatives and Key Performance Indicators, Second Quarter Report – *Erin Rogers* — 68
6. CEO/General Manager's Report – *Erin Rogers*

F. ADJOURNMENT

Posted: March 6, 2020

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ITEM # E1

ADMINISTRATIVE & FINANCE COMMITTEE
MINUTES, FEBRUARY 13, 2020

A. CALL TO ORDER

Committee Chair Sam Spagnolo called the regular meeting of the Administrative and Finance Committee to order at 8:00 a.m., Thursday, February 13, 2020.

1. Pledge of Allegiance
2. Roll Call

COMMITTEE MEMBERS PRESENT
Council Member Sam Spagnolo, City of Rancho Cucamonga – Committee Chair
Mayor 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

BOARD MEMBERS NOT PRESENT
None

OMNITRANS ADMINISTRATIVE STAFF PRESENT
Erin Rogers, Interim CEO/General Manager
Trischelle Baysden, Director of Rail
Shawn Brophy, Director of Operations
Alex Chen, Interim Director of Information Technology
Aaron Moore, Director Special Transportation Services
Suzanne Pfeiffer, Director of Human Resources
Nicole Ramos, Interim Director of Marketing
Connie Raya, Director of Maintenance
Art Torres, Director of Procurement
Don Walker, Director of Finance
Omar Bryant, Maintenance Manager
Melissa Castillo, Customer Service Manager
Liz Gutierrez, Executive Staff Assistant
Angelica Jara, Contract Review Analyst
Maurice Mansion, Treasury Manager
Harry Morck, Network Administrator
Meredith Tshilonda, Sr. Human Resources Analyst

LEGAL COUNSEL
Steve DeBaun, Legal Counsel

B. ANNOUNCEMENTS/PRESENTATIONS

The next Committee Meeting is scheduled Thursday, March 12, 2020, 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 and Finance Committee Minutes – January 16, 2020

   M/S (Hagman/Dutrey) that approved Administrative & Finance Committee Minutes January 16, 2020. Motion was passed unanimously by Members present.

2. Receive and Forward to the Board of Directors, Omnitrans' Financial Audit Reports for Fiscal Year Ended June 30, 2019

   Director of Finance, Don Walker provided a brief background on this item as detailed in the staff report.

   Vice Chair Dutrey asked for a hard copy of the Comprehensive Annual Financial Report (CAFR). [1]

   Member Dailey referred to the 15 tasks included in the SBCTA Transportation Development Act (TDA) Compliance Guide noted on page 9 of the agenda and requested that the detailed list be provided[2]. He also congratulated Omnitrans staff for receiving the Certificate of Achievement for Excellence in Financial Reporting.

   The Committee received and forwarded this item to the Board.

[1] A hard copy of the CAFR was provided to Vice Chair Dutrey after the meeting.
[2] A detailed list with the 15 TDA Compliance Requirements was emailed to Member Dailey following the meeting.

3. Recommend the Board of Directors Approve Staffing and Compensation Changes and Corresponding Update to Policy 402

   Director of Human Resources, Suzanne Pfeiffer provided a brief background on this item and reviewed the proposed staff changes. She introduced Sr. Human Resources Analyst, Misty Tshilonda to review the compensation study portion of the presentation.

   Member Hagman asked how often the compensation study is conducted and had some questions regarding employee retention and industry trends. He also asked about any potential environmental or organizational changes that could be implemented to help retain employees. Ms. Tshilonda provided additional information regarding the study frequency and some peer data. She also listed the programs/efforts currently in place to encourage employee retention.

   Member Wapner requested that the organizational charts be included with the item going to the Board. Staff noted the request.

   M/S (Hagman/Dailey) that recommended the Board of Directors approve staffing and compensation changes corresponding update to Policy 402. Motion was passed unanimously by Members present.

4. Recommend the Board of Directors Approve the Proposed Parameters Used to Develop Omnitrans Operating and Capital Budgets for Fiscal Year 2021

   Treasury Manager, Maurice Mansion provided a brief background on this item as detailed in the staff report.

   M/S (Hagman/Avila) that recommended the Board of Directors approve the proposed parameters used to develop the Omnitrans Operating and Capital Budgets for Fiscal Year 2021. Motion was passed unanimously by Members present.

5. Recommend the Board of Directors Approve the Proposed Policy Guidelines for the Measure I Regional Mobility Partnership Program and Authorize the Interim CEO/General Manger Discontinue the Special Transportation Services (STS) Department Maintenance Program and Terminate the Current Lease for the Maintenance Facility Located in Ontario

   Director of Special Transportation Services, Aaron Moore, provided a brief background on this item as detailed in the staff report.

   M/S (Hagman/Avila) that recommended the Board of Directors authorize the Interim CEO/General Manager to approve the proposed policy guidelines for the Measure I Regional Mobility Partnership Program and authorize the Interim CEO/General Manger discontinue the Special Transportation Services (STS) Department Maintenance Program and terminate the current lease for the maintenance facility located in Ontario. Motion was passed unanimously by Members present.

6. Recommend the Board of Directors Authorize Award – Contract STS20-03, Purchased Transportation Services

   Director of Procurement, Art Torres, provided a brief background on this item as detailed in the staff report.

   Member Wapner had questions regarding the Agency's prior experience working with First Transit. He asked what concerns, if any did staff or the customers have regarding the service that was provided. Ms. Rogers provided additional information regarding the previous contract versus the current and ensured the Committee that an appropriate plan and oversight would be in place with this contract.

   The Committee expressed concerns regarding the proposed contractor's performance and requested that a six-month evaluation be conducted and presented to the Committee.

   Member Dutrey asked if a termination clause is included in the contract. Mr. Torres responded that a "terminate for convenience clause" is included.

   M/S (Hagman/Avila) that recommend the Board of Directors authorize the CEO/General Manager to award Contract STS20-03 to First Transit, Inc. of Cincinnati, OH, for the provision of Purchased Transportation Services to include a ninety-day transition and three-year service period beginning April 1, 2020 and ending June 30, 2023, and the authority to exercise two (2) two-year options ending no later than June 30, 2027, for an amount of $110,210,569 plus a five percent contingency of $5,510,528, for a total not-to-exceed amount of $115,721,097, if all option years are exercised. Motion was passed unanimously by Members present.

7. Recommend the Board of Directors Authorize Award – Contract FIN20-13, Insurance Broker Services

   Director of Procurement, Art Torres, provided a brief background on this item as detailed in the staff report.

   M/S (Dutrey/Hagman) that recommended the Board of Directors authorize the Interim CEO/General Manager to award Contract FIN20-13 to Alliant Insurance Services, Inc. of Newport Beach, CA for the provision of Insurance Broker Services for a base period beginning April 1, 2020 and ending June 30, 2023, with the authority to exercise two (2) single option years ending no later than June 30, 2025, in the amount estimated at $3,500,000, plus a ten percent contingency of $350,000, for a total not-to-exceed amount of $3,850,000, should all options be exercised. Motion was passed unanimously by Members present.

F. ADJOURNMENT

The Administrative and Finance Committee meeting adjourned at 8:48 a.m.

The next Administrative and Finance Committee Meeting is scheduled Thursday, March 12, 2020, 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: March 12, 2020

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

THROUGH: Erin Rogers, Interim CEO/General Manager

FROM: Aaron Moore, Director of Special Transportation Services

SUBJECT: **CALL FOR PROJECTS - MEASURE I SPECIALIZED TRANSPORTATION PROGRAMS**

FORM MOTION

Recommend the Board of Directors authorize the Interim CEO/General Manager to announce a Call for Projects - Measure I Specialized Transportation Programs for Fiscal Years 2021 and 2022.

BACKGROUND

On March 4, 2020, the Board of Directors approved the policy guidelines for the Omnitrans Measure I Regional Mobility Partnership (RMP) Program. The policy guidelines established the Measure I funding allocation process which includes an annual, competitive Measure I Call for Projects.

In accordance with the above mentioned RMP guidelines, staff is requesting that Omnitrans Board of Directors announce a Call for Projects. This Call for Projects covers Fiscal Years 2021 and 2022 with approximately $2,750,000 available each year for new projects that will improve mobility and/or coordination of transportation services and address the unmet/underserved transportation needs of seniors and/or persons with disabilities in the San Bernardino Valley. Applicants may request two years of funding per project with a maximum grant request of $250,000 per year. Applicants may include local government authorities, human and social services agencies, tribal governments, and private non-profit and charitable organizations. The Measure I funds for this Call are funds directly allocated to Omnitrans as CTSA for San Bernardino Valley.

Measure I requires that projects selected for funding must address transportation needs identified in the Public Transit-Human Services Transportation Coordination Plan for San Bernardino County, 2016-2020. The Plan identifies existing transportation services, unmet transportation needs and service gaps, as well as the prioritized goals and strategies for transportation needs of seniors and individuals with disabilities.

Proposals will be evaluated by a panel consisting of representatives from Omnitrans, SBCTA, and SBCTA's Public and Specialized Transportation Advisory and Coordination Council (PASTACC). The panel will use the criteria set forth in the Public Transit-Human Services Transportation Coordination Plan for San Bernardino County, 2016-2020, which indicates that transportation programs receiving funding obligated in association with the Call for Projects must:

- Adequately address the unmet/underserved and individualized transportation needs of the targeted populations.
- Demonstrate coordination efforts between public transit and human service agencies.
- Be financially sustainable and provided in a cost-effective manner.
- Include measurable goals and objectives.
- Build or increase capacity or service quality in addressing mobility needs of the target populations.
- Leverage or maximize existing transportation services and/or funding.

CONCLUSION

With the Committee's recommendation, this item will be forwarded to the Board of Directors to authorize the Interim CEO/General Manager to announce the Call for Projects - Measure I Specialized Transportation Programs for Fiscal Years 2020 and 2021, which will start the process for Omnitrans to seek new projects for the upcoming two fiscal years to enhance mobility options for seniors and persons with disabilities.

ER:AM

Attachments: A. Omnitrans Measure I CFP Announcement
B. PowerPoint Presentation

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Omnitrans Measure I Regional Mobility Partnership Program (RMP) Call for Projects

Omnitrans invites proposals for transportation projects to receive operating and capital support in the form of Measure I Regional Mobility Partnership Program (RMP) funding. This funding is made available through Omnitrans, functioning as the CTSA for the San Bernardino Valley region, oversees the development and support of the mobility management initiatives throughout the area. The funding associated with this call is being made available to agencies with transportation programs that are designed to improve mobility and/or the coordination of transportation services for seniors and/or persons with disabilities in the San Bernardino Valley region. Applicants may include local government authorities, human and social services agencies, tribal governments, private non-profit and charitable organizations.

The Omnitrans RMP requires that the needs addressed by projects selected for funding must be identified in the Public Transit-Human Services Transportation Coordination Plan for San Bernardino County, 2016-2020. The Coordinated Plan identifies existing transportation services, unmet transportation needs and service gaps, as well as the prioritized goals and strategies related to the transportation needs of seniors and individuals with disabilities. The Coordinated Plan document is available online at: https://www.gosbcta.com/wp-content/uploads/2019/10/public-transit-coord-plan-2016-20-final.pdf

The Call for Projects covers two years - January 2021 through December 30, 2023, with approximately $2,750,000 available each year. Applicants may request two years of funding per project with a maximum capital and/or operating grant request of $250,000 per year. A selection panel will evaluate funding requests using the criteria set forth in the Coordinated Plan, which indicate that transportation programs receiving the funding obligated in association with the Call for Projects must:

- Adequately address the unmet/underserved and individualized transportation needs of the targeted populations.
- Demonstrate coordination efforts between public transit and human service agencies.
- Be financially sustainable and provided in a cost-effective manner.
- Include measurable goals and objectives.
- Build or increase capacity or service quality in addressing mobility needs of the target populations.
- Leverage or maximize existing transportation services and/or funding.

Timeline

Date	**Action**
April 2, 2020	Call for (New) Projects applications available.
April 23, 2020 2:00pm	Pre-application workshop at Omnitrans.
July 12, 2020 NLT 4:00 pm.	***Proposals due to Omnitrans***.
August 27, 2020	Funding recommendations presented to Omnitrans Administrative & Finance Committee.
September 2, 2020	Funding recommendations submitted to Omnitrans Board of Directors for approval.
September 2020	Notification of Projects Funded; begin Contract Execution process.
November 2020	Technical Workshop for Successful Applicants.
January 2021	Funded Projects scheduled to begin

For additional information on this Call for (New) Projects or to download an application packet, email CTSACallforProjects@omnitrans.org

OmniTrans

2020 OMNITRANS MEASURE I – CALL FOR PROJECTS

ADMINISTRATIVE AND FINANCE COMMITTEE

March 12, 2020

BACKGROUND

- As the designated CTSA for the San Bernardino Valley Omnitrans receives Measure I CTSA funds
- CTSA funds are used for two purposes:

1. Directly provide senior and disabled transportation services
2. Partner with Health and Human Service providers and nonprofit agencies to operate senior and disabled transportation programs

CURRENT PARTNER PROGRAMS

OMNITRANS RMP MEASURE I PARTNERSHIP PROGRAM	1st - 2nd Quarters (Jul 19 - December 19)				
	Prior Year FY 18/19	Current Year FY 19/20	% Change		
PARTNER PROGRAMS TOTAL TRIPS	65,109	77,715	19.4%	ANNUAL PROGRAM FUNDING	COST PER TRIP
Anthesis (formerly Pomona Valley Workshop)	22,246	23,365	5.0%	$ 303,461.00	$ 12.99
Central City Lutheran	2,947	2,224	-24.5%	$ 59,157.00	$ 26.60
City of Grand Terrace	846	2,071	144.8%	$ 39,952.00	$ 19.29
City of Redlands	1,632	1,036	-36.5%	$ 56,847.00	$ 54.87
Community Senior Services	16,931	18,334	8.3%	$ 178,731.00	$ 9.75
OPARC	8,059	7,082	-12.1%	$ 62,790.00	$ 8.87
City of Chino	2018 CFP Partner	3,867	-	$ 75,000.00	$ 19.39
Highland Senior Center	2018 CFP Partner	2,389	-	$ 39,000.00	$ 16.32
Loma Linda University Adult Day Health	2018 CFP Partner	4,508	-	$ 75,000.00	$ 16.64
West End YMCA	2018 CFP Partner	2,752	-	$ 75,000.00	$ 27.25
City of Fontana	2019 CFP Partner	0		$ 297,547.00	
City of Yucaipa	2019 CFP Partner	0		$ 52,500.00	
OPARC LINK	2019 CFP Partner	0		$ 124,642.00	
Foothill AIDS Project	2019 CFP Partner	0		$ 169,431.00	

OMNITRANS REGIONAL MOBILITY PARTNERSHIP(RMP) CALL FOR PROJECTS 2020

- Call for Projects scheduled for release in April
- Call for Projects covers FY2021 and FY2022
- $5.5 million is included in this call
- Funding limits:
  - Two years of funding per applicant
  - $250,000 funding limit per applicant per year
- The Goal for the call:
  - Develop transportation programs for major OmniAccess trip generators
  - Enhance regional mobility options for seniors and individuals with disabilities
  - Address unmet transportation needs as identified in the Coordinated Plan

POTENTIAL REGIONAL PARTNERS

- Ability Counts (Redlands)
- Diversified Industries (Montclair)
- First Step (San Bernardino, Fontana, Montclair)
- Goodwill (San Bernardino)
- Industrial Support Systems (Fontana)
- Rialto Adult Day Care
- VIP (Rancho Cucamonga, San Bernardino)
- OPARC (Upland, San Bernardino, Montclair, Ontario, Rancho Cucamonga)
- Voice Day Program (Redlands, Loma Linda)
- Chino Hills Community Center
- Hutton Center (Colton)
- Ontario Senior Center

NEXT STEPS

Date	Action
April 2, 2020	Call for (New) Projects applications available.
April 23, 2020 2:00pm	Pre-application workshop at Omnitrans.
July 12, 2020 NLT 4:00 pm.	***Proposals due to Omnitrans***.
August 27, 2020	Funding recommendations presented to Omnitrans Administrative & Finance Committee.
September 2, 2020	Funding recommendations submitted to Omnitrans Board of Directors for approval.
September - October 2020	Notification of Projects Funded; begin Contract Execution process.
November 2020	Technical Workshop for Successful Applicants.
January 2021	Funded Projects scheduled to begin

THANK YOU

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ITEM # E3

DATE: March 12, 2020

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: **CONSOLIDATION STUDY AND INNOVATIVE TRANSIT REVIEW OF THE METRO-VALLEY UPDATE**

FORM MOTION

Receive and forward to the Board of Directors this update on the Consolidation Study and Innovative Transit Review.

A similar report is being presented at the SBCTA Transit Committee on March 12, 2020.

BACKGROUND

As detailed at the November 2019 Omnitrans Board of Director's Meeting, the San Bernardino County Transportation Authority (SBCTA) awarded a contract to WSP USA, Inc. to complete the SBCTA and Omnitrans Consolidation Study and Innovative Transit Review of the Metro-Valley (Study). The study is currently anticipated to be completed in November 2020.

SBCTA's project manager for the study is the Director of Special Projects and Strategic Initiatives. Omnitrans' core project team includes the Director of Strategic Development, Director of Operations and Director of Finance with support from across the agency. The study also has a technical advisory committee comprised of two groups: 1) other San Bernardino County transit operator CEOs and 2) city managers that volunteered to participate including representatives from Ontario, Rancho Cucamonga, Yucaipa and Yucca Valley.

As described in the first study update at January 2020 Board Committees and the February 2020 Board of Directors meetings, several interim reports will be presented to Administrative and Finance Committee and Board in addition to presentation at SBCTA. During the study it is expected that WSP reports will be provided to both agencies at the same time in order to ensure transparency and reduce turnaround review time. The results of the study will also be presented to both the Omnitrans and SBCTA Committees and Boards on the same day.

The full project schedule is included in Attachment A. The major milestones are as follows:

Tasks	Milestone Presentation	Committee	Board of Directors
1.1 to 1.3	Performance Review Report, Efficiency Opportunities Update from the 2015 Study, Performance Indicator Review of Omnitrans over the past five years, and Pros/Cons of Consolidation.	March 2020	April 2020
1.4 to 2.1	Tasks 1.4 to 2.1 - Consolidation Findings Report, Financial Impact Analysis, Document Review, Gap Analysis, and Peer Review.	June 2020	July 2020
2.2 to 3.3	Final Consolidation Report and Implementation Plan and Innovative Transit Review Report.	October 2020	November 2020

The summary of findings below, attached reports and presentation represent the findings to date on tasks 1.1 to 1.3.

WSP REPORT UPDATE

Study Process and Methodology

The process used to complete tasks 1.1 to 1.3 included the review of SBCTA and Omnitrans plans, budgets and Comprehensive Annual Financial Reports; development and completion of a Consolidation questionnaire by both agencies; a meeting with each agency to discuss the detailed questionnaire responses, as well as an in depth discussion regarding both agencies' financials and operations; and subsequent emails to clarify some of the responses. A separate performance indicator review was also prepared utilizing Omnitrans' TransTrack data as well as National Transit Database peer agency information.

