



AGENDA
EXECUTIVE COMMITTEE MEETING
FRIDAY, APRIL 3, 2020 – 9:00 A.M.
OMNITRANS
1700 WEST FIFTH STREET
SAN BERNARDINO, CA 92411

GUIDANCE FOR PUBLIC ACCESS TO THE EXECUTIVE COMMITTEE MEETING
MEETING ACCESSIBLE VIA ZOOM AT: <https://us04web.zoom.us/j/203554947>

TELECONFERENCE
Dial: 1 669 900 6833
Meeting ID: 203 554 947

***This meeting is being conducted in accordance with Governor Newsom's
Executive Orders N-25-20, N-29-20 and N-35-20***

There will be no physical location for this meeting. Members of the public wishing to participate via teleconference, can do so by dialing the following number: 1 669-900-6833, Meeting ID: 203 554 947. If you wish to make public comment, call the number above during the meeting or submit your comments in writing to BoardSecretary@omnitrans.org by Thursday, April 2, 2020 at 5:00 p.m. Written comments will be read into the record. If you wish to address the Committee during the meeting, you must mute your phone until called upon by the Chair to speak. If you do not wish to speak, please silence/mute your device during the meeting.

Any member of the public requiring a reasonable accommodation to participate in this meeting in light of this announcement shall contact the Board's Secretary prior to April 2, 2020 at 5:00 p.m. The Board Secretary's telephone number is 909-379-7110 (voice) or 909-384-9351 (TTY).

A. CALL TO ORDER

B. ANNOUNCEMENTS/PRESENTATIONS

1. Next Committee Meeting: May 1, 2020 – 9:00 a.m.
OmniTrans Metro Facility

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 Executive 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

Note agenda item 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 on the appropriate item.

Posted: March 31, 2020



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E. DISCUSSION ITEMS

- | | |
|---|----|
| 1. Approve Executive Committee Minutes – February 7, 2020 | 3 |
| 2. Receive and Forward to the Board of Directors, Consolidation Study Update – <i>Jeremiah Bryant</i> | 7 |
| 3. Receive and Forward the Board of Directors, FY2021 Strategic Plan Update – <i>Jeremiah Bryant</i> | 13 |
| 4. CEO/General Manager's Report – <i>Erin Rogers</i> | |

F. REMARKS AND ANNOUNCEMENTS

G. ADJOURNMENT

ITEM # E1

**EXECUTIVE COMMITTEE MEETING
MINUTES
FEBRUARY 7, 2020**

A. CALL TO ORDER

The Executive Committee Meeting was called to order by Chair David Avila at 9:00 a.m., Friday, February 7, 2020, at the Omnitrans Administrative Offices.

COMMITTEE MEMBERS ATTENDING

Mayor David Avila, City of Yucaipa – Chairman
Mayor John Dutrey, City of Montclair – Vice Chairman
Council Member Ron Dailey, City of Loma Linda
Mayor Pro Tem Penny Lilburn, City of Highland
Council Member Sam Spagnolo, City of Rancho Cucamonga
Council Member John Roberts, City of Fontana

OMNITRANS STAFF ATTENDING

Erin Rogers, Interim CEO/General Manager
Shawn Brophy, Director of Operations
Jeremiah Bryant, Director of Strategic Development
Alex Chen, Interim Director of Information Technology
Aaron Moore, Director of Special Transportation Services
Nicole Ramos, Interim Director of Marketing
Connie Raya, Director of Maintenance
Art Torres, Director of Procurement
Don Walker, Director of Finance
Liz Gutierrez, Executive Staff Assistant
Maurice Mansion, Treasury Manager
Meredith Tshilonda, Sr. Human Resources Analyst

OTHERS IN ATTENDANCE

Beatriz Valdez – SBCTA

LEGAL COUNSEL

Steve DeBaun, Legal Counsel

B. ANNOUNCEMENTS/PRESENTATIONS

Next Committee Meeting: Friday, March 6, 2020, 9:00 a.m.
Omnitrans Metro Facility

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 Executive Committee Minutes – January 10, 2020

M/S (Spagnolo/Roberts) that approved the Executive Committee Minutes of January 10, 2020. Motion was passed unanimously by Members present.

2. 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, Meredith Tshilonda to review the compensation study portion of the presentation.

The Committee engaged in a robust discussion regarding the financial impact of the staffing and compensation changes. Some concerns were raised regarding the employees reaching the “top of the range.”

Vice Chair Dutrey referred to the upcoming service reductions and the Consolidation Study and suggested perhaps pausing the salary range adjustments until after the study is completed. Interim CEO/General Manager, Erin Rogers and Ms. Pfeiffer provided additional information regarding the salary range adjustments. Vice Chair Dutrey asked that an organizational chart be provided.¹

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

¹ An organizational chart was provided to Member Dutrey following the meeting and subsequently included in the item presented to the Board at its March 4, 2020 meeting.

3. Recommend the Board of Directors Approve, Proposed Parameters Used to Develop the 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 (Lilburn/Spagnolo) 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.

4. Board of Directors Approve, Proposed Guidelines for the Measure I Regional Mobility Partnership Program and Authorize the Inter CEO/General Manager to Discontinue the Special Transportation 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.

Member Lilburn recused herself from the vote on this item.

The Committee had some questions regarding the equipment and services once this program is discontinued. Mr. Moore provided additional information regarding the transition of services and funds.

M/S (Spagnolo/Dutrey) that recommended the Omnitrans Board of Directors:

- 1) Approve the proposed Policy Guidelines for the Measure I Regional Mobility Partnership Program.
- 2) Authorize the Interim CEO/General Manager to discontinue the Special Transportation Services (STS) Department Maintenance Program and terminate the current lease for the maintenance facility located in Ontario.

Motion was passed by Members present with the exception of Member Lilburn who abstained.

5. CEO/General Manger's Report

Ms. Rogers did not have anything to report.

F. REMARKS AND ANNOUNCEMENTS

There were no remarks or announcements.

G. ADJOURNMENT

The Committee adjourned at 10:15 a.m. The next Executive Committee Meeting is scheduled Friday, March 6, 2020, at 9:00 a.m., with location posted on the Omnitrans website and at the Omnitrans San Bernardino Metro Facility.
Prepared by:

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

ITEM # E2

DATE: April 3, 2020

TO: Board Chair David Avila and Members of the Executive Committee

THROUGH: Erin Rogers, Interim CEO/General Manager

FROM: Jeremiah Bryant, Director of Strategic Development

SUBJECT: CONSOLIDATION STUDY MONTHLY UPDATE

FORM MOTION

Receive and forward to the Board of Directors this Consolidation Study update.

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.

The first consultant reports on Task 1.2 "Agency Functional Assessment and Pros/Cons of Consolidation" and Task 1.3 "Performance Review Report" were provided to the Omnitrans Administrative & Finance Committee and the SBCTA Transit Committee in March 2020. These reports were subsequently provided to both Omnitrans' and SBCTA's Board of Directors in April 2020.

Since the last update, two key actions have occurred: 1) Omnitrans has had an independent consultant review the Consolidation Study Tasks 1.2 and 1.3 and 2) Task 1.4 "Evaluation of Functional Areas in a Complete Consolidation" has been submitted to Omnitrans and SBCTA.

Omnitrans Strategic Planning Consultants, MIG and Anrab Associates, reviewed and provided Omnitrans with independent third-party feedback related to the Study reports received to date. The primary author of the memo in Attachment A is John Barna from Anrab Associates, who is the former Executive Director of the California Transportation Commission. The key discussion in the MIG memo is a question surrounding "What is the policy objective to be achieved in a potential consolidation?" In other consolidations, the policy objectives centered around competing construction projects, preparing to manage the county's first transportation sales tax, or setting up a regional entity to better compete with other regional entities. The memo suggests the primary "why question" should be a significant focus of the consolidation study.