WSP prepared the following two reports to summarize the information gathered to date: 1) Performance Review Report and 2) the Agency Functional Assessment Report. These reports were reviewed by both agencies and the two advisory committees. WSP prepared revisions to the reports based on detailed comments received from SBCTA, Omnitrans and the advisory committees. The following is a summary of the key points from both reports:

Performance Review Report – Attachment B

The Performance Review report conducted a three-part review of Omnitrans performance on a variety of standard transit service indicators, including:

- Standardized Performance Review on Key Indicators – Omnitrans was evaluated using a set of standardized performance indicators and their TransTrack data submittals for FY 2015 to FY 2019.
- Internal Agency Performance Review – Omnitrans service projections for FY 2019 were compared with FY 2019 actuals to determine whether the agency is currently on track with its projections.

- Peer Agency Performance Review – Peer agencies (similar in size, service area, services provided) were identified and compared using National Transit Database (NTD) information for the most recent NTD year available (FY 2018).

1) The Standardized Performance Review identified the following trends over the past five years:

    - Omnitrans experienced an overall ridership drop of nearly 25 percent, comparable to ridership declines experienced at other transit systems.
    - Omnitrans' total operating costs increased 35 percent or $24.5 million over this five-year period, for a variety of reasons. Key factors included increases in salary, benefit costs and liability insurance; but also included increases in Agency scope, such as assuming responsibility for the Coordinated Transportation Service Agency (CTSA), establishing a rail function (for the upcoming implementation of the Arrow line which is being transferred to Southern California Regional Rail Authority), and a one-time write-off of $3.1 million in receivables for Medi-Cal reimbursements for non-emergency transportation services provided by Access that did not materialize. The added-scope and one-time item accounted for 23 percent or $5.7 million of the total $24.5 million cost increase over five years. Furthermore, during this time period, Omnitrans opened the San Bernardino Transit Center which increased maintenance and security costs. Omnitrans also indicated that the salary increases follow a five year salary freeze.
    - Other cost drivers included negotiated increases in Purchased Transportation costs necessitated in part by the state's increase in the minimum wage.
    - The combined impact of these trends have been a significant contribution to deterioration of Omnitrans' system-wide performance indicators such as the cost per unit of service, cost per passenger, and a significant increase in operating subsidy requirements. A detailed discussion of all cost and performance indicator trends is provided in the Performance Review Report. Omnitrans is responding to these changes through the ConnectForwad Plan, which includes an 11% reduction in service equivalent to $5 million annually. The ConnectForward plan was developed with the input of the joint Ad-Hoc Committee comprised of Board Members from both Omnitrans and SBCTA. In November 2020, the Omnitrans Board approved the guiding principles and scale of the service changes. Public hearings have been held and Omnitrans will be bringing the final ConnectForward plan to Board for consideration in April 2020 for implementation in September 2020.

2) The Internal Performance Review found that:
    - Omnitrans' projections for FY 2019 Cost and Financial Efficiency performance indicators were met for its fixed-route (directly-operated) service. Under the current State Transportation Development Act (TDA) rules, which allow for the inclusion of local revenue sources such as Measure I, Omnitrans fixed-route farebox recovery ratio was 24.9%. If these additional subsidies were excluded, Omnitrans' fare-only farebox recovery ratio was 15.5%.
    - Projections were not met for its fixed-route (purchased transportation) or demand-response services.

3) The Peer Agency Performance Review using FY 2018 NTD data found that Omnitrans is performing near the middle of the pack on most performance indicators, when compared with agency peers, and better than average among its peers in some areas. This finding is as much a reflection of the current state of the transit industry as it is of Omnitrans' performance.

Agency Functional Assessment and Pros/Cons of Consolidation – Attachment C
The Agency Functional Assessment Report covered five areas, as follows:

- Introduction and Study Purpose
- Overview of the Agencies in this Study (SBCTA and Omnitrans) – This section provided detailed information on both agencies, including staffing levels by position, services provided, management information systems, fixed-assets, and short- and long-range planning. The information came principally from the completed Questionnaires and interviews, along with document reviews.
- Functional Assessment of the Transit Agencies – This section conducted a function by function comparison of SBCTA and Omnitrans to identify areas of commonality and difference.
- Review of Opportunities for Additional Efficiency Improvements from the 2015 Study – This section provided an update on the level of implementation and estimated cost savings for the strategies presented in the 2015 Study.
- Preliminary Findings and Identification of Pros and Cons of Consolidation – This section used all the information developed in the preceding sections to identify functional areas and other areas of opportunity or challenge in the case of an agency consolidation.

Review of Opportunities for Additional Efficiency Improvements from the 2015 Study
Progress was made by both agencies in implementing some of the cost savings strategies identified in the 2015 Study. Key findings include:

- Joint Bus/Vehicle Procurement – Omnitrans continues to procure buses with other agencies when cost-effective to do so, though not necessarily with other San Bernardino County transit agencies.
- Americans with Disabilities Act (ADA) Paratransit Certification Process – Omnitrans successfully implemented improved certification procedures for ADA service to ensure that only properly-eligible users are certified to use this costly service. Omnitrans reported a 40 percent reduction in applications and certifications after implementing in-person interviews. Cost savings resulting from this change are roughly estimated to be in the millions of dollars to date, based on reduced passenger demand since implementation in FY 2016, compared to FY 2015 levels.
- Liquefied Natural Gas (LNG) to Compressed Natural Gas (CNG) Conversion at Omnitrans – This switch in fuel systems eliminated the costs of transporting fuel by truck to the West Valley and East Valley operating yards. West Valley was converted in August 2017 and East Valley was converted in October 2017. Omnitrans estimated a cost savings since implementation of $4.6 million in fuel costs; however, this is partially offset by increased electrical costs to run the CNG compressing equipment.
- Regional Marketing – SBCTA assisted the Mountain/Desert transit operators with a regional marketing effort in FY 2018/2019 using Low Carbon Transit Operations Program (LCTOP) funding designated for their region.

- Service Planning/Data Analysis Assistance – SBCTA is currently conducting a study on behalf of all county transit operators on Zero-Emission Buses, to assist with compliance with upcoming California Air Resources Board (CARB) mandates.
- Mutual Aid Agreements – Omnitrans entered into Mutual Aid Agreements with Mountain Transit and Victor Valley Transit Authority to provide road-call assistance to those agencies during service breakdowns.
- The ADA Use of Taxis for Certain Trips – Omnitrans incorporated this strategy into their contracted services but the current contractor was unable to implement it due to insurance issues. This issue is being addressed in the new ADA services contract currently being procured, and the contractors will be able to use taxis for certain trips.
- Five of the other "High Potential Cost Savings" strategies from the previous study were not implemented. Upon further analysis, it was determined that they were not feasible due to how the other transit operators provided or secured those services/goods.

Preliminary Findings: Pros and Cons of Consolidation
The report found that, while both agencies are significantly different in size and purpose, there are many opportunities as well as challenges in a potential consolidation of SBCTA and Omnitrans. There are several agencies in Southern California operating as separate entities; however, there are a couple who operate as the County Transportation Commission and have funding administration and project delivery programs while also having significant public transit service delivery obligations: (the Los Angeles County Metropolitan Transportation Authority (LAMetro) and Orange County Transportation Authority (OCTA)).

A list of potential opportunity areas include:
1) Staff functions – there could be some efficiencies gained primarily in the administrative functions as duplication of effort and could be reduced in the following areas:
   a) Board and committee functions (High Similarity)
   b) Clerk of the Board functions (High Similarity)
   c) Administrative functions including:
      i) Finance and Accounting, (Medium Similarity)
      ii) Procurement, (High Similarity)
   d) Transit/Operations Administration (Low Similarity)
   e) Capital management for transit related projects (Medium Similarity)
   f) Grants and Fund Administration (Medium Similarity)

There were administrative staffing areas that were evaluated that showed both low similarities and limited to no efficiency opportunities including Planning, Legislative/Marketing and Maintenance.

A list of major challenges includes:
1) Retirement Systems – SBCTA is under San Bernardino County Employees' Retirement Association (SBCERA) while Omnitrans is under California Public Employees' Retirement System (CalPERS). While the employer contribution rate paid by Omnitrans to CalPERS is more than 60% lower than the contribution rate paid by SBCTA to SBCERA (13.46% versus 34.70%), it is unknown at this time if the difference is related to actuarial assumptions, pensionable compensation elements, asset values in each system, or other variables. So, it is unclear what the impact would be by a change in retirement systems.

Considerations and options that need to be explored, some dependent on retirement system policies, are:

i) Determination of what is covered by each retirement plan,
ii) The differences in actuarial assumptions used by each plan and how that may affect the unfunded liability for the resulting plan,
iii) Termination of a plan,
iv) Transfer of assets from one plan to the other,
v) Grandfathering employees in current systems.

2) Salary and benefit compensation – There are differences in both the salary compensation ranges as well as the value of the benefits provided.
3) Union representation – Identify the impact of a consolidation on the current Memorandum of Understanding with the two Omnitrans unions and how that may affect SBCTA employees.
4) Liability insurance coverage limits – As a transit operator, Omnitrans insurance coverage limits are significantly higher than SBCTA. Consolidation of the two agencies may result in additional costs.
5) Budgeting approach and general ledger structure – The chart of accounts and budgeting approach are different and if consolidated under a single accounting system, then a restructure must take place.
6) Federal Transit Administration (FTA) Direct Recipient – Omnitrans is currently the direct recipient of FTA funds while SBCTA is the sub-recipient, therefore the resulting agency must work on ensuring a smooth transition in this area to avoid any funding loss. There are also on-going FTA Direct Recipient compliance responsibilities.

Other areas for consideration include:

1) At SBCTA some of the administrative activities are provided through vendors managed by an SBCTA employee, while Omnitrans has a dedicated department to support those functions due to their size and complexity. So, there is an opportunity to consolidate functions and potentially reduce the outsourced services.
   i) Human Resources
   ii) Facilities Management/Grounds/Custodian/Security
   iii) Information Technology Support
2) Legal structure and its' implications as it relates to the retirement systems and unions.
3) Information Technology Systems –both agencies use hardware and software that perform the same functionality in some application areas. Elimination of duplicative products could result in some savings.

Next Steps in the Study

The next steps in the study will include:

- Review of other regions where the Transportation Commission is also the transit services provider, and review of the study team's collective operational and organizational experience.
- Detailed analysis of the financial impacts and benefits of any proposed consolidation, as well as organizational and operational impacts. These latter impacts may include administrative staffing level changes; operational, contracting or policy changes; potential transfer of certain functions; and funding considerations.
- Qualitative assessment for areas where costs are unknown, as appropriate.

CONCLUSION

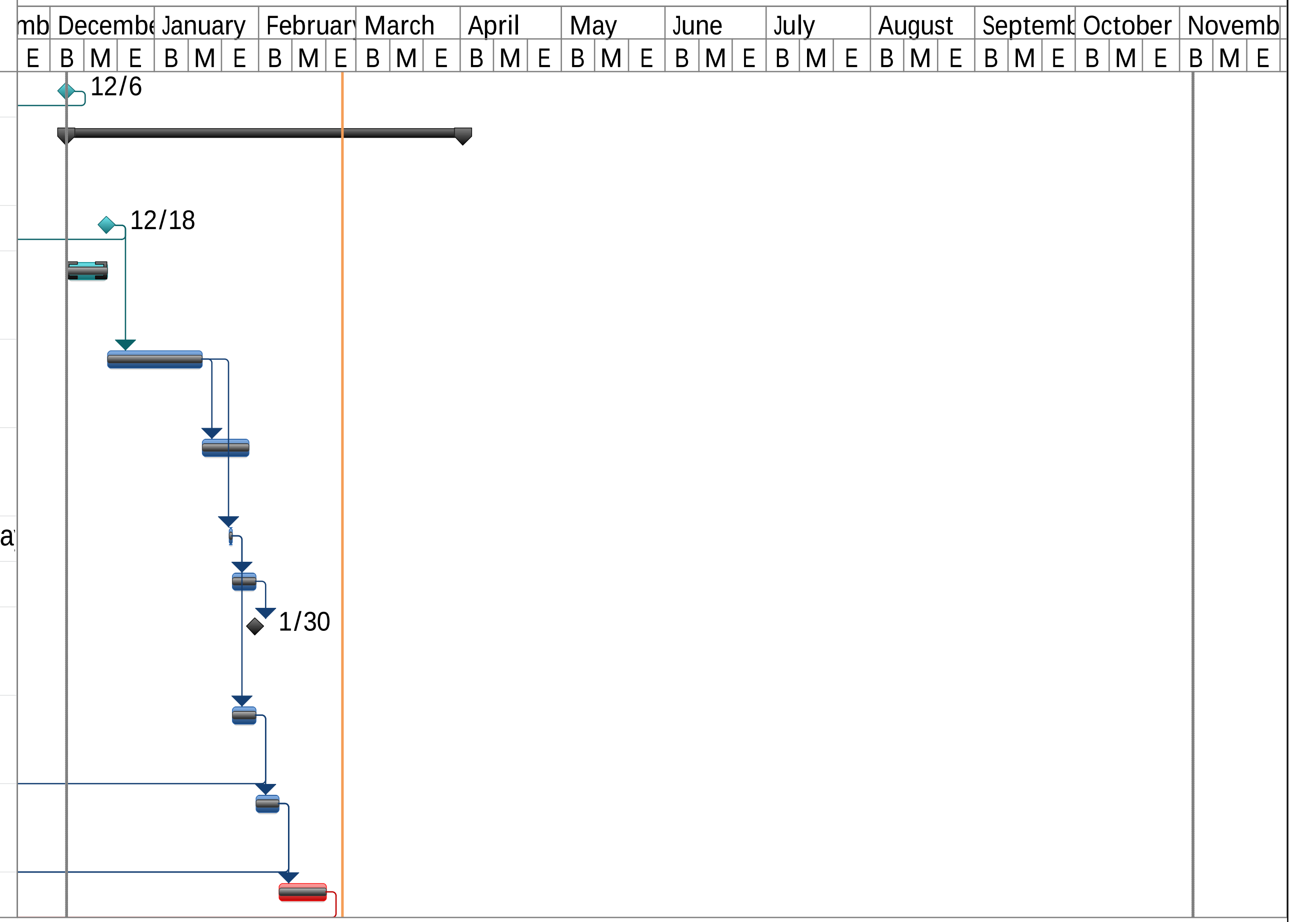
This status report is designed to provide open and transparent information on the study as it is progresses.

ER:JB

Attachment A: Project Schedule
Attachment B: Task 1.3 Report, Performance Review Report
Attachment C: Task 1.2 Report, Agency Functional Assessment and Pros/Cons of Consolidation
Attachment D: PowerPoint Presentation

SBCTA Consolidation Study and Innovative Transit Review v6

ID	Physical % Complete	Task Mode	Task Name	Duration	Start	Finish	Predecessors
1	100%		Notice to Proceed Received	0 days	Fri 12/6/19	Fri 12/6/19	
2	0%		1.0 Project Kickoff, Updates, and Analysis	84 days	Fri 12/6/19	Wed 4/1/20	
3	100%		1.1 Kickoff Meeting	0 days	Wed 12/18/19	Wed 12/18/19	
4	100%		1.2a Quest. Development, document review	8 days	Fri 12/6/19	Tue 12/17/19	
5	100%		1.2b Questionnaires completed by Agencies	20 days	Wed 12/18/19	Tue 1/14/20	3
6	100%		1.2b Quest. Responses Analysis and Matrix	10 days	Wed 1/15/20	Tue 1/28/20	5
7	100%		1.2c Meetings with Agencies	1 day	Thu 1/23/20	Thu 1/23/20	5FS+6 da
8	100%		1.2d Assessment Overview	5 days	Fri 1/24/20	Thu 1/30/20	7
9	100%		Interim Submittal - Tasks 1.2b and 1.2d	0 days	Thu 1/30/20	Thu 1/30/20	8
10	100%		1.2e Update Efficiency Opportunities	5 days	Fri 1/24/20	Thu 1/30/20	7
11	100%		1.2f Consolidation Pros and Cons	5 days	Fri 1/31/20	Thu 2/6/20	10
12	100%		Submit for Agency Review	10 days	Fri 2/7/20	Thu 2/20/20	11



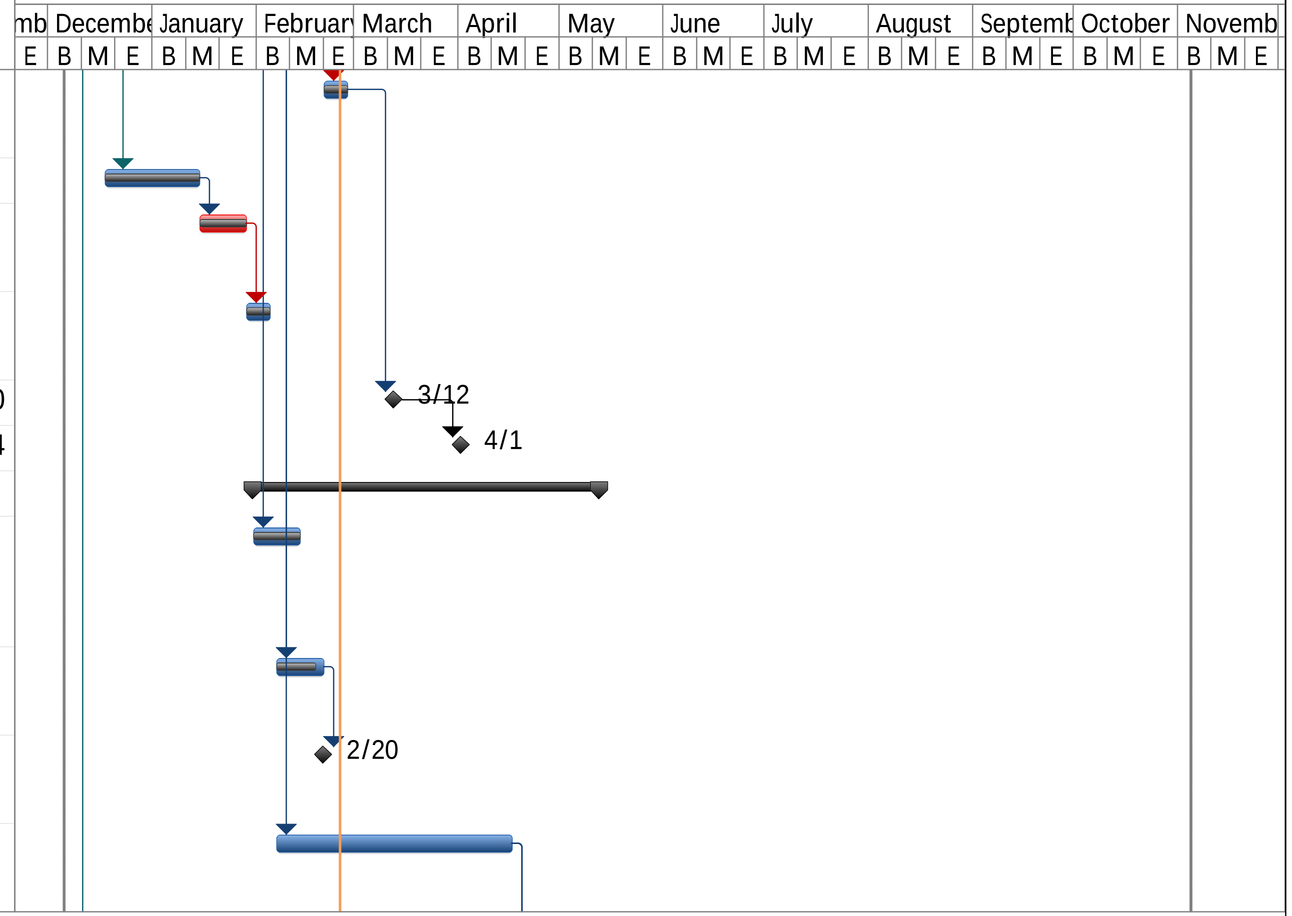
Project: SBCTA Consolidation Inno
Date: Wed 2/26/20