On March 6, 2020, Omnitrans and SBCTA jointly received the initial draft of Task 1.4 “Evaluation of Functional Areas in a Complete Consolidation.” The draft report starts by providing case studies of Complete Consolidations including Los Angeles County Metropolitan Transportation Authority (LA Metro), an initial look at the merger that created the Orange County Transportation Authority (OCTA), and San Diego Metropolitan Transit System (MTS). The case studies begin to discuss the policy rational for consolidation in each case and some of the challenges and opportunities from each consolidation.

Task 1.4 then evaluates the impact on major functional areas assuming a full consolidation occurs. The report examines the impacts in terms of Financial Impact, Organizational Impact, Legal/Contractional Impact and Impact on Peer Agencies. Similar to previous reports, Task 1.4 finds both opportunities and challenges, with one of the most complex challenges related to the agencies currently participating in different retirement plans—SBCTA in SBCERA and Omnitrans in CalPERS. As with the previous reports, these challenges and opportunities are not specifically costed to determine an estimated financial impact from consolidation.

Omnitrans staff has submitted technical comments to WSP and SBCTA related to the draft Task 1.4 report.

In addition to the two reports that were described above, based on Board Member recommendations, Omnitrans has asked legal counsel to provide guidance on two items. First, BB&K has been asked to draft an opinion regarding the statutory requirements, process, and decision points that would need to occur for a consolidation to occur. Secondly, BB&K has been asked to provide guidance on the core pension challenge stemming from the two different pension systems in which Omnitrans and SBCTA participate. These documents are forthcoming and will be shared with the Executive Committee and Board in a future update.

NEXT STEPS

The next WSP presentations to Omnitrans and SBCTA Committees and Boards are expected to occur as shown in the table below.

Tasks	Milestone Presentation	Committee	Board of Directors
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

CONCLUSION

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

ER:JB

Attachment A: MIG Memorandum, Analysis of Tasks 1.2 and 1.3 of the SBCTA Consolidation Study and Innovative Transit Review



Memorandum

Date: March 11, 2020
To: Jeremiah P. Bryant, Omnitrans
From: Andy Pendoley, MIG, Inc.
John Barna, Anrab Associates, Inc.
Re: Analysis of Tasks 1.2 and 1.3 of the SBCTA Consolidation Study and Innovative Transit Review

This memorandum provides an analysis by MIG, Inc. and Anrab Associates, Inc. (the MIG Team) of two reports from the SBCTA Consolidation Study and Innovative Transit Review (the Review):

- Task 1.2: Updated Agency Functional Assessment and Pros/Cons of Consolidation (Revised, 2/27/20)
- Task 1.3: Performance Review (Final, 2/25/20)

We provide this analysis to Omnitrans as part of our team's services to develop the Omnitrans Strategic Plan. This analysis offers insights about the findings of these Review documents as they may relate to Omnitrans' strategic directions.

Purpose of the Review

The authors indicated the purpose of the Review is:

The purpose of this 2020 SBCTA Consolidation Study and Innovative Transit Review is two-fold. First, the study will identify the financial, organizational, and operational impacts of a potential consolidation of Omnitrans into SBCTA to determine if improved efficiencies and economies can be achieved from the combined agency. Second, the Innovative Transit Review will take a fresh look at current transit service delivery in the San Bernardino Valley area and analyze strategies to realign transit services that better match resources to the changing demand for public transportation. (Task 1.2, pp. 1-1 to 1-2)

What is unclear is whether this Review is based on SBCTA board policy direction or any policy justification short of "financial, organizational, and operational impacts." Some readers may imply in the above purpose statement is the supposition that Omnitrans and SBCTA are like organizations with similar missions and audiences/customers. Yet, the organizations are fundamentally different, at least with regard to: missions, audiences/customers, operations, and cultures. The two organizations do have some board members and certain federal and State funding sources in common.