Task	External Tasks	Manual Task	Finish-only
Split	External Milestone	Duration-only	Deadline
Milestone	Inactive Task	Manual Summary Rollup	Progress
Summary	Inactive Milestone	Manual Summary	
Project Summary	Inactive Summary	Start-only	

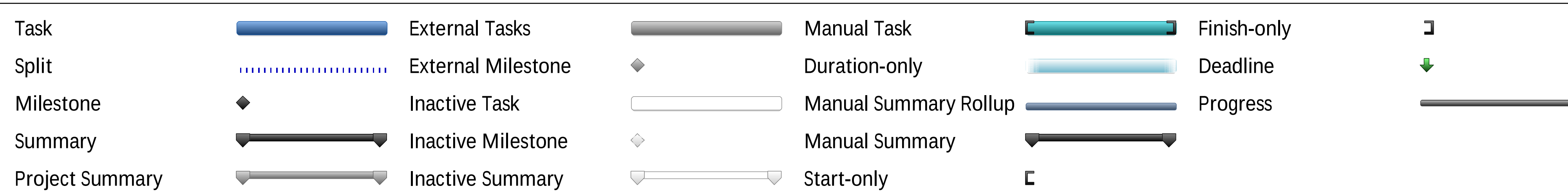
Page 1

SBCTA Consolidation Study and Innovative Transit Review v6

ID	Physical % Complete	Task Mode	Task Name	Duration	Start	Finish	Predecessors
13	100%		Revise Submittal per Comments	5 days	Fri 2/21/20	Thu 2/27/20	12
14	100%		1.3 Performance Review	20 days	Wed 12/18/19	Tue 1/14/20	3
15	100%		Submit Performance Review for Agency Review	10 days	Wed 1/15/20	Tue 1/28/20	14
16	100%		Revise Submittal per Comments	5 days	Wed 1/29/20	Tue 2/4/20	15
17	0%		SBCTA Transit Committee	0 days	Thu 3/12/20	Thu 3/12/20	13FS+10
18	0%		SBCTA Board Meeting	0 days	Wed 4/1/20	Wed 4/1/20	17FS+14
19	0%		1.4 Consolidation Analysis	73 days	Fri 1/31/20	Tue 5/12/20	
20	100%		1.4a Coord Strategy Progress Review (In Task 1.2e)	10 days	Fri 1/31/20	Thu 2/13/20	10
21	75%		1.4b Complete Consolidation Analysis	10 days	Fri 2/7/20	Thu 2/20/20	11
22	75%		Interim Submittal - Tasks 1.4a and 1.4b	0 days	Thu 2/20/20	Thu 2/20/20	21
23	0%		1.4c Financial Impacts Analysis	50 days	Fri 2/7/20	Thu 4/16/20	11

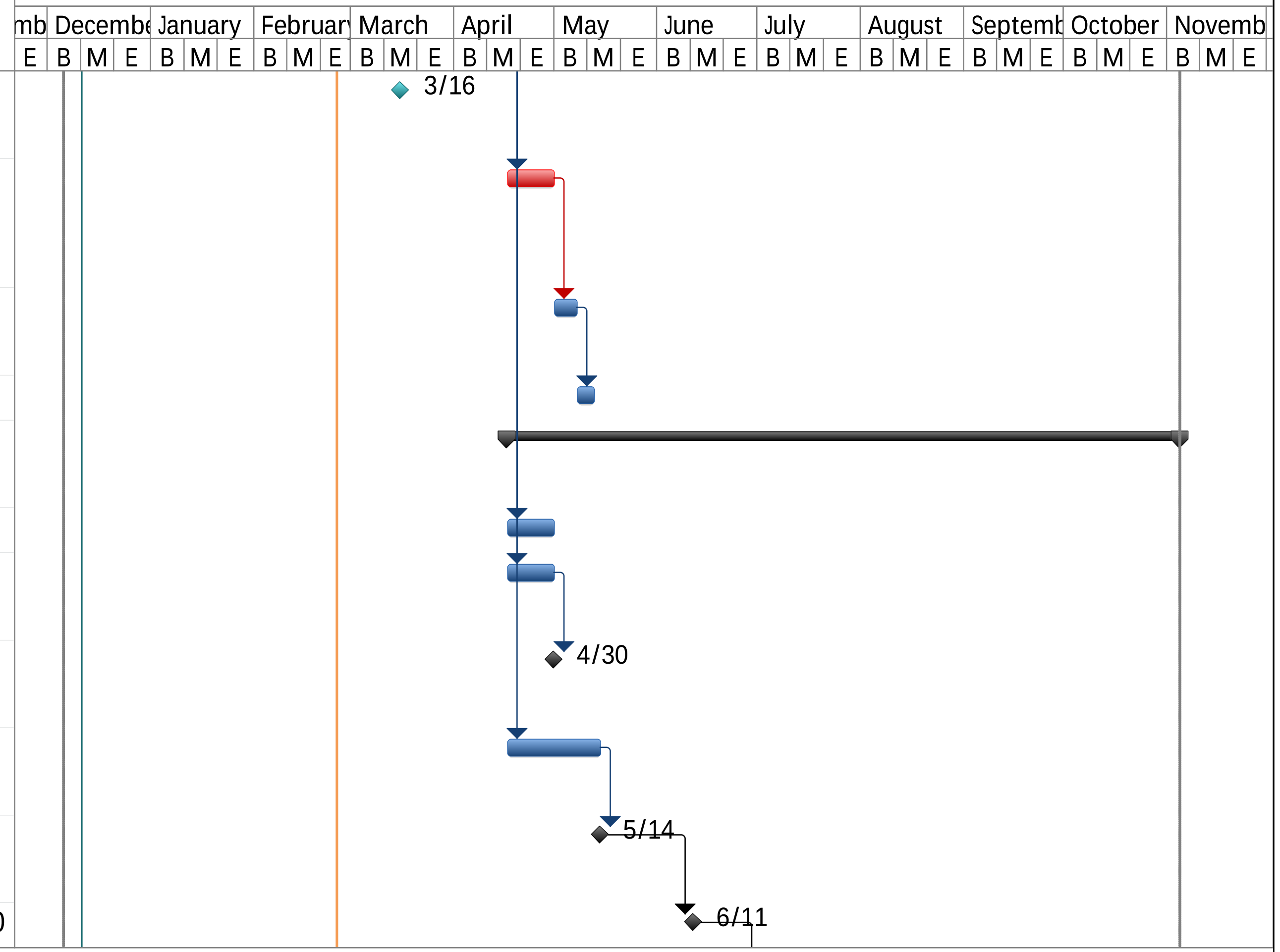


Project: SBCTA Consolidation Inno
Date: Wed 2/26/20



SBCTA Consolidation Study and Innovative Transit Review v6

ID	Physical % Complete	Task Mode	Task Name	Duration	Start	Finish	Predecessors
24	0%		Interim Progress Report on Financial Impacts	0 days	Mon 3/16/20	Mon 3/16/20	
25	0%		Draft Rept on Financial Impacts of Consolidation for Agency Review	10 days	Fri 4/17/20	Thu 4/30/20	23
26	0%		Review Session with SBCTA and Omnitrans Staff	5 days	Fri 5/1/20	Thu 5/7/20	25
27	0%		Finalized Financial Report	3 days	Fri 5/8/20	Tue 5/12/20	26
28	0%		2.0 Consolidation Report and Final Assessment	144 days	Fri 4/17/20	Wed 11/4/20	
29	0%		2.1a Document Review	10 days	Fri 4/17/20	Thu 4/30/20	23
30	0%		2.1b Gap Analysis and Peer Review	10 days	Fri 4/17/20	Thu 4/30/20	23
31	0%		Interim Submittal on Tasks 2.1a and 2.1b	0 days	Thu 4/30/20	Thu 4/30/20	30
32	0%		2.1c Consolidation Findings Report	20 days	Fri 4/17/20	Thu 5/14/20	23
33	0%		Interim Submittal on Task 2.1c	0 days	Thu 5/14/20	Thu 5/14/20	32
34	0%		SBCTA Transit Committee	0 days	Thu 6/11/20	Thu 6/11/20	33FS+20

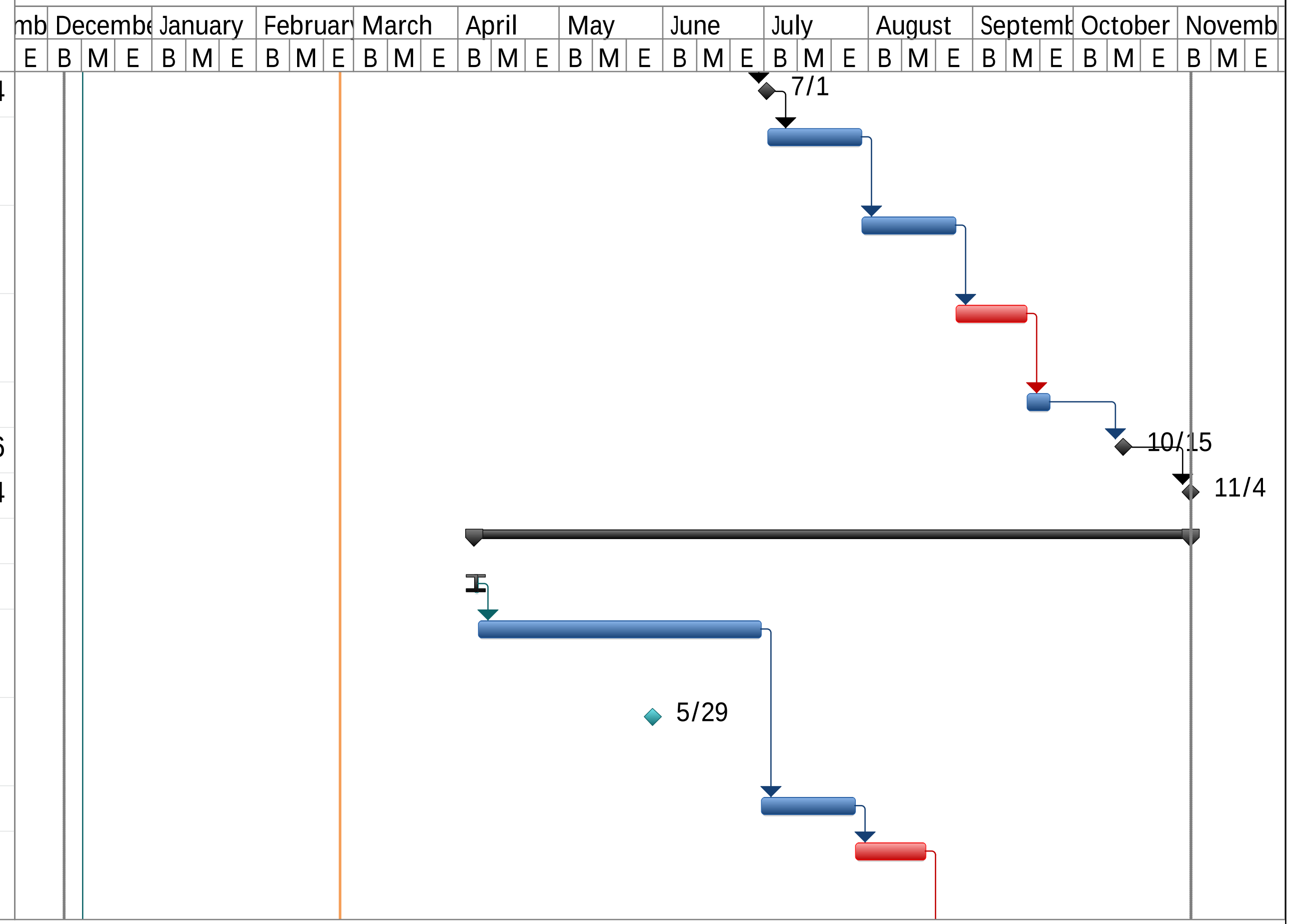


Project: SBCTA Consolidation Inno
Date: Wed 2/26/20

Task	External Tasks	Manual Task	Finish-only
Split	External Milestone	Duration-only	Deadline
Milestone	Inactive Task	Manual Summary Rollup	Progress
Summary	Inactive Milestone	Manual Summary	
Project Summary	Inactive Summary	Start-only	

SBCTA Consolidation Study and Innovative Transit Review v6

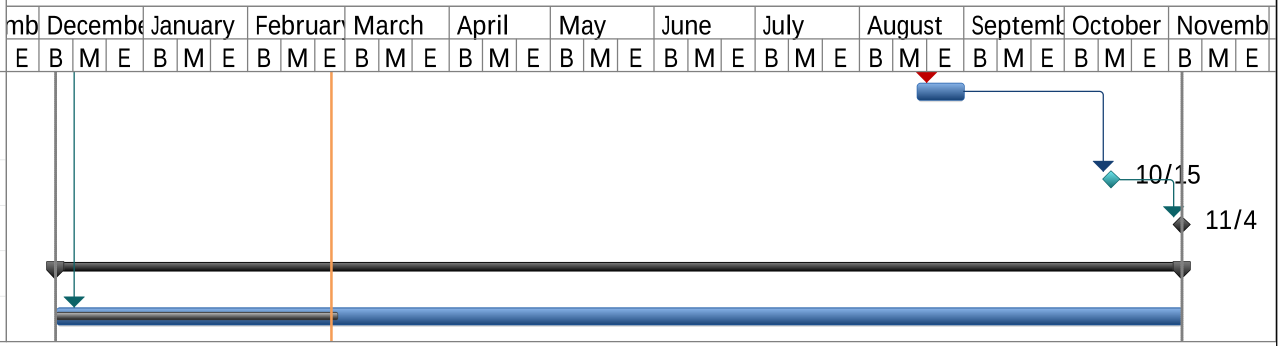
ID	Physical % Complete	Task Mode	Task Name	Duration	Start	Finish	Predecessors
35	0%		SBCTA Board Meeting	0 days	Wed 7/1/20	Wed 7/1/20	34FS+14
36	0%		2.2 Implementation Plan (Optional Task)	20 days	Thu 7/2/20	Wed 7/29/20	35
37	0%		2.3 Final Consolidation Report	20 days	Thu 7/30/20	Wed 8/26/20	36
38	0%		Submit Consol. Report for Agency Review	15 days	Thu 8/27/20	Wed 9/16/20	37
39	0%		Finalize Consolidation Report	5 days	Thu 9/17/20	Wed 9/23/20	38
40	0%		SBCTA Transit Committee	0 days	Thu 10/15/20	Thu 10/15/20	39FS+16
41	0%		SBCTA Board Meeting	0 days	Wed 11/4/20	Wed 11/4/20	40FS+14
42	0%		3.0 Innovative Transit Review	153 days	Mon 4/6/20	Wed 11/4/20	
43	0%		3.1 Innov. Transit Rev Kickoff	1 day	Mon 4/6/20	Mon 4/6/20	
44	0%		3.2 Metro Valley Data Review	60 days	Tue 4/7/20	Mon 6/29/20	43
45	0%		Interim Progress Report on Task 3.2	0 days	Fri 5/29/20	Fri 5/29/20	
46	0%		3.3 Innov. Transit Rev Report	20 days	Tue 6/30/20	Mon 7/27/20	44
47	0%		Submit Innov. Transit Report for Agency Review	15 days	Tue 7/28/20	Mon 8/17/20	46



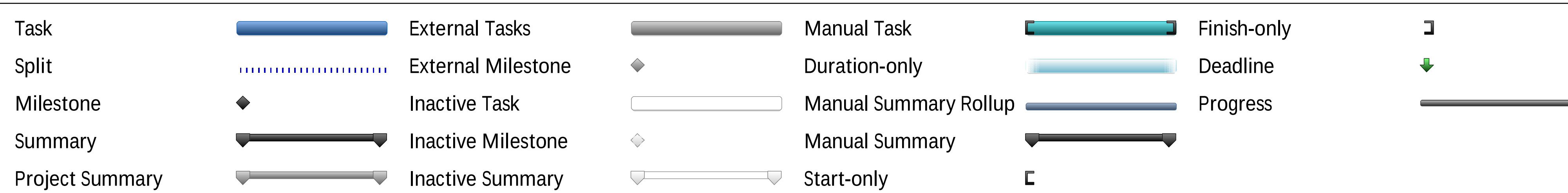
Project: SBCTA Consolidation Inno
Date: Wed 2/26/20

Task	External Tasks	Manual Task	Finish-only
Split	External Milestone	Duration-only	Deadline
Milestone	Inactive Task	Manual Summary Rollup	Progress
Summary	Inactive Milestone	Manual Summary	
Project Summary	Inactive Summary	Start-only	

ID	Physical % Complete	Task Mode	Task Name	Duration	Start	Finish	Predecessors
48	0%		Finalize Innovative Transit Report	10 days	Tue 8/18/20	Mon 8/31/20	47
49	0%		SBCTA Transit Committee	0 days	Thu 10/15/20	Thu 10/15/20	48
50	0%		SBCTA Board Meeting	0 days	Wed 11/4/20	Wed 11/4/20	49FS+15
51	0%		4.0 Project Management	239 days	Fri 12/6/19	Wed 11/4/20	
52	0%		4.1 Project Mgmt & Admin.	239 days	Fri 12/6/19	Wed 11/4/20	1



Project: SBCTA Consolidation Inno
Date: Wed 2/26/20



ATTACHMENT B

SAN BERNARDINO COUNTY TRANSPORTATION AUTHORITY

CONSOLIDATION STUDY AND INNOVATIVE TRANSIT REVIEW

TASK 1.3: PERFORMANCE REVIEW

FINAL – February 25, 2020

WSP USA
862 E. HOSPITALITY LANE, SUITE 350
SAN BERNARDINO, CA 92408
TEL.: +1 909-888-1106

WSP.COM

FULL REPORT PROVIDED AS A SEPARATE LINK AND A HARD COPY WILL BE PROVIDED UPON REQUEST

ATTACHMENT C

SAN BERNARDINO COUNTY TRANSPORTATION AUTHORITY

CONSOLIDATION STUDY AND INNOVATIVE TRANSIT REVIEW

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

REVISED – February 27, 2020

WSP USA
862 E. HOSPITALITY LANE, SUITE 350
SAN BERNARDINO, CA 92408
TEL.: +1 909-888-1106
WSP.COM

FULL REPORT PROVIDED AS A SEPARATE LINK AND A HARD COPY WILL BE PROVIDED UPON REQUEST

Consolidation Study and Innovative Transit Review

San Bernardino County Transportation Authority

Presentation Overview

Introduction

Performance Review

Agency Functional Assessment

Preliminary Findings

2

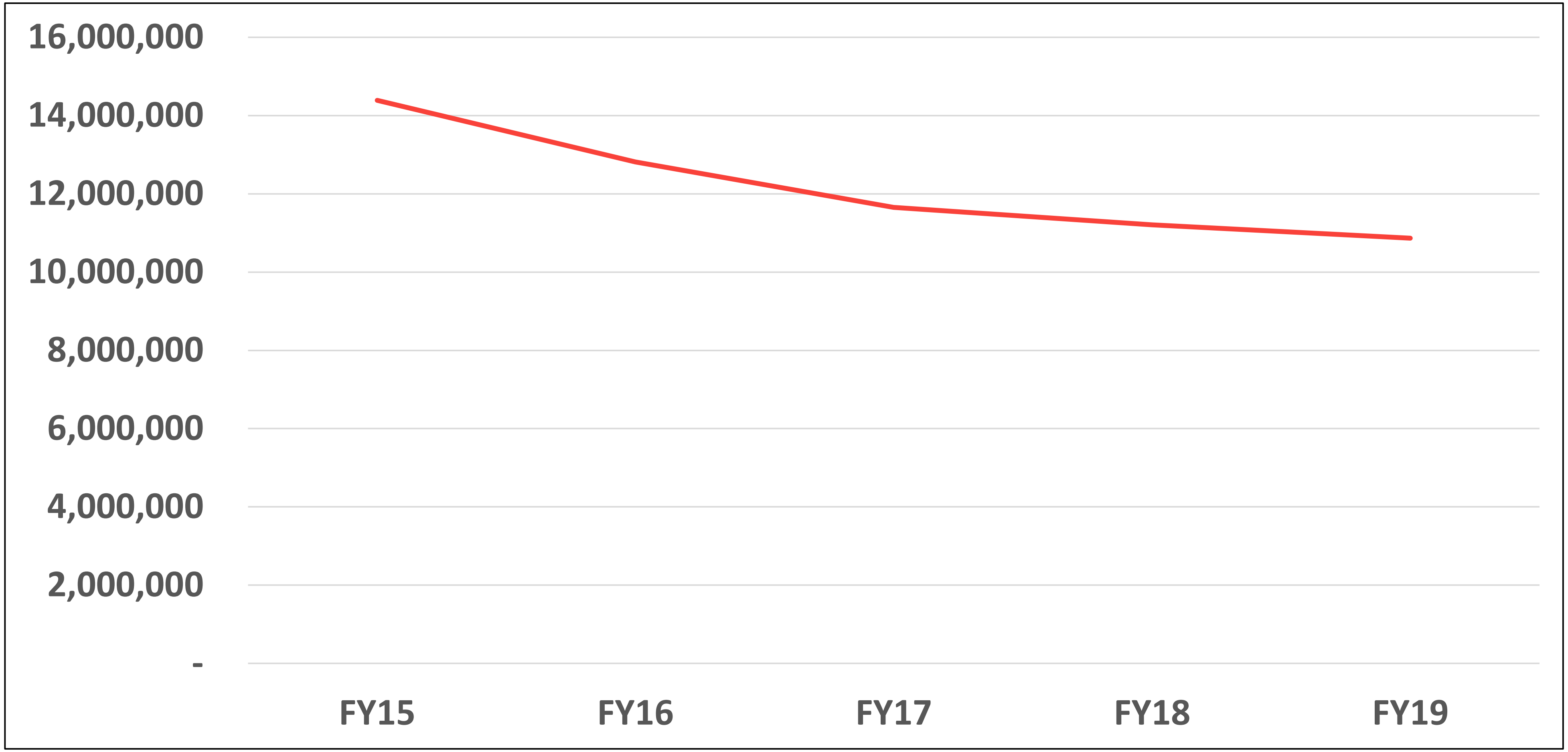
Performance Review

Task 1.3

Performance Review Elements:

- Performance on Key Indicators
- Cost Increases by Budget Category and Special Factors
- Internal Agency Performance Review
- Peer Agency Performance Review

Omnitrans Total Passenger Boardings
FY 2015 – FY 2019



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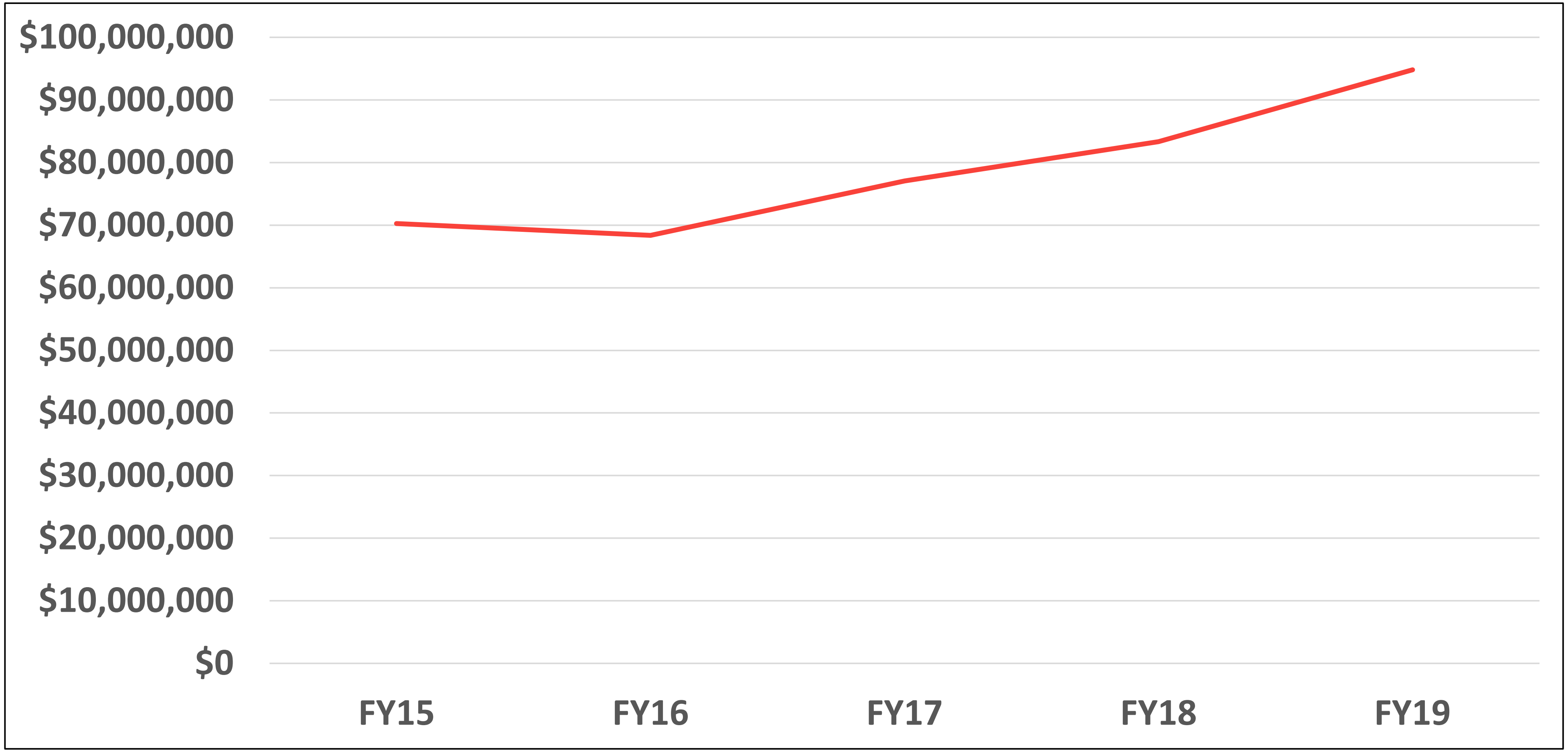
Omnitrans Total Operating Costs
FY 2015 – FY 2019

5



Special Factors Affecting Operating Costs

— **Assumption of CTSA Role and Staffing:** Omnitrans took over CTSA responsibilities for Metro-Valley CTSA in 2016, incurring additional operating costs of $681,000 (FY18) and $1.5 million (FY2019)

— **Staffing for Arrow Rail Line:** New staff associated with Omnitrans as operator of Arrow Rail project; Staff now being transferred to SCRRA

— **Medi-Cal Write-Off:** Omnitrans took a one-time write-off of $3.1 million in receivables for Medi-Cal reimbursements for non-emergency transportation services provided by Access that did not materialize.

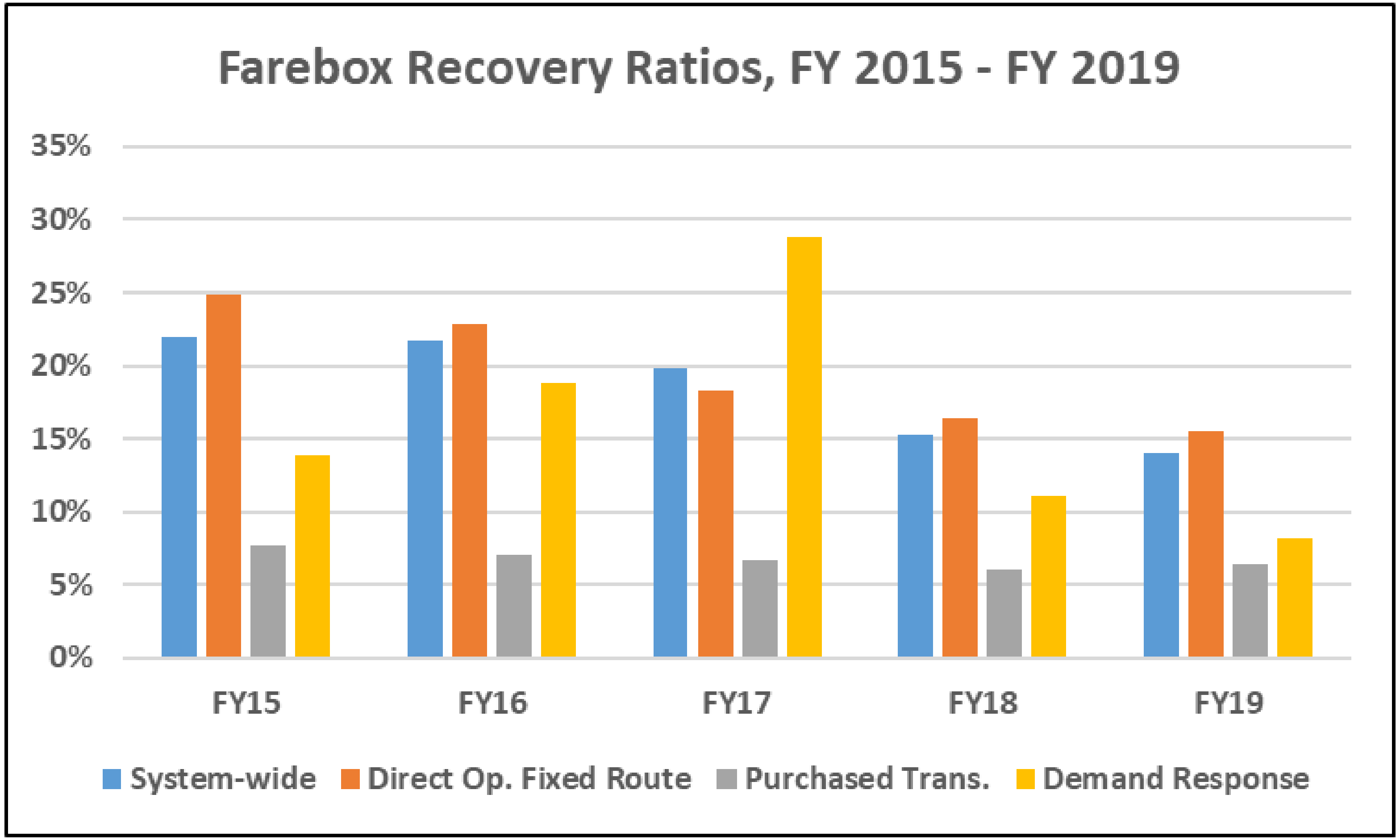
6

— **Taking on San Bernardino Transit Center**

— **Increased electric utility costs:** CNG Fueling and SBTC

— **Changes in California minimum wage laws –** Impacted Access costs

Omnitrans Farebox Recovery Ratios System-wide and by Mode, FY 2015 – FY 2019*



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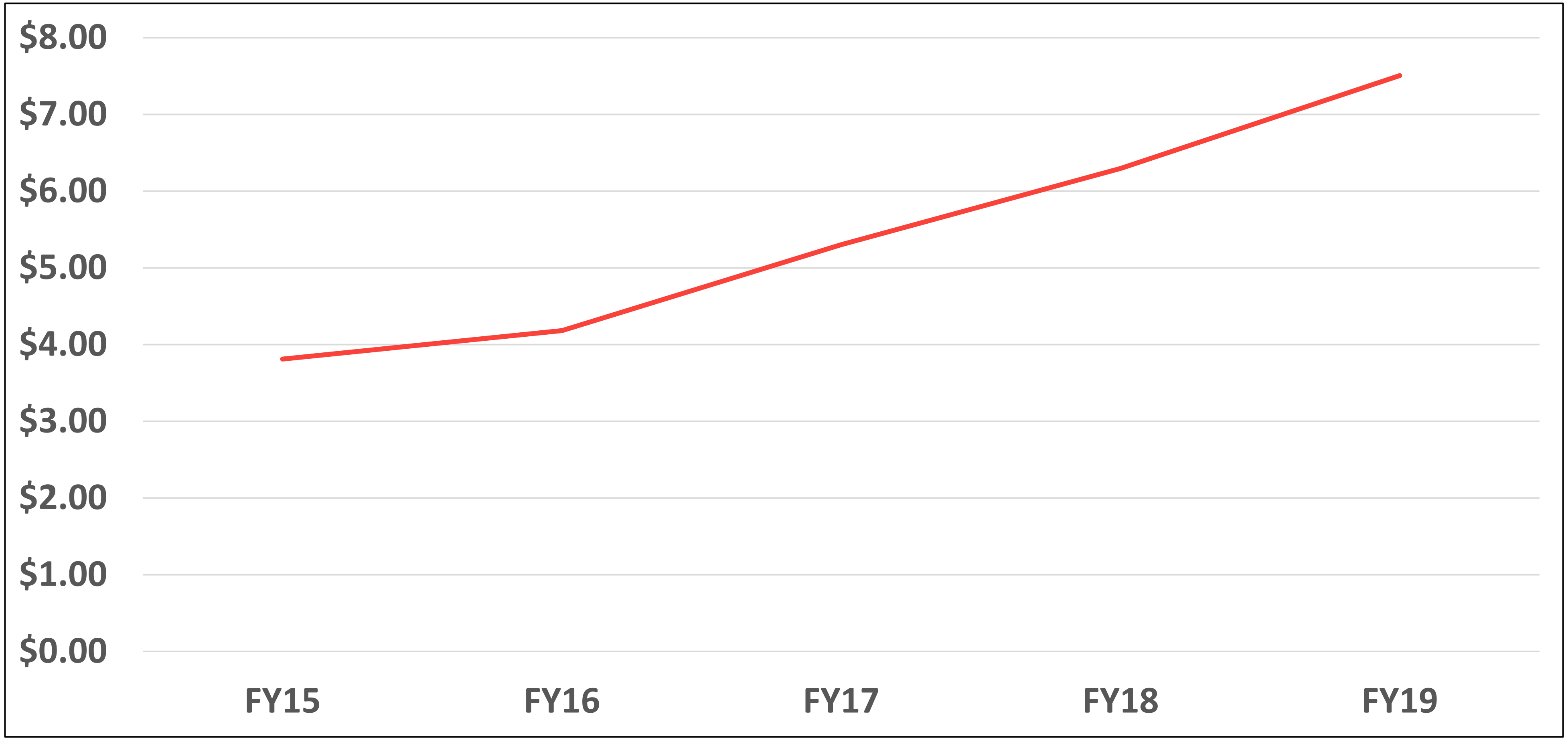
* Excludes local revenue which the TDA allows to be included

Omnitrans Systemwide Subsidy per Passenger Trip
FY 2015 – FY 2019



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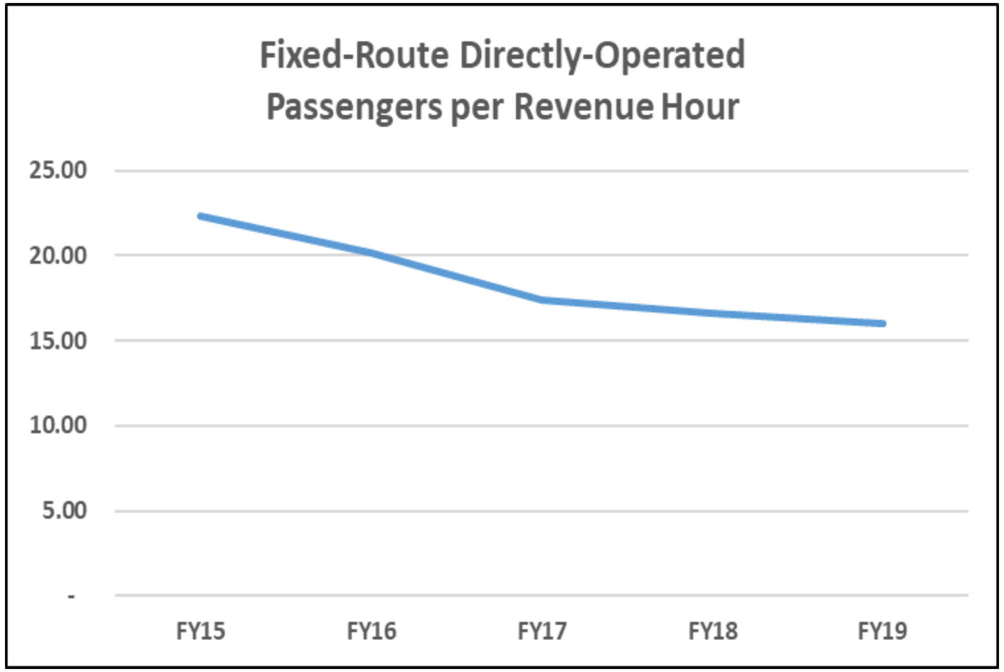
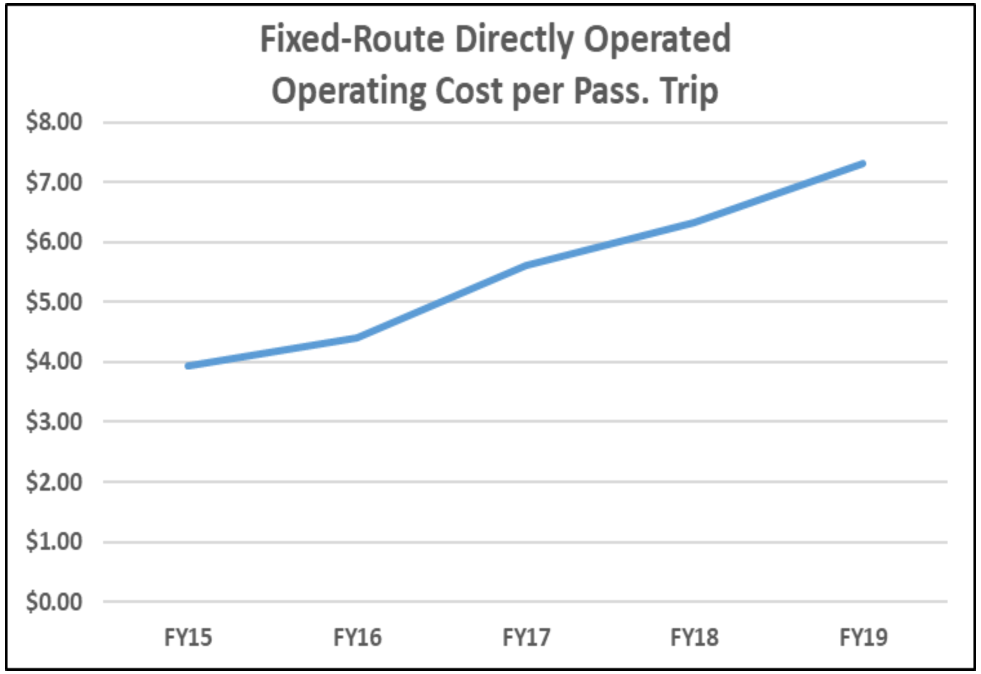
Omnitrans Fixed-Route Directly-Operated Trends