Also, unclear to context of the Review at this point are what actions or input the two organizations' boards may provide related to consolidation, as well as what efficiencies would emerge from the consolidation. Significant differences between the financial and

operating conditions of the two organizations may limit or detract from efficiencies in the short-term, at least. For example, Omnitrans has union and non-union employees, and cost structure consisting of collective bargaining, buses and related equipment, and fares. Comparatively, SBCTA is non-union, is responsible for implementing capital projects with consultants, and collects sales tax revenues.

The MIG Team suggests deeper analysis and consideration of whether these differences can be managed to generate savings and efficiencies in the near term (if not longer term), with the assumption there is a commitment to establishing a common organizational structure. The impacts and implications of managing these differences and establishing the common structure—as well as a reasonable assumption of transit service improvements—would be an informative analysis.

Innovative Transit Review

The MIG Team suggests that the upcoming innovative transit review (Spring 2020) be a collaborative effort between the organizations. Omnitrans is best suited to addressing the basic inputs on service, performance, finances, operations, and organization. A joint workshop of the boards of directors may be productive in reviewing transit service innovations and forming policy direction that could inform a common strategy and a more informed consideration of consolidation.

Consolidation Analogies: Additional Perspectives

Overall, the Review's analysis did not focus on organizational structure and culture, and how these considerations might inform a consolidation effort and the resulting service delivery. As described above, Omnitrans and SBCTA are fundamentally different entities with very little in common.

The MIG Team has first-hand knowledge of consolidation efforts referenced in the Report. The assumption that such consolidation has worked for LA Metro, OCTA, and SANDAG could be further informed by a deeper understanding of their respective historical contexts, including but not limited to the following information:

- State legislation in the early 1990s forced LACTC to merge with LA RTD, which was widely considered to be a difficult consolidation effort. To this day, some industry experts question whether the consolidated organization has fostered a common culture among all the disparate elements.
- OCTA's merger occurred at approximately the same time as LA Metro's, though was considered to be less arduous. This merger was related to attempts to pass a half-cent sales tax for transportation in Orange County; i.e., reducing the number of public agencies providing transportation was considered an efficiency move to demonstrate good management of tax revenues.
- SANDAG's takeover of MTS focused on enabling SANDAG to develop and implement its RTP more efficiently. Moreover, SANDAG's executive leadership commanded respect in their ability to lead an MPO that could deliver both transportation capital projects and transit service.

- SamTrans, Caltrain and the San Mateo County Transportation Authority (the sales-tax agency for San Mateo County) share common upper management. Currently, SamTrans management of Caltrain is under serious review by its other members, Santa Clara County and the City and County of San Francisco. SamTrans is manager of Caltrain by historical default. Within San Mateo County, there is no discussion or intent to merge SamTrans and the San Mateo County Transportation Authority into one entity. Sharing common upper management does not mean the entities are consolidated. It is also worth noting that San Mateo County also has a Council of Governments that is responsible for preparing the county RTP/SCS to submit to the Metropolitan Transportation Commission (MTC), the MPO for the nine-county Bay Area region.
- Santa Clara Valley Transportation Agency (VTA) is the type of organization that the SBCTA Consolidation Review envisions. However, VTA achieved its current organizational structure over approximately 20 years and benefitted from strong political and business community support. An additional driver was the desire for VTA to be Santa Clara County's antidote to the San Francisco-Oakland focus of MTC. However, VTA suffers perennial budget shortfalls due to its operation of light-rail service and its ambitious transportation capital projects.

Conclusion

Overall, the MIG Team believes that consolidation is an option worth exploring based on a policy rationale for its added value to San Bernardino County. Our team recommends that upcoming reports from the Review strengthen/explain this rationale with a clearer policy context. A focus on innovative transit service options may enhance consideration of consolidation. The MIG Team suggests that the review of innovative transit service would be an important input to this Review's outcomes and recommendations. Additionally, we encourage the Review's upcoming analysis estimate the level of service enhancements that may be afforded with a consolidated organization.