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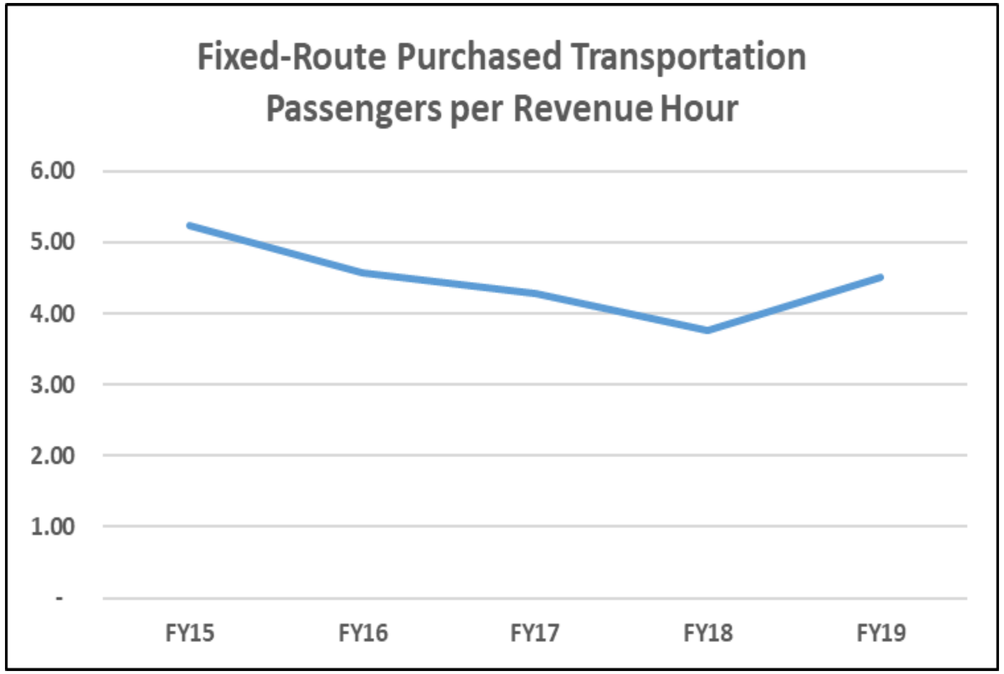
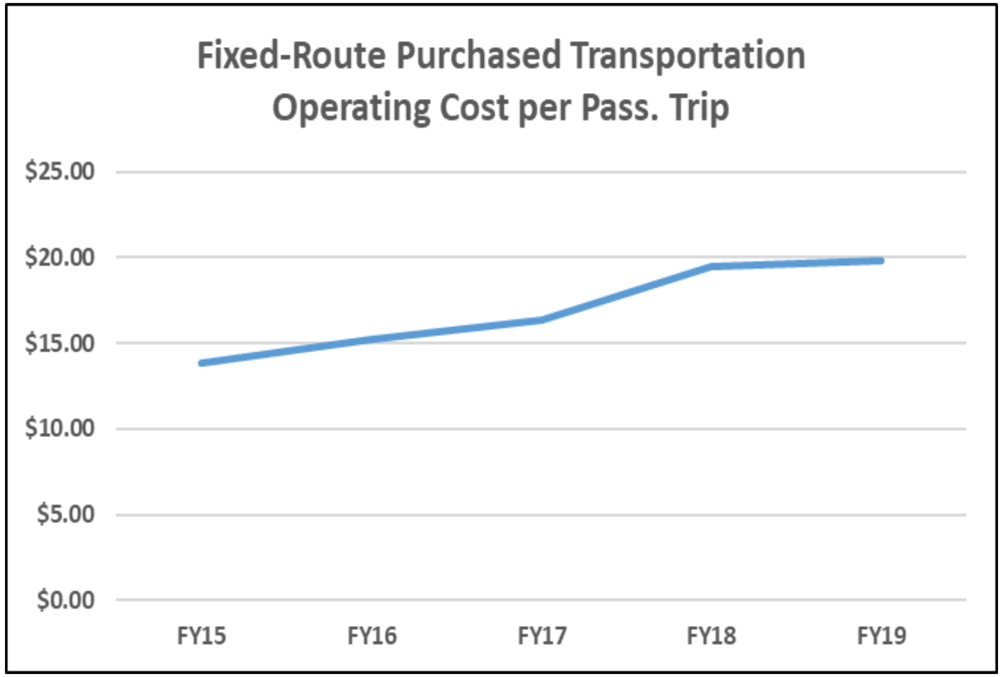
Omnitrans Fixed-Route Purchased Transportation Trends

10





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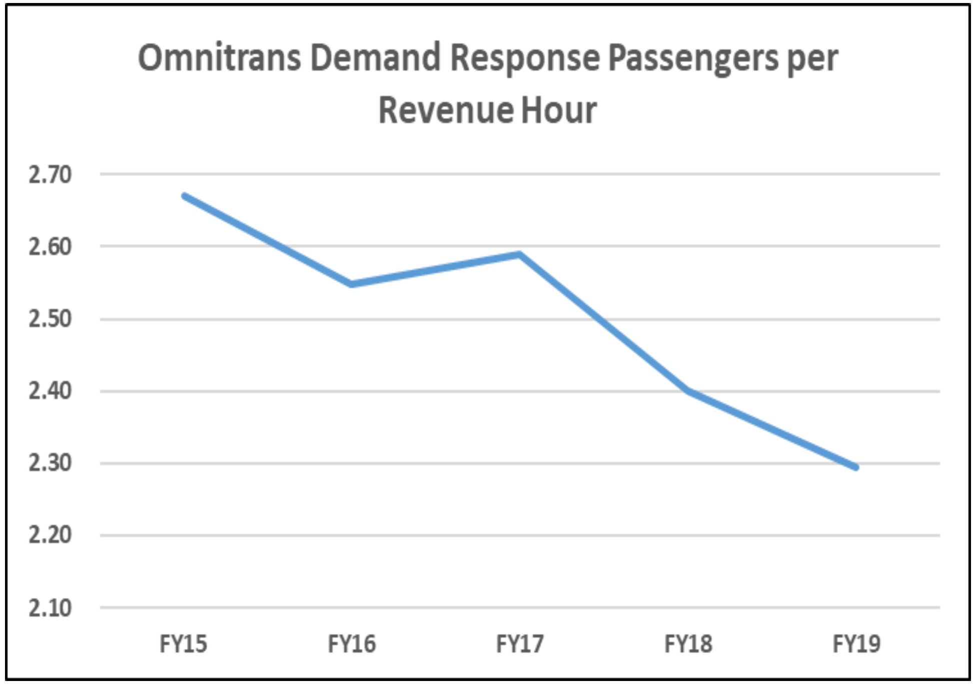
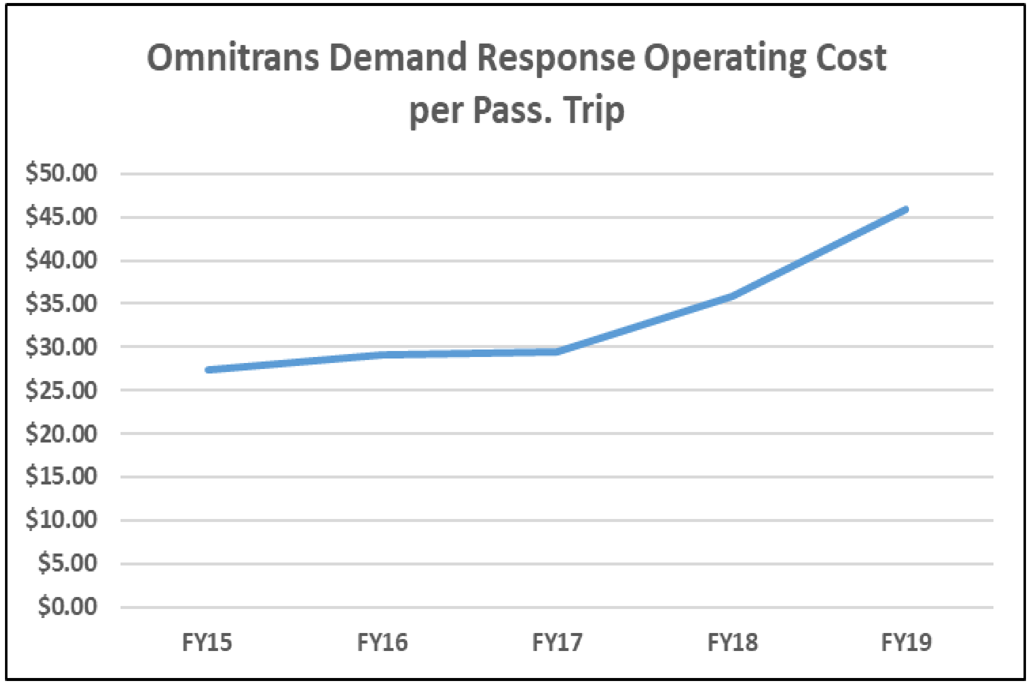
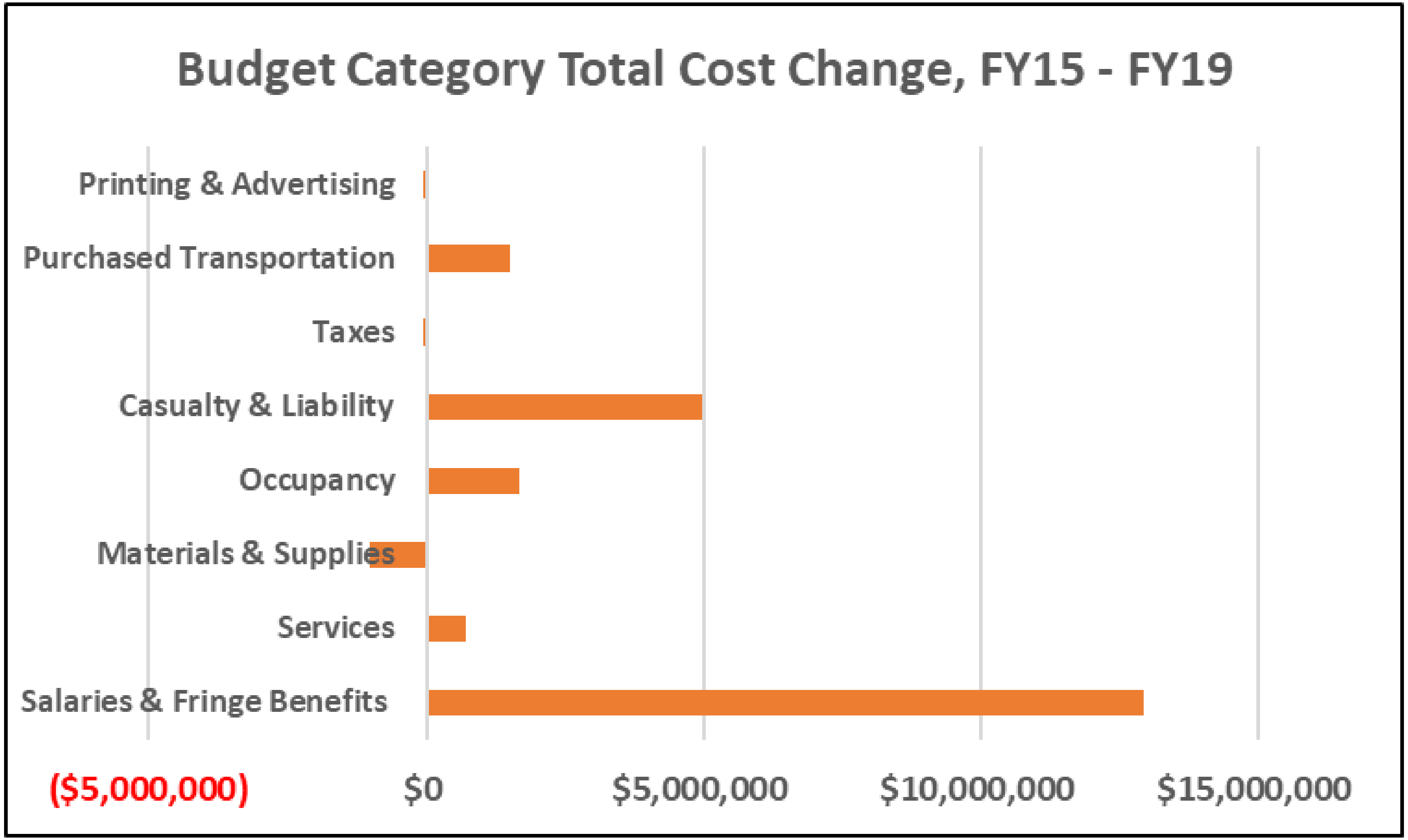
Omnitrans Demand-Response Trends



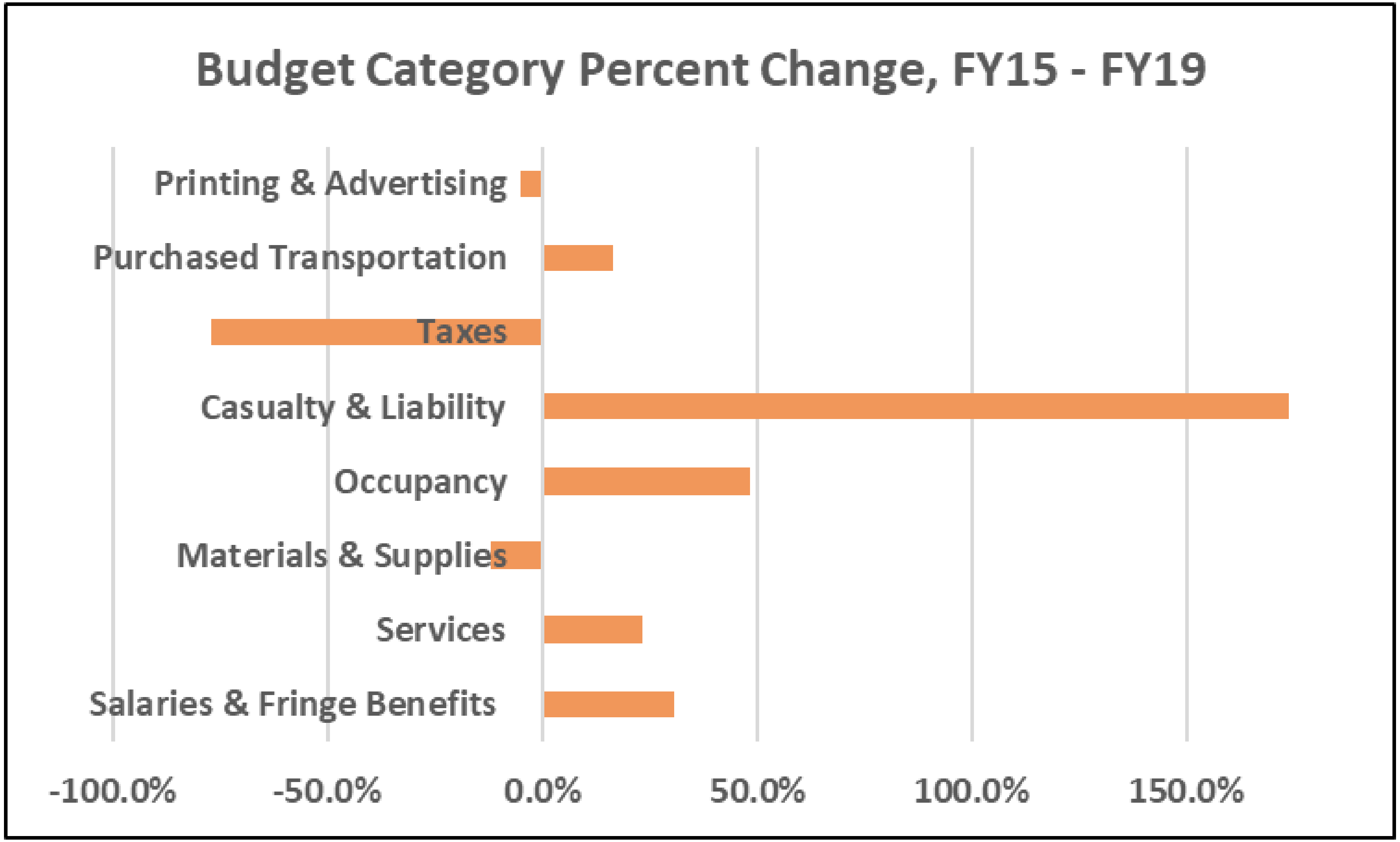


Total Cost Change by Budget Category, FY2015– FY2019

12



Percent Cost Change by Budget Category, FY2015– FY2019



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Omnitrans Internal Agency Performance Review: Actual FY 2019 vs. Projected FY 2019

	Fixed-Route Direct	Fixed-Route Purchased	Demand-Resp. Purchased
Costs and Financial Efficiency			
Operating Cost per Revenue Mile	YES	NO	NO
Operating Cost per Revenue Hour	YES	NO	NO
Operating Cost per Peak Vehicle	YES	NO	NO
Service Effectiveness			
Passenger Trips per Revenue Mile	Nearly met	YES	YES
Passenger Trips per Revenue Hour	NO	YES	YES
Passengers per Peak Vehicle	Nearly met	YES	NO
Cost Effectiveness			
Operating Cost per Passenger Trip	Nearly met	YES	NO
Farebox Recovery Ratio	YES	YES	NO
Average Fare per Customer	YES	YES	NO
Subsidy per Passenger Trip	Nearly met	YES	NO

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Peer Agency Performance Review

Peer Analysis using National Transit Database 2018 information for:

- Omnitrans
- Riverside Transit Agency (RTA)
- Fresno Area Express (FAX)
- San Mateo County Transit District (SamTrans)
- Golden Empire Transit District (GET – Bakersfield)
- SunLine Transit Agency (SunLine – Coachella Valley)

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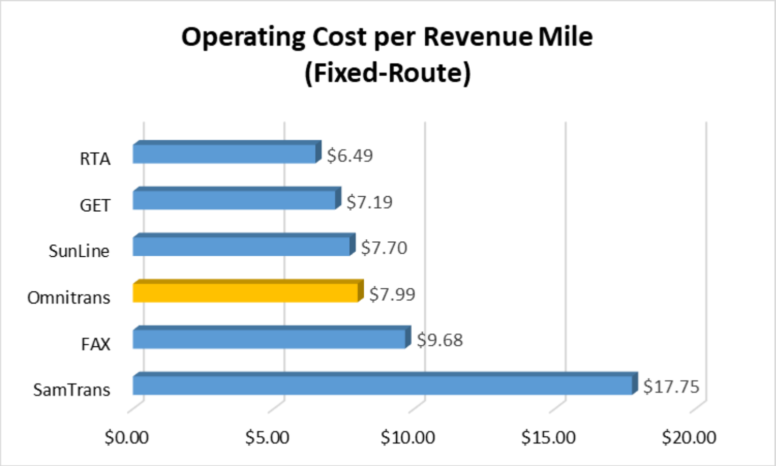
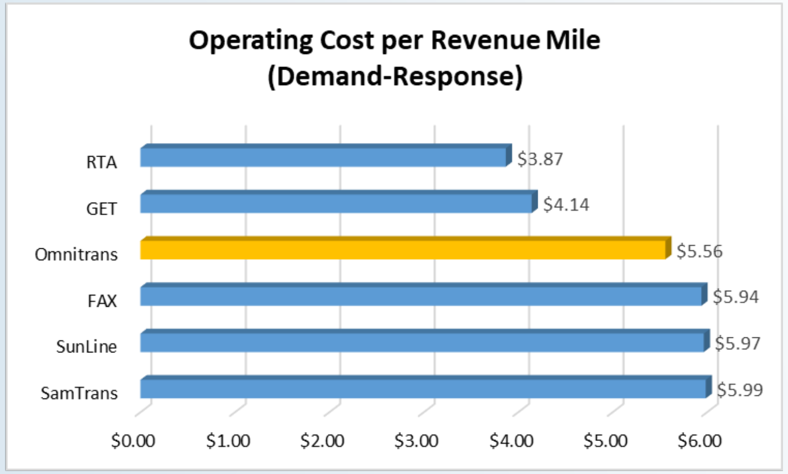
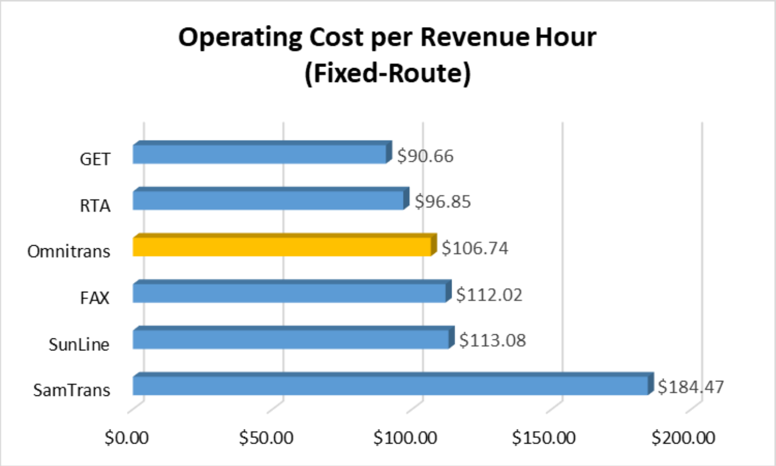
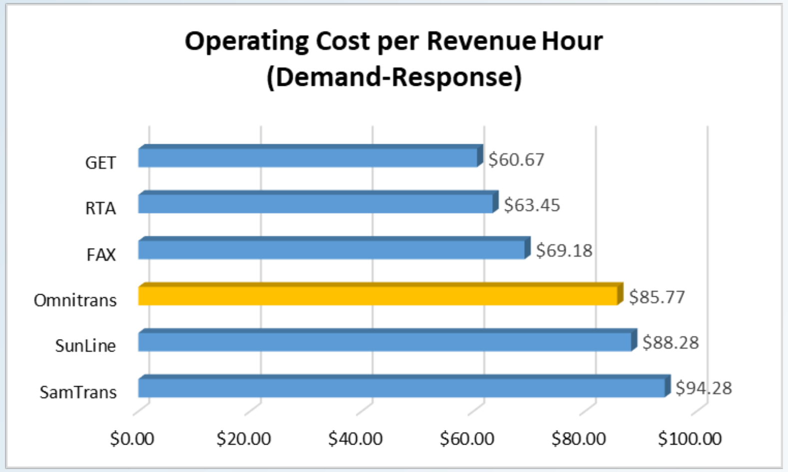
Cost and Financial Efficiency Performance Comparison

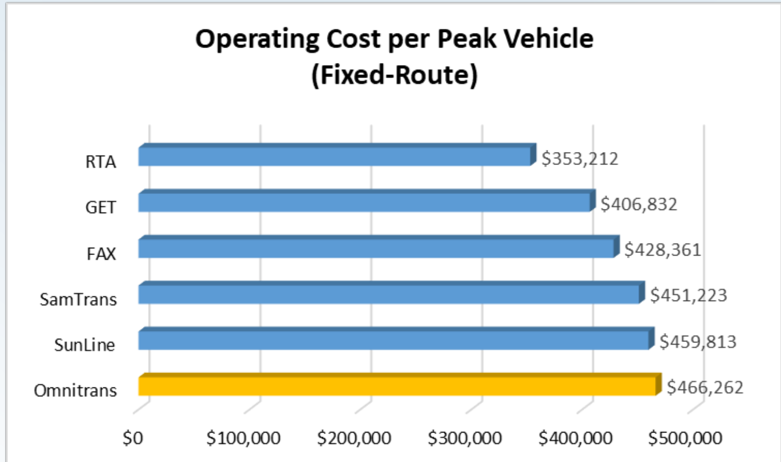
16

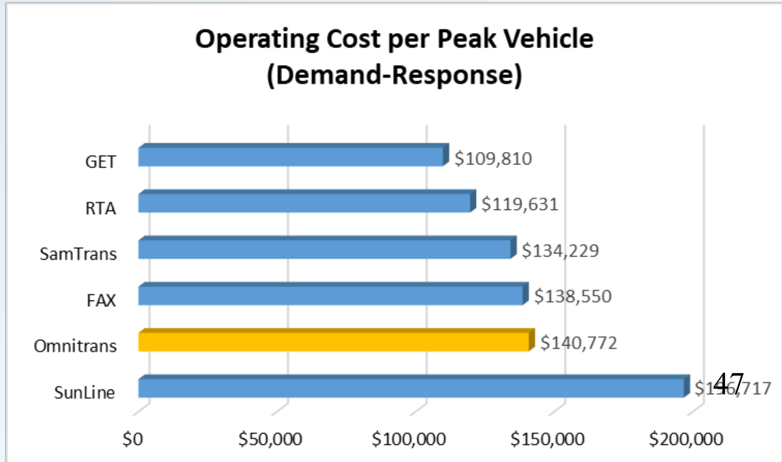








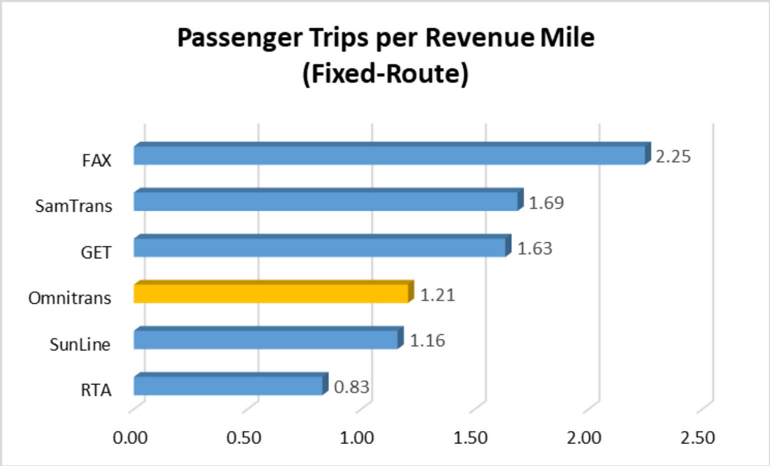


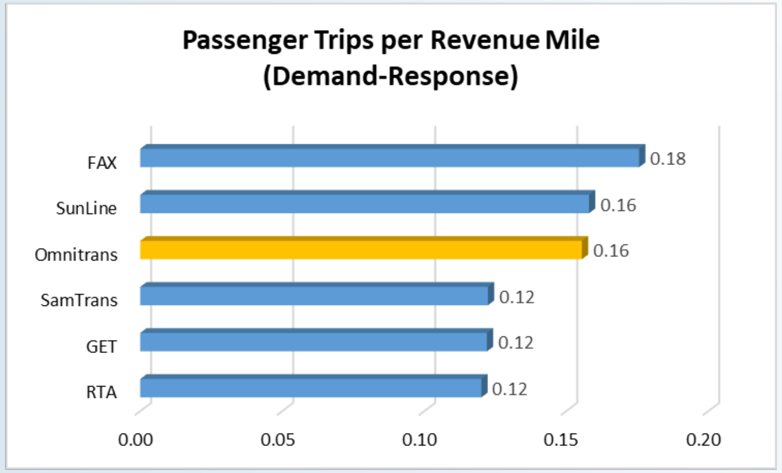


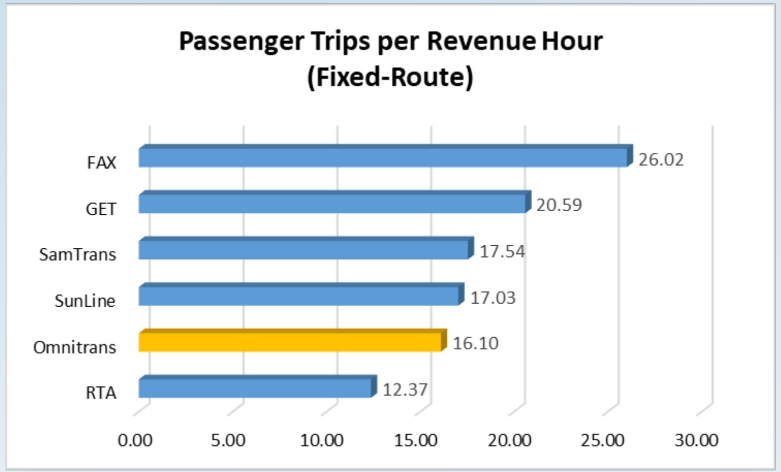
Source: NTD, 2018

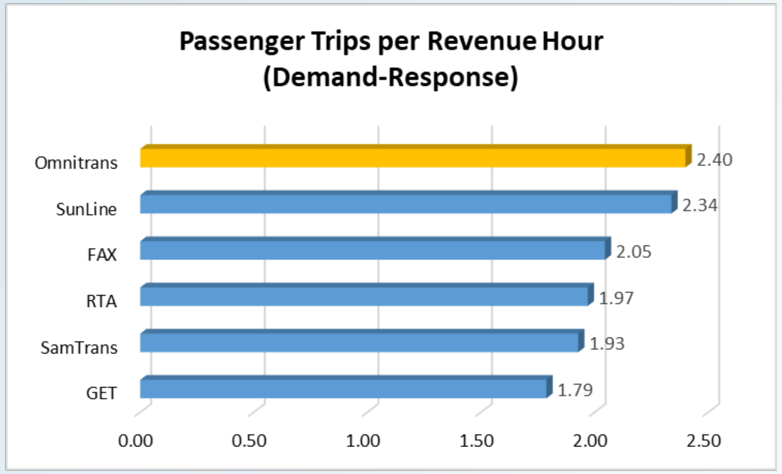
Service Effectiveness Performance Comparison

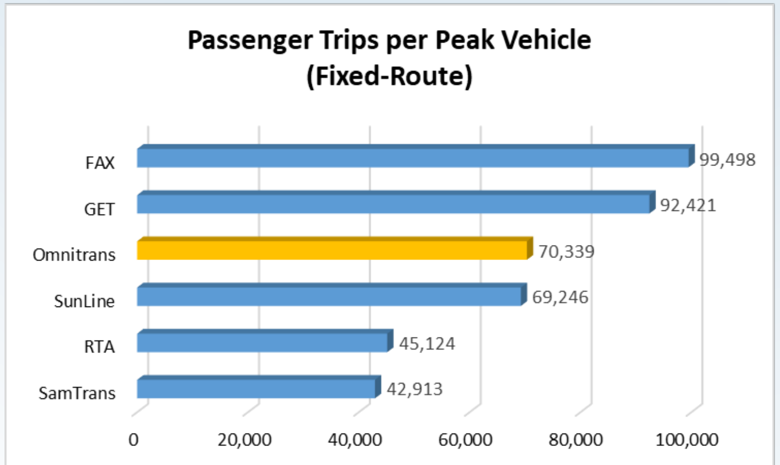
17

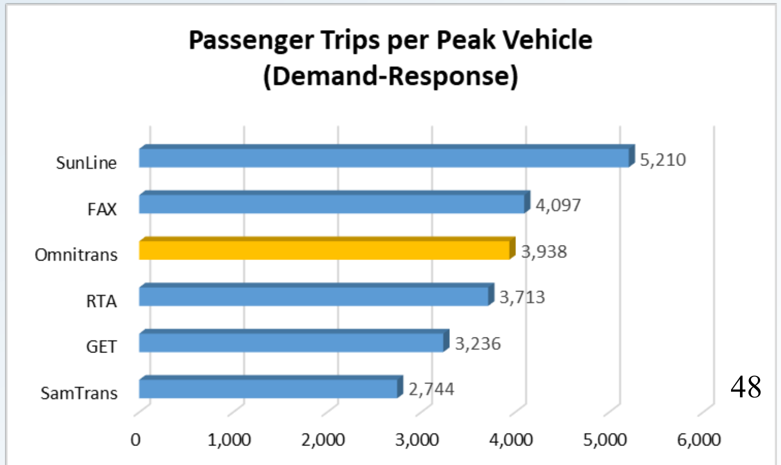












Source: NTD, 2018

Cost Effectiveness Performance Comparison

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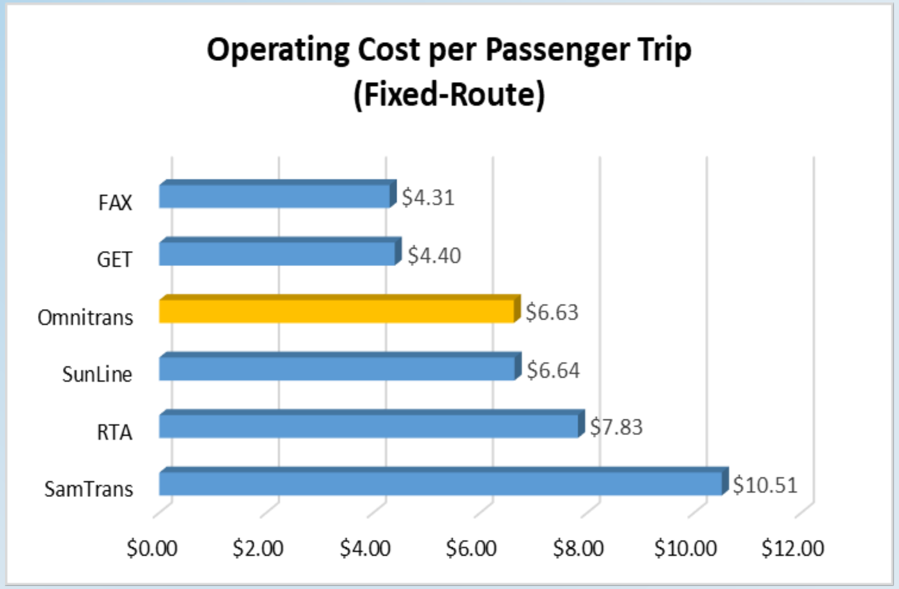
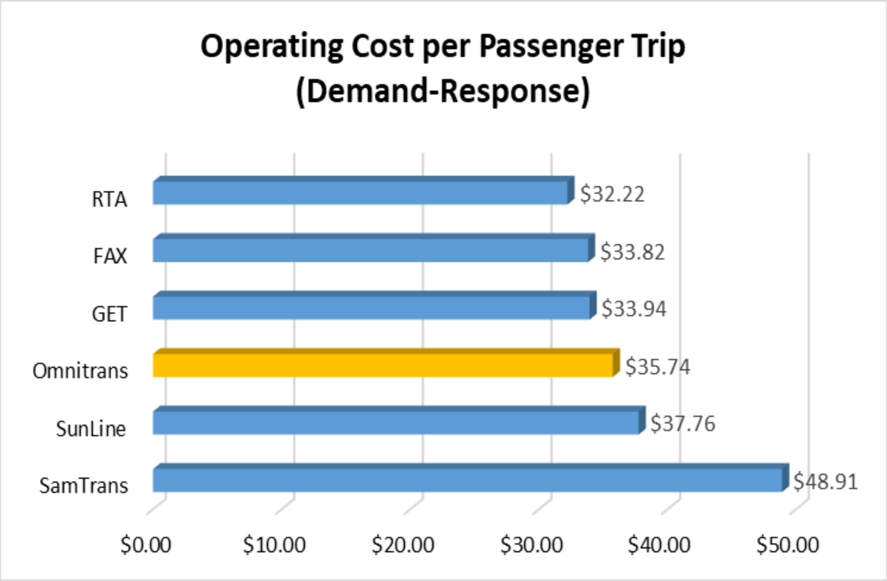
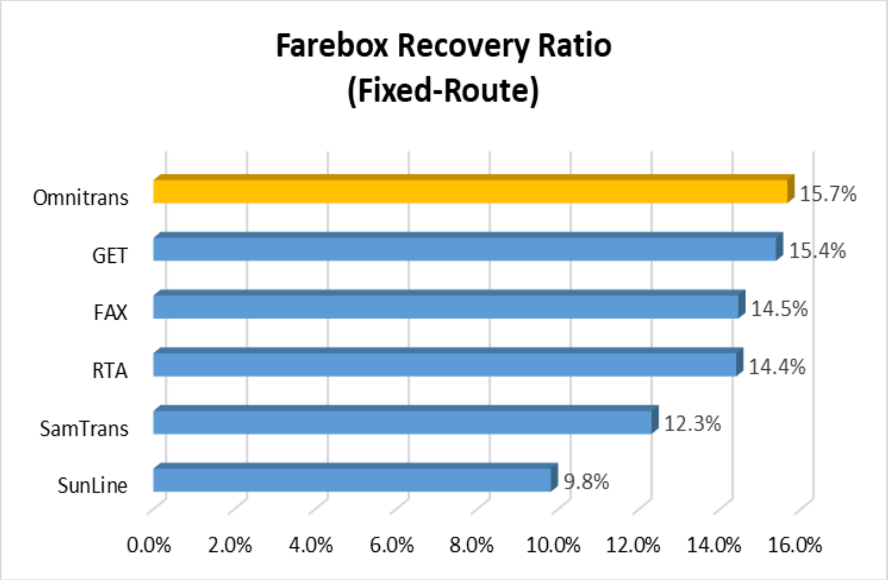
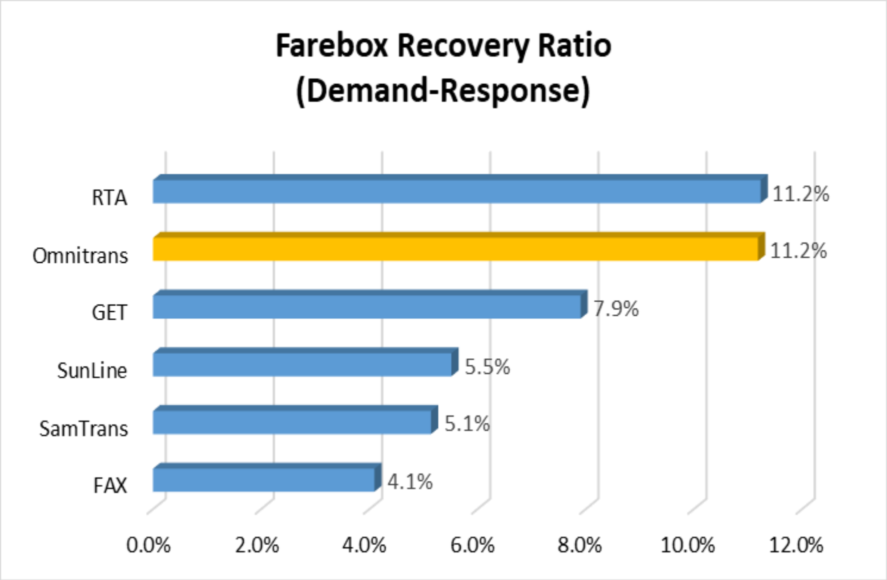