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ITEM # E3

DATE: April 3, 2020

TO: Board Chair David Avila and Members of the Executive Committee

THROUGH: Erin Rogers, Interim CEO/General Manager

FROM: Jeremiah Bryant, Director of Strategic Development

SUBJECT: FY2021-2025 STRATEGIC PLAN UPDATE

FORM MOTION

Receive and forward to the Board of Directors this FY2021-2025 Strategic Plan update.

BACKGROUND

At its February 5, 2020 meeting, Omnitrans' Board of Directors awarded MIG, Inc. a contract for Strategic Planning Consulting Services. This contract includes the development of the Fiscal Year 2021-2025 (FY21-25) Strategic Plan and the development of the subsequent related Annual Management Plans.

The development of a new FY21-25 Strategic Plan will allow the Agency to enhance its long-term position by reaffirming, revising or recreating the Agency's vision, mission, values and goals. Additionally, the new Strategic Plan will include actionable projects with visible milestones and performance metrics that can be clearly measured to ensure a high-performing agency into the future. The Strategic Plan is designed to create the highest-level business plan for the Agency by setting core Agency-wide goals. The Strategic Plan is the guiding document for the Annual Management Plan presented to the Board each year.

MIG and Omnitrans' Senior Leadership Team formally kicked off the Strategic Plan on March 9th. Omnitrans project management team for the Strategic Plan includes the Interim CEO/GM, Director of Strategic Development, Director of Human Resources and Director of Marketing and Communications. The kickoff discussion centered around desired outcomes/expectations, existing conditions, communication channels, project schedules, challenges and opportunities, and defining key stakeholders. This information will be used to develop the background scan to establish the current condition and to develop a stakeholder and employee input plan in order to build early buy in and ownership of the plan. Attachment A includes the wall graphics MIG created during the kickoff meetings.

The Strategic Plan is scheduled to be completed in October 2020. Attachment B is the Strategic Plan schedule. The project is split into four phases: 1) Environmental Scan; 2) Framework & Strategy Development; 3) Strategic Plan Development; and, 4) Implementation Plans.

There will be multiple opportunities for the Board of Directors to be directly involved in the development of the Strategic Plan. The two earliest opportunities will be individual interviews which are initially scheduled for late March and April and at a Board Workshop tentatively scheduled for early June.

Omnitrans staff will provide the Executive Committee and the Board of Directors with regular updates as the Strategic Plan moves forward.

CONCLUSION

This status report provides open and transparent information as Omnitrans develops the FY2021-2025 Strategic Plan.

ER:JB

Attachment A: Kickoff Meeting Wall Graphics

Attachment B: Strategic Plan Project Schedule

OMNITRANS STRATEGIC PLAN Kickoff Meeting SENIOR LEADERSHIP TEAM MARCH 9, 2020

DESIRED OUTCOMES & EXPECTATIONS

HISTORY & KNOWLEDGE OWN!
NEW IDEAS & LEADERSHIP

LEVERAGE OUR IDEAS, INSPIRATION & EXPERIENCE

BE CONSCIOUS OF WHO WE SERVE:
- CUSTOMERS
- EMPLOYEES
- BOARD

LEVERAGE NEW & EMERGING TECHNOLOGIES

UNDERSTAND HOW THE LANDSCAPE IS CHANGING.

ESTABLISH A SUSTAINABLE PLAN:

IMPLEMENTABLE & EASY TO USE

LINK TO STAFF DEVELOPMENT NEEDS

WORK FROM
REHARED
DIRECTION

TRUE
ACTION!
ADVANCED!

IDENTIFY/DEFINE & CLEAR MISSION STATEMENT

CREATE A MEANINGFUL PLAN FOR EVERYONE
→ GUIDANCE
→ ALL STAFF LEVELS

FOSTER CULTURE CHANGE & H.R. OPERATIONS.
→ ADDRESSING TRADITIONAL "TOP-DOWN"

HOW DO OUR
DETAILED TASKS
SUPPORT?