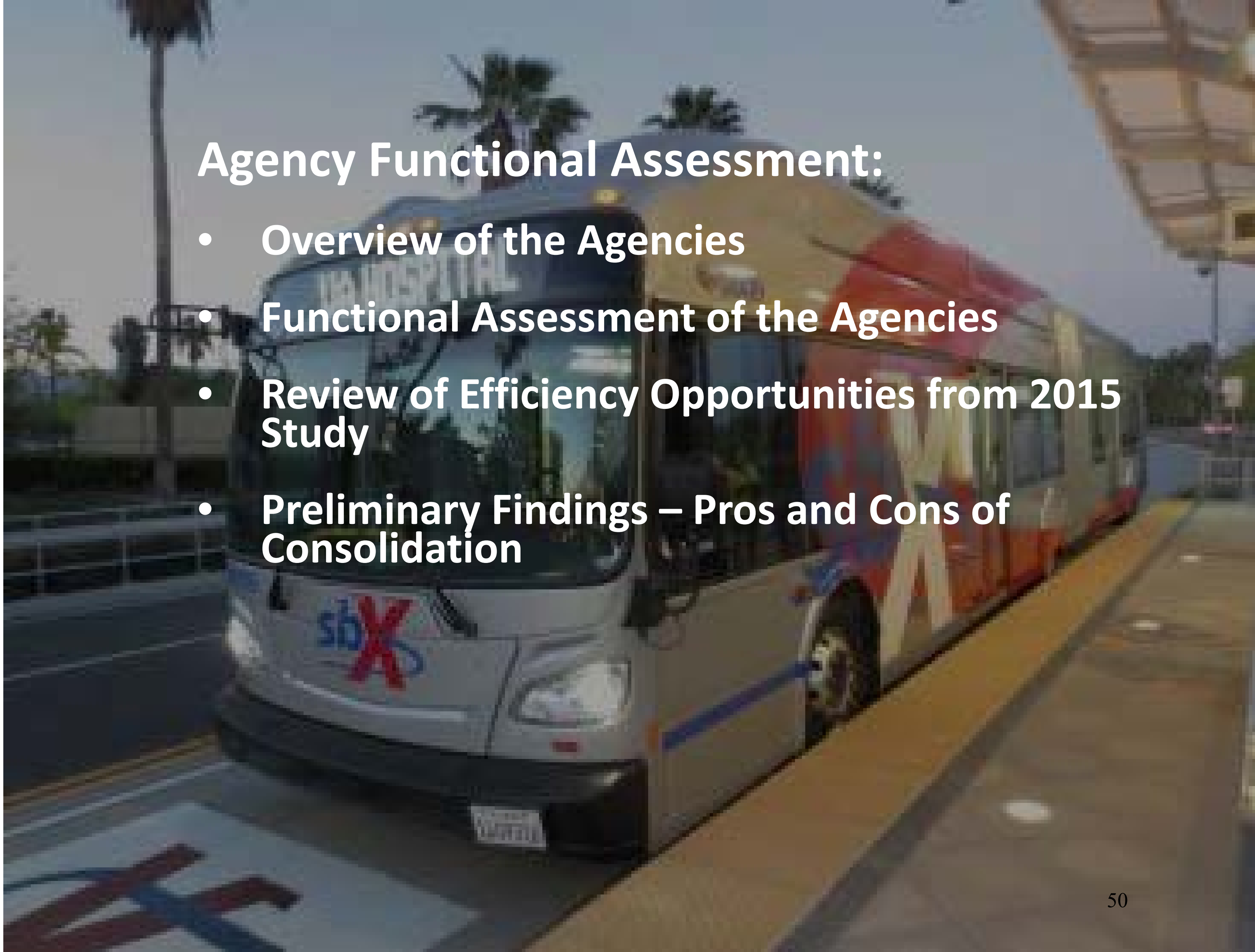


Source: NTD, 2018

At a glance

Updated Agency Functional Assessment

Task 1.2



Agency Functional Assessment:

- Overview of the Agencies
- Functional Assessment of the Agencies
- Review of Efficiency Opportunities from 2015 Study
- Preliminary Findings – Pros and Cons of Consolidation

Methodology

1. Document Review
2. Agency Functional Assessment Questionnaire
3. Agency Interviews

Six Key Areas

Agency background information

Current transit services provided

Operations and administrative support functions

Management information systems (MIS) / Information technology (IT)

Fixed asset review

Service planning

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Review of 2015 Countywide Transit Efficiency Study Opportunities – Implementation Status

- Items Implemented:
  - *Joint bus/vehicle procurements*
  - *ADA certification process*
  - *LNG to CNG conversion*
  - *Regional marketing*
  - *Service planning*
  - *Mutual aid agreements*
  - *Inter-agency transfer agreements*
  - *Use of taxis for certain ADA trips (Included in new Access Contract)*

- Items Not Implemented:
  - *Bus Heavy Overhaul*
  - *Joint Bus Parts Procurement*
  - *Joint Tire Contracts*
  - *Joint CNG Fuel Procurement*
  - *Regional Telephone Info Center*

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Key Findings from Agency Overview and Functional Assessment

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

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Key Areas of Similarity Among Staffed Functions in a Potential Agency Consolidation

Staffed Functions	Degree of Similarity
Board and Committee Functions	High
Clerk of the Board Functions	High
Finance and Accounting	Medium
Grants / Fund Administration / Treasury	Medium
Procurement	High
Capital Project Development / Delivery	Medium
Transit / Operations Administration	Low
Legislative / Marketing	Low
Planning	Low

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Other Areas of Opportunity or Challenge in a Potential Agency Consolidation

Area/Function	Opportunity or Challenge?
Retirement Systems	Opportunity and Challenge
Benefits Packages	Challenge
FTA Direct Recipient Status	Challenge
Budgeting Approach	Challenge
Liability Insurance Coverage Limits	Challenge
Union Representation	Challenge
Possible Statutory/JPA Changes	Further Research Required
IT Support and Systems	Opportunity
Payroll Systems	Opportunity
Financial Systems/Applications	Opportunity and Challenge
Human Resources Staffing	Opportunity
Facilities Management/Grounds/Security	Opportunity

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Next Steps in Study

- Review of other areas/regions where the Transportation Commission is also the transit services provider, and review of the study team's collective operational and organizational experience
- Detailed analysis of the financial impacts and benefits of any proposed consolidation, as well as organizational and operational impacts
- Qualitative assessment for areas where costs are unknown, as appropriate

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Thank you!

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ITEM # E4

DATE: March 12, 2020

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 SECOND QUARTER REPORT**

AGENCY RESULTS

The second quarter operational results in this report represents the period covering 10/01/2019 – 12/31/2019.

OPERATING REVENUE

Second quarter Operating Revenues of $22.3M are $0.5M under budget. The second quarter negative variance is driven by the over accrual of prior year's preventive maintenance. Monthly preventive maintenance costs are accrued based on budget. In FY15, FY16, and FY17 the actual preventive maintenance costs were less than budget. The FY20 preventive maintenance accrual was adjusted to correct the accounts receivable balance.

OPERATING EXPENSE

Second quarter Operating Expenses of $21.0M are $1.9M under budget. The second quarter positive variance is primarily driven by expenditures in Labor & Benefits, Services, Occupancy and Miscellaneous Expense being less than planned.

RIDERSHIP

During the second quarter, Omnitrans carried a total 2,760,863 passengers. This consisted of 2,678,977 on Fixed Route service and 81,886 on Access routes. Year-to-Date (YTD) Omnitrans carried a total of 5,533,306 passengers. This reflects a total system increase of 0.4% when compared to the second quarter of last year. Fixed Route ridership increased 38,027 or 0.7% and Access ridership decreased 16,412 or 9.1% compared to the same period last year.

REVENUE HOURS/REVENUE MILES

Omnitrans provided a total of 211,773 revenue hours for the second quarter, reflecting an increase of 2,095 hours or 1.0% compared to the same quarter last year. YTD Omnitrans provided a total of 421,443 revenue hours or a 1.2% increase over last year. Omnitrans logged a total of 2,924,149 revenue miles during the quarter, reflecting an increase of 85,889 revenue miles or 3.0% when compared to same quarter last year. YTD Omnitrans logged 5,826,620 revenue miles, an increase of 2.7% compared to last year.

FAREBOX RECOVERY RATIO

Second quarter Passenger Revenue for Fixed Route is $5,121,491 compared to $4,783,672 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 30.0% for the Second quarter. The minimum required farebox recovery ratio for fixed route is 20%.

Passenger Revenue for Access is $938,989 versus $1,156,878 for the same quarter last year. This is a decrease of 18.8%. The decrease is driven by Omnitrans no longer receiving the Medi-Cal reimbursement from the state. The farebox recovery ratio for Access is 23.9% for the second quarter. The minimum required farebox recovery ratio for Access is 10%.

FINANCIALS

Total Salaries and Benefits of $12,636,966 are $978,491 under budget for the second quarter. Year to date (YTD) Salaries and Benefits are $25,229,343 or $2,001,571 under budget. The second quarter and YTD positive variances are driven by headcount being lower than planned and the timing of sick and vacation accruals.

Total Services is $701,740 or $287,470 under budget in the second quarter. YTD Services are $1,292,524 or $685,896 under budget. The second quarter and YTD positive variances are primarily driven by the timing of services.

Materials and Supplies is $1,722,140 or $38,846 over budget for the second quarter. YTD Materials and Supplies are $3,398,131 or $31,544 over budget. The second quarter and YTD negative variances are driven by rolling stock parts being higher than planned.

Occupancy consists of Utilities, Data Communication Lines, Repairs and Maintenance to Buildings, Equipment and Software. Second quarter expenses are $1,072,433 or $323,322 under budget. YTD Occupancy expenditures are $2,215,491 or $576,020 under budget. The second quarter and YTD positive variances are driven by utilities and repairs and maintenance on the buildings being less than planned.

Casualty & Liability is $1,985,414 or $20,795 under budget for the second quarter. YTD casualty and Liability is $3,952,190 or 60,228 under budget. The second quarter and YTD positive variances are driven by insurance premiums being less than planned.

Purchase Transportation is $2,866,883 or $90,973 under budget for the second quarter. YTD Purchase Transportation is $5,667,275 or $248,437 under budget. The second quarter and YTD positive variances are driven by the decline in ridership on ACCESS.

Printing and Advertising is $193,962 or $24,796 under budget for the second quarter. YTD Printing and Advertising is $327,052 or $110,464 under budget. The second quarter and YTD positive variances are driven by the timing of printing and advertising charges.

ER:DW:MM

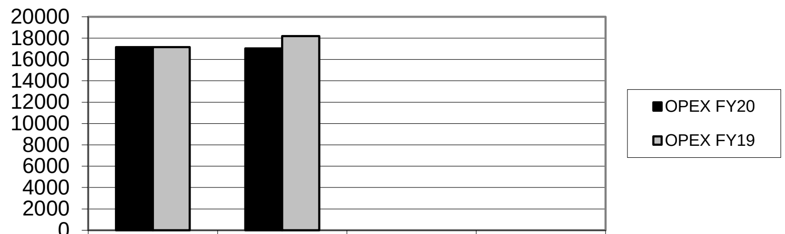
Attachment A: Agency Management Report FY20 Second Quarter Report

PERFORMANCE STATISTICS
FISCAL YEAR 2020
Second Quarter

	Current Quarter		YR/YR inc/(dec)	Year-To-Date		YR/YR inc/(dec)
	Second Quarter 2020	Second Quarter 2019	CURRENT	Second Quarter 2020	Second Quarter 2019	YTD
Total Passenger Revenue & Subsidy						
Fixed Route	$5,121,491	$4,783,672	7.1%	$10,332,854	9,465,533	9.2%
Demand Response	$938,989	$1,156,078	-18.8%	$1,869,515	2,237,763	-16.5%
Total Passengers						
Fixed Route	2,678,977	2,726,001	-1.7%	5,367,097	5,329,070	0.7%
Demand Response	81,886	90,097	-9.1%	166,209	182,195	-8.8%
Farebox Recovery Ratio						
Fixed Route/OmniLink	30.04%	26.28%		30.40%	26.78%	
Access	23.89%	26.66%		23.46%	27.81%	
Total Passengers per Revenue Hour						
Fixed Route	15.7	16.1	-2.1%	15.8	15.8	-0.3%
Demand Response	2.0	2.3	-12.5%	2.1	2.3	-10.4%
Revenue per Passenger						
Fixed Route	$ 1.91	$ 1.75	8.9%	$ 1.93	$ 1.78	8.4%
Demand Response	$ 11.47	$ 12.83	-10.6%	$ 11.25	$ 12.28	-8.4%
Cost per Passenger						
Fixed Route	$ 6.36	$ 6.68	-4.7%	$ 6.37	$ 6.63	-3.9%
Demand Response	$ 48.01	$ 48.17	-0.3%	$ 46.64	$ 44.17	5.6%
Cost per Revenue Hour						
Fixed Route	$ 100.04	$ 107.17	-6.7%	$ 100.42	$ 104.86	-4.2%
Demand Response	$ 95.05	$ 108.94	-12.8%	$ 95.95	$ 101.39	-5.4%
Staffing	713	693				

(includes PT Operators, Operators on leave, excludes Rail,STS)

Fixed Route Operating Expense
Thousands

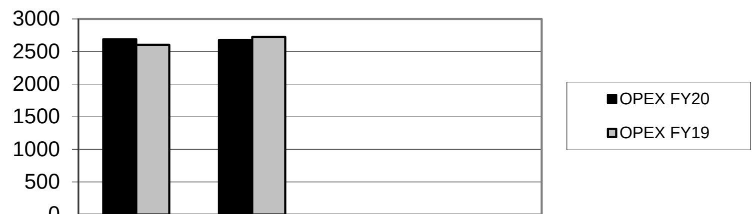


	1st QTR	2nd QTR	3rd QTR	4th QTR
OPEX FY20	17161.609	17047.385	0	0
OPEX FY19	17149.698	18201.111	0	0

Fixed Route Passenger Revenue
Thousands

	1st QTR	2nd QTR	3rd QTR	4th QTR
OPEX FY20	5211.363	5121.491	0	0
OPEX FY19	4681.86	4783.672	0	0

Fixed Route Ridership
Thousands



	1st QTR	2nd QTR	3rd QTR	4th QTR
OPEX FY20	2688.12	2678.977	0	0
OPEX FY19	2603.069	2726.001	0	0

Fixed Route Revenue Hours
Thousands

	1st QTR	2nd QTR	3rd QTR	4th QTR
OPEX FY20	170.249	170.412	0	0
OPEX FY19	167.285	169.841	0	0

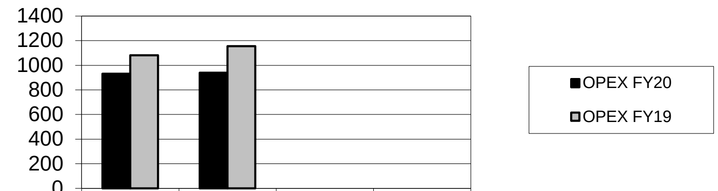
Fixed Route Revenue Miles
Thousands

	1st QTR	2nd QTR	3rd QTR	4th QTR
OPEX FY20	2296.085	2302.048	0	0
OPEX FY19	2247.686	2288.814	0	0

Demand Response Operating Expense
Thousands

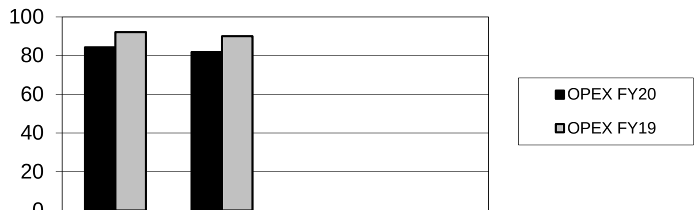
	1st QTR	2nd QTR	3rd QTR	4th QTR
OPEX FY20	3820.07	3931.169	0	0
OPEX FY19	3707.343	4339.927	0	0

Demand Response Passenger Revenue
Thousands



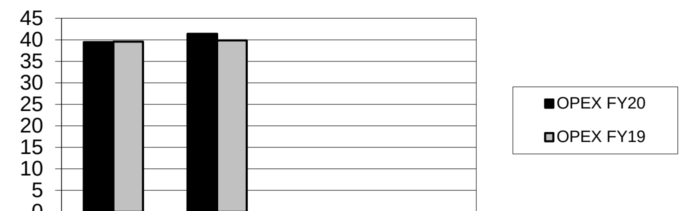
	1st QTR	2nd QTR	3rd QTR	4th QTR
OPEX FY20	930.526	938.989	0	0
OPEX FY19	1080.884	1156.078	0	0

Demand Response Ridership
Thousands



	1st QTR	2nd QTR	3rd QTR	4th QTR
OPEX FY20	84.323	81.886	0	0
OPEX FY19	92.098	90.097	0	0

Demand Response Revenue Hours
Thousands



	1st QTR	2nd QTR	3rd QTR	4th QTR
OPEX FY20	39.421	41.361	0	0
OPEX FY19	39.536	39.837	0	0

Demand Response Revenue Miles
Thousands

	1st QTR	2nd QTR	3rd QTR	4th QTR
OPEX FY20	606.386	622.101	0	0
OPEX FY19	587.758	549.446	0	0

Statement of Operations
Fiscal Year: 2020

CURRENT QUARTER: Second Quarter (October, November, December) | YEAR-TO-DATE: December 2019