HOW ARE
WE INTER-
CONNECTED?

HOW CAN
STAFF BE
ENGAGED?

HOW DO
WE ENSURE
IT CHANGES
FOR THE
FUTURE...?

PLANNING PROCESS

STAYING FOCUSED
→ FACILITATION
TOOLS.

STAFF GROUPINGS.

BE TRANSPARENT!
SUMMARIZE & DOCUMENT

ENSURING A RANGE OF PERSPECTIVES ARE SHARED:

- LEGACY
- NEW IDEAS.

USING VARIOUS ACTIVITIES:

- FOCUS GROUPS
- SURVEY
- LISTENING SESSIONS

CREATE APPROACH TO SHARING RESULTS

ACCOUNTING FOR RANGE OF EXPERIENCE:
- DIVERSITY OF THOUGHT
- YEARS OF SERVICE

FACTORS

- AGE
- EXPERIENCE
- CUSTOMER-FACING VS. INTERNAL
- GROUPS/UNITS

EMPLOYEES AS CUSTOMERS

POTENTIAL Q's
? ACHIEVING OUR MISSION?

? CHALLENGES? ONE FIRM?

? PREP FOR FUTURE? → OPPORTUNITIES

? WHAT GETS YOU EXCITED TO WORK HERE?

LONG-TIME EMPLOYEES
CROSS-SECTION/
GROUPS

PROPORTIONAL

NEXT STEPS

- DEVELOP ENGAGEMENT APPROACH & DETAILS
- IDENTIFY POTENTIAL MGMT PLAN REVISIONS.

OMNITRANS
STRATEGIC PLAN
Kickoff Meeting
PROJECT MANAGEMENT
TEAM
MARCH 9, 2020

- CURRENT CONTEXT**
- ▷ GOLD LINE
 - ▷ W. VALLEY CONNECTOR
 - ▷ APPROX → METROLINK
 - ▷ CONSOLIDATION STUDY
 - ▷ CONNECT FORWARD
 - ▷ SRTD
 - ▷ ACCESS & MICRO TRANSIT PILOT
 - ▷ STAFF/LEAD
 - ▷ LEADERSHIP TRANSITION
- UNLIMITED REACH & VIEW**

ISSUES & CHALLENGES

- DECLINE IN RIDERSHIP
 - REDUCED FUNDING
 - CONNECTIVITY
 - REVENUE
 - EQUITY
 - LACK OF AWARENESS
 - SERVICE
 - NEEDS
 - PROACTIVE: MESSAGING
 - SERVICE APPEAL
 - COMPETITION:
 - TNC'S
 - PERSONAL VEHICLES
 - WORKFORCE DEVELOPMENT:
 - NEW TECH
 - RECRUITMENT
 - TRAINING
 - COMPENSATION
 - LEADER CAPACITY
 - LIMITED ADAPTABILITY
 - SAFETY & RISK MGMT
- RESISTANCE TO CHANGE**

OPPORTUNITIES


- EXPLORE NEW RESOURCE MODELS/OPENS
 - GRANTS
 - BUILD ON RECENT OPERATIONAL IMPROVEMENTS
 - PERFORMANCE FOCUS
 - REFINE PERFORMANCE MEASURES
 - TELL FULL STORY
 - OPERATIONALIZE OUR FOCUS ON CULTURE
 - EMPLOYEES
 - I.E. COMMUTER
 - DEVELOP THE COMMUNICATION FRAMEWORK:
 - PROACTIVE
 - NIMBLE & ADAPTIVE
 - CHALLENGES & OPPORTUNITIES
 - FOSTER CLOSER BOARD ENGAGEMENT
- BE TALKING!**