Actual	Budget	Fav/(Unf)	% of Budget	Operating Revenues	Actual	Budget	Fav/(Unf)	% of Budget
3,614,148	3,539,500	74,648	102%	Passenger Fares	7,274,020	7,079,000	195,020	103%
63,656	83,750	(20,094)	76%	Measure I Subsidy - Fares	131,257	167,500	(36,243)	78%
1,975,480	1,975,480	0	100%	Measure I - Operating	3,950,959	3,950,959	0	100%
332,811	332,811	0	100%	Measure I CTSA - Operating	665,622	665,622	0	100%
104,386	195,873	(91,486)	53%	Measure I Rail - Operating	210,511	391,745	(181,234)	54%
722,307	382,500	339,807	189%	LCFS - Credits	1,574,092	765,000	809,092	206%
0	73,568	(73,568)	0%	LCTOP Operating	4,252	147,135	(142,883)	3%
132,500	163,750	(31,250)	81%	Auxillary Transportation Revenue	267,158	327,500	(60,342)	82%
(174,492)	12,500	(186,992)	0%	Non-Transportation Revenue	(230,152)	25,000	(255,152)	-921%
11,026,361	11,026,361	(0)	100%	LTF Operating	22,052,722	22,052,722	(0)	100%
634,371	634,371	0	100%	STAF Operating	1,268,742	1,268,742	0	100%
0	17,250	(17,250)	0%	Other - TCC Program	-	34,500	(34,500)	0%
138,611	34,811	103,800	0%	JARC - Operating Assistance	202,774	69,623	133,151	0%
3,773,786	4,391,719	(617,932)	86%	Capital Funds for Operations	7,512,083	8,783,437	(1,271,354)	86%
22,343,924	22,864,242	(520,317)	98%	Total Revenues	44,884,037	45,728,484	(844,447)	98%
				Operating Expenses				
8,556,649	8,940,385	383,736	96%	Labor	17,154,843	17,880,769	725,926	96%
4,080,317	4,675,072	594,755	87%	Fringe Benefits	8,074,500	9,350,144	1,275,644	86%
701,740	989,210	287,470	71%	Services	1,292,524	1,978,421	685,896	65%
1,722,140	1,683,294	(38,846)	102%	Materials and Supplies	3,398,131	3,366,588	(31,544)	101%
1,072,433	1,395,756	323,322	77%	Occupany	2,215,491	2,791,512	576,020	79%
1,985,414	2,006,209	20,795	99%	Casualty and Liability	3,952,190	4,012,418	60,228	98%
1,532	13,750	12,218	11%	Taxes and Fees	2,713	27,500	24,787	10%
2,866,883	2,957,856	90,973	97%	Purchased Transportation	5,667,275	5,915,712	248,437	96%
193,962	218,758	24,796	89%	Printing and Advertising	327,052	437,517	110,464	75%
(202,517)	(16,048)	186,469	1262%	Miscellaneous Expense	(124,489)	(32,095)	92,394	388%
0	0	0		Lease and Rental	-	-	0	0%
20,978,554	22,864,242	1,885,689	92%	Total Operating Expense	41,960,232	45,728,485	3,768,252	92%
1,365,371	(1)	1,365,372		Net Gain (Net Loss)	2,923,805	(0)	2,923,806	

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DATE: March 12, 2020

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 October – December, 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 December 2019

Institution - Investment Type	Description	Starting Balance	Deposits	Disbursements	Interest Yield	Ending Balance
Cash and Investments Under the Direction of the Treasurer						
Local Agency Investment Fund		$ 64,589,408.56			2.31%	
				$ (2,650,000.00)	2.17%	
	Interest for QTR		$ 366,412.95		2.45%	
			$ 5,300,000.00	$ (5,200,000.00)	2.10%	
				$ (5,500,000.00)	2.03%	
			$ 70,255,821.51	$ (13,350,000.00)		
Net LAIF Funds				$ 56,905,821.51		$ 56,905,821.51
Fair Marketing Value	Fair Value Factor				1.001770298	$ 57,006,561.77
		$ 3,329,702.48				
Union Bank Money Market	Interest		$ 10,247.10		1.25%	
GMRA			$ 316,328.88	$ (234,430.98)	1.12%	
			$ 3,656,278.46	$ (234,430.98)		
				$ 3,421,847.48		$ 3,421,847.48
		$ 14,364,004.97				
Union Bank Money Market	Interest		$ 42,348.03		1.25%	
Caltrans Capital Project Funds				$ (1,900,737.30)	1.12%	
			$ 14,406,353.00	$ (1,900,737.30)		
				$ 12,505,615.70		$ 12,505,615.70
Union Bank Money Market		$ 149,872.18				
West Valley Corridor Project	Interest		$ 462.94		1.25%	
			$ 150,335.12		1.12%	
				$ 150,335.12		$ 150,335.12
Union Bank Money Market		$ 12,128,915.73				
CTSA	Interest		$ 29,684.12			
			$ 771,891.01	$ (5,406,369.66)		
			$ 12,930,490.86	$ (5,406,369.66)	1.25%	
				$ 7,524,121.20		$ 7,524,121.20
Chase Bank -CTSA		$ 18,627.66				
ACH Debit			$ 27,250.42	$ (23,932.76)		
			$ 45,878.08	$ (23,932.76)		
				$ 21,945.32		$ 21,945.32
		$ 3,590,639.68				
	Passenger		$ 3,445,905.56			
	Grants' Revenue		$ 14,468,612.10			
	Miscellaneous Revenue		$ 1,298,822.71			
	Transfers From (To) LAIF		$ 13,350,000.00	$ (5,300,000.00)		
	Transfers From (To) GMRA		$ 2,135,168.28	$ (316,328.88)		
	Transfers From (To) CTSA		$ 5,391,354.66	$ (771,891.01)		
	Transfers From (To) WV Corridor Project			$ -		
	Accounts Payable			$ (25,095,017.77)		
	Payroll and Payroll Taxes			$ (9,865,427.42)		
	Employee Benefits			$ (1,417,864.56)		
	Bank Service Charge			$ (11,140.27)		
			$ 43,680,502.99	$ (42,777,669.91)		
Net Union Bank Operating Funds				$ 902,833.08		$ 902,833.08
		$ 9,200.00				
Petty Cash						$ 9,200.00
Cash and Investments Under the Direction of Fiscal Agents						
Union Bank		$ 150,000.00				
				-		
				-		
Pacific Claims Management				$ 150,000.00		$ 150,000.00
Total Cash & Investments						$ 81,692,459.67

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: March 12, 2020

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

THROUGH: Erin Rogers, Interim CEO/General Manager

FROM: Mae Sung, Accounting Manager

SUBJECT: **PAYROLLS AND WARRANTS FOR OCTOBER - DECEMBER 2019**

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

Payroll Period	Amount	Register #
10/01/19-10/31/19	$ 851,939.99	21-22
11/01/19-11/30/19	$ 991,687.09	23-24
12/01/19-12/31/19	$ 1,442,969.03	25-27

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

Payroll Period	Amount	Register #
10/01/19-10/31/19	$2,148,145.14	21-22
11/01/19-11/30/19	$2,215,731.29	23-24
12/01/19-12/31/19	$3,525,252.37	25-27

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

Register Date	Amount	Register #
10/01/19-10/31/19	$ 6,067,894.11	1043-1048
11/01/19-11/30/19	$12,067,323.59	1049-1053
12/01/19-12/31/19	$ 6,959,800.07	1054-1058

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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ITEM # E5

DATE: March 12, 2020

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

THROUGH: Erin Rogers, Interim CEO/General Manager

FROM: Jeremiah Bryant, Director of Strategic Development

SUBJECT: **MANAGEMENT PLAN STRATETIC INITIATIVES AND KEY PERFORMANCE INDICATORS FISCAL YEAR 2020 SECOND QUARTER REPORT**

FORM MOTION

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

ER: JB: VC

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

Omnitrans Management Plan FY2020

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.	Continued support while transfer of Arrow service occurs from Omnitrans to Metrolink.		
	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.	Participated in Arrow Timetable Development Workshops until transfer of service.		
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.	ConnectForward plan guiding principles and scale of service change approved. Draft plan developed. Presented to all cities.		
	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.	Draft service changes presented to JPA members and Board of Directors.		
	c. Complete Short-Range Transit Plan Public Hearings	Plan			X	
		Action	On track for Q3.	Call for public hearing issued in Q2.		
	d. Board approval of FY 2021-2025 Short-Range Transit Plan	Plan				X
		Action	On track for Q4.	On track for Q4.		

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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 call.	Additional senior centers contacted in Q2 along with other trip generators for seniors and individuals with disabilities		
	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.	Funding agreements are being finalized and the programs are being implemented by the selected partners.		
	c. Award Measure I funds for transportation projects	Plan			X	
		Action	On track for Q2; ahead of schedule.	Assist in procurement projects related to Measure I.		
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.	Program elements finalized.		
	b. Launch messaging, employee training and recognition programs	Plan		X		
		Action	On track for Q2.	Customer Service Manager has met with Operations training staff to coordinate initial program launch in Q3.		
	c. Evaluate results (employees trained and recognized; American Bus Benchmarking Group customer satisfaction survey results)	Plan				X
		Action	On track for Q4.	On track for Q4.		

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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.	Met with Amazon regional staff to establish quarterly on-site rideshare promotion at warehouses and quarterly ridership reporting. Management meeting set in Q3 to reintroduce corporate pass program.		
	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.	Supported outreach events at San Bernardino Valley College and Crafton Hills College. Completed two-pronged digital campaign with 588,000 impressions over several channels.		
	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.	Reviewed and provided comments on plans for developments throughout service area.		
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.	MicroTransit included in Purchased Transit RFP. Proposals received and contract award scheduled for March Board Meeting. Procurement is supporting STS efforts through RFP process.		

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Strategic Actions	Accountability Measures		Q1	Q2	Q3	Q4
	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 2020 Board.	Plan to implement pilot project in Chino Hills as part of ConnectForward service changes.		
7. Plan/ Implement Improved Bus service	a. Support San Bernardino County Transportation Authority's efforts to complete environmental clearance for West Valley Connector project	Plan		X		
		Action	Attended public hearings and Locally Preferred Alternative selection workshop with SBCTA.	Reviewed final environmental document and participated in FTA environmental conference calls.		
	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.	Partnered with SBCTA on State TIRCP funding application for electric buses for WVC project. Participated in meetings and provided input on project design.		
	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.	Service to begin in May 2020. Buses have arrived.		
	d. Modify Service on Routes 11 and 22 to attract ridership	Plan	X			
		Action	Implemented in September 2019 Service change.	Complete.		

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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: • 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. Receive, approve and monitor Certificates of Insurance to mitigate contractual risks	Document near completion. Assessment of risk reporting processes has been conducted and a flow chart of mitigation steps is being reviewed. Safety and Security Committees are slated to commence early in Q3. Document on track for Q3 completion and Q4/Q1 FY21 implementation.		
	b. Develop protocols for monitoring and measuring plan effectiveness	Plan			X	
		Action	Reviewing software applications to assist in documenting processes. On track for Q3.	Continuing process of procuring appropriate software for this application. Identifying if there is a need for a full RFP process. 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	On track for Q4.		

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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
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.	Compensation Survey complete. Policies in draft to be brought to the board in Q4.		
	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.	On hold for FY21 to align with the agency Strategic Plan.		
	c. Procure a Performance Management Software for efficiencies	Plan			X	
		Action	On track for Q3.	No solicitation needed. Recommend NeoGov which is the current contractor for applicant tracking.		
	d. Implement New Performance Management tool and compensation plan	Plan				X
		Action	On track for Q4.	On hold for FY21 to align with the agency Strategic Plan. (See section b, above).		
2. Implement Learning Management System	a. Perform a Needs Assessment	Plan	X			
		Action	Needs assessment has been completed.	Completed.		
	b. Procure Learning Management System software	Plan			X	
		Action	On track for Q3.	No solicitation needed. Recommend NeoGov which is current contractor for applicant tracking.		
	c. Implement Learning Management System	Plan				X
		Action	On track for Q4.	On track for Q4.		

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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.	Completed.		
	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.	Completed.		
	c. Roll out Training Plan	Plan		X		
		Action	Classes start on November 6.	Classes continue. Mentors have been assigned to participants.		
	d. Evaluate and redirect as necessary	Plan			X	
		Action	On track for Q3	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.	Completed.		
	b. Develop formal plan	Plan		X		
		Action	Draft plan in development.	Draft plan is complete and in review.		
	c. Implement plan	Plan			X	
		Action	On track for Q3	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.	Completed.		
	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.	Onboarding template completed. Currently in procurement process for onboarding software module.		
	c. Implement new onboarding process	Plan			X	
		Action	On track for Q3	On track for Q3.		
	d. Evaluate process	Plan				X
		Action	On track for Q4	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.	Attended sessions on ZEB at CTA Conference in Monterey to learn from agencies who have already implemented ZEB technology.		
	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.	Provided additional information as requested.		
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.	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.	Began a draft template for the Rollout Plan. Compiling information for the plan.		
3. Transit Asset Management/ Enterprise Asset Management Technology adoption	a. Award Transit Asset Management / Enterprise Asset Management Implementation Project	Plan	X			
		Action	Pending on award. Evaluating most cost-effective options to meet requirements.	Omnitrans issued RFP for EAM. Proposals received were more expensive than anticipated and proposals did also not meet needs. Omnitrans has refined scope only for FTA's requirements first and new RFP is currently under development.		

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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.	New schedule to be developed following reissued RFP. (see comment above)		
	c. Complete Phase II (Best Practices / Recommended Tech Implementation)	Plan			X	
		Action	Pending completion of TAM/EAM award or alternative more cost-effective approach.	New schedule to be developed following reissued RFP. (see comment above)		
	d. Complete Phase III (Implementation)	Plan				X
		Action	Pending completion of TAM/EAM award or alternative more cost-effective approach.	New schedule to be developed following reissued RFP. (see comment above)		
4. Process improvement/ process automations	a. Ariba / OpenText Implementation	Plan			X	
		Action	On Track for Q3	A demonstration will be provided, and a feasibility study will be initiated.		
	b. TransTrack Reporting Project	Plan			X	
		Action	Working with vendor to verify the accuracy of the data and report.	Vendor provided a punch list for review and will closing out the project during Q3.		
	c. Family and Medical Leave Act / Timekeeping Project	Plan				X
		Action	Project design document phase is ongoing.	Completed milestone 2 – PDD acceptance. It is in configuration phase now and will be completed in Q3.		
	d. Paratransit Online Booking	Plan			X	
		Action	The architecture of PASS-Web is nearing completion. Initial 26 user test in progress.	PASS-Web initial rollout completed with 1,475 Access passengers invited to participate. Two additional roll-out phases are planned.		

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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.	Completed.		
2. Increase grant funding	a. Continually research available grants and apply for relevant grants measured by number or 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. Hired grant writing consultant to assist in developing grant applications related to ZEB fleet and infrastructure.	Prepared information for VW Mitigation funding application for electric buses, which grant writing consultant will be submitting in Q3. Developed a ZEB resolution for Board approval in Q3, which will help obtain future ZEB funding.		
	b. Board approved Strategic Capital Plan to better position agency for grant success	Plan				X
		Action	On track for Q4.	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.	Hired a grant writing consultant who will be submitting application for VW Mitigation funds for electric buses in Q3. Currently developing solicitation for one-year grant writing/grant planning consultant services.		

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Strategic Actions	Accountability Measures		Q1	Q2	Q3	Q4
3. Implement Fare Increase	a. Implement fare increase effective Sept. 3, 2019	Plan	X			
		Action	Fare increase implemented on September 3, 2019.	Completed.		
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.	Operating cost for FY2020 Q2 was $20.9M compared to $22.5M for previous year. A $1.6 million or 7.1% decrease, 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.	Partnered with City of Grand Terrace to find funding for a premium bus shelter, which was installed in Q2. VA Ambulatory facility in Loma Linda is funding and installing a premium bus shelter in Q3. City of Loma purchasing two standard bus shelters which Omnitrans will install on Barton Road in Q3. Providing input on three cities' Active Transportation Plans, which will provide for future funding applications for bus stop improvements, sidewalk connections to bus stops, and amenities.		

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	$98.78	$99.09	$98.47		
Cost Per Hour - Access		< $96.00	$95.95	$96.91	$95.04		
Cost Per Hour - sbX		< $139.00	$123.16	$124.47	$121.85		
Fare Recovery Ratio - Fixed Route (non-sbX)	TDA Formula	> 20.00%	30.96%	31.18%	30.73%		
	Before Local Rev	> 20.00%	19.72%	19.96%	19.47%		
Fare Recovery Ratio - sbx	TDA Formula	> 20.00%	21.85%	21.39%	22.32%		
	Before Local Rev	> 20.00%	12.88%	12.50%	13.26%		
Fare Recovery Ratio - Access	TDA Formula	> 10.00%	24.12%	24.36%	23.89%		
	Before Local Rev	> 10.00%	8.91%	8.92%	8.90%		
2. Service Performance							
Ridership Growth - Systemwide		>= (4.70%)	0.39%	2.86%	(1.96%)		
Productivity - Passengers Per Hour - Fixed Route		>= 14.50	15.76	15.79	15.72		
Productivity - Passengers Per Hour - Access		>= 2.30	2.06	2.14	1.98		
Complaints Per 100,000 Boardings - Systemwide		<= 13.00	18.96	19.98	17.93		
Percent of Valid Complaints - Systemwide			17.34%	16.96%	17.77%		
Complaints Per 100,000 Boardings - Fixed Route		<= 13.00	18.46	19.53	17.39		
Complaints Per 100,000 Boardings - Access		<= 19.00	34.90	34.39	35.42		
Compliments Per 100,000 Boardings - Systemwide		>= 1.00	1.05	0.94	1.16		
Compliments Per 100,000 Boardings - Fixed Route		>= 1.00	1.02	0.89	1.16		
Compliments Per 100,000 Boardings - Access		>= 0.50	1.81	2.37	1.22		
3. Reliability							
Valid Mechanical - Miles Between Failures - DO Fixed Route		> 8,000.00	6,759	6,312	7,276		
Loss of Service Hours Per Qtr - Operations - DO Fixed Route		<= 600	69	46	23		
Loss of Service Hours Per Qtr - Maintenance - DO Fixed Route		< 840	200	75	124		
Equipment Availability - DO Fixed Route		= 100.00%	100.00%	100.00%	100.00%		
On-time Performance - Fixed Route		> 85.00%	80.56%	81.36%	79.59%		
On-time Performance - Access		> 88.00%	88.21%	87.46%	89.00%		

Key Performance Indicators & Level/Level Item	Annual Performance Target	YTD	Qtr 1	Qtr 2	Qtr 3	Qtr 4
4. Budget						
Operating Revenue - Actuals to Budget - Systemwide	> 95.0%	97.93%	98.58%	97.28%		
2020 - Operating Revenue		$44,784,414	$22,540,113	$22,244,301		
2019 - Operating Revenue		$43,497,354	$20,832,283	$22,665,071		
2018 - Operating Revenue		$40,842,507	$20,106,551	$20,735,957		
Operating Expense - Actuals to Budget - Systemwide	<= 100.0%	91.80%	91.80%	91.80%		
2020 - Operating Expense		$41,960,232	$20,981,679	$20,978,554		
2019 - Operating Expense		$43,398,078	$20,857,041	$22,541,038		
2018 - Operating Expense		$39,230,330	$19,302,768	$19,927,562		
5. Safety & Security						
Employee Injuries (FY 2020)	< 86	50	31	19		
Losses & Claims (FY 2020)	< 80	34	12	22		
Preventable Safety Events Per 100,000 Miles - DO Fixed Route	< 1.0	0.90	1.10	0.70		
Non-Preventable Safety Events Per 100,000 Miles - DO Fixed Route		5.39	5.04	5.73		
Uncategorized Accidents Per 100,000 Miles - DO Fixed Route	= 0.00	0.00	0.00	0.00		
6. Labor						
Turnover	< 10.00%	9.00%	4.75%	4.25%		
Absenteeism Operators	< 185,000	59,703	30,699	29,004		
Training (FY 2020)	>= 5,000	1,284	569	715		
Training - ATU Represented (FY 2020)	>= 10,500	11,608	3,393	8,215		
Training - Teamsters Represented (FY 2020)	>= 696	976	335	641		