KEY STAKEHOLDERS

- ▷ BOARD
 - CALLS, EMAIL?
- ▷ CITY STAFF
 - ▷ VENDOR ENGAGEMENT:
 - TASKS
 - PARTICIPANTS
 - LOGISTICS
 - TIMING
- ▷ I.P.C.
- ▷ POLING START (PASTE)
- ▷ PASTAC
- ▷ GO SMART PARTNERS BACKGROUND
- SP. MESSAGING
- BOARD INTERVIEWS
- DEVELOP INITIAL/DRAFT FY20-21 MGMT. PLAN
 - APPROVAL SCHEDULE
- CREATE S.P. BRAND

NEXT

- SCHEDULE
 - JUNE
- PROVIDE BAG DOCS
- OUTLINE INITIAL

<div><div></div><div><div>OmniTrans Strategic Plan DRAFT Workplan</div><div>3/26/2020</div></div></div>		March					April				May				June					July				August					
		Wk. 1	Wk. 2	Wk. 3	Wk. 4	Wk. 5	Wk. 1	Wk. 2	Wk. 3	Wk. 4	Wk. 1	Wk. 2	Wk. 3	Wk. 4	Wk. 1	Wk. 2	Wk. 3	Wk. 4	Wk. 5	Wk. 1	Wk. 2	Wk. 3	Wk. 4	Wk. 1	Wk. 2	Wk. 3	Wk. 4		
		2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24		
Project Initiation and Project Management																													
1.7	Project Initiation Meeting		◆																										
1.7	Final Scope of work and schedule			3/19																									
1.7	Bi-weekly calls and in person meetings		◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆		
Phase 1: Environmental Scan																													
1.1	Background Research: Summary Memo of Key Findings						memo: 4/10																						
1.2	Interviews and Focus Groups (8), week of March 30					◆	memo: 4/9																						
1.3	Staff Survey 1 (Launch April 14 to 22)						draft: 4/6; staff review by	launch: 4/14	close: 4/22	memo: 4/30																			
1.4	Staff Listening Sessions (8 over 2 days)							◆	memo: 4/23																				
1.5	Board of Directors Workshop: June 3													◆	memo: 6/11														
1.6	Environmental Scan Report, Outline, Draft and Final						outline: 4/6				draft: 5/7	staff review		final: 5/27															
1.7	Senior Leadership Team Meetings (2), March 9 and week of May 11		◆									◆																	
Phase 2: Framework and Strategy Development																													
2.1	Draft Vision Statement															draft: 6/12													
2.2	Senior Leadership Team Working Sesssion 1, June 10															◆	memo: 6/18												
2.3	Draft Goals and Objectives																draft: 6/15												
2.4	Staff Survey 2: Vision, Mission, Goals, Objectives (Launch June 15 to 19)																draft: 6/15; staff review by	6/22 to 6/26	memo: 7/2										
2.5	Staff Focus Groups (2)																	◆	memo: 7/2										
2.6	Team Meetings and Coordination (see Project Mgt above)																												
Phase 3: Strategic Plan Development																													
3.1	Draft Strategic Directions																			draft: 7/2									
3.2	Senior Leadership Team Working Sesssion 2, week of June 22																	◆	memo: 7/2										
3.3	Staff Strategy Team Meetings (4), week of July 13																				◆	memo: 7/23							
3.4	Draft Strategic Plan, Staff Review, MIG Revisions, Board Review																					◆	draft: 8/3; staff review by 8/6		revised draft: 8/21	board review			
3.5	Final Draft Strategic Plan																												
Phase 4: Implementation Plans																													
4.0	Strategic Plan Overview			3/20																									
4.1	Communications Planning Initiation																					draft: 7/23	staff review by	final: 8/6					
4.2	Initial Design Concepts																							draft: 8/6	staff review by	final: 8/18			
4.3	Draft Brochure Production																												
4.4	Final Brochure Production																												
4.5	Final Print-Ready Files																												
	Optional: Video Script and Storyboard																									draft: 8/20	staff review by 8/26		
4.6	Summary Memo, Existing Management Plan Format Review				memo: 5/14	staff review by																							
4.7	Summary Memo, Recommended Management Plan Format Changes																												
4.8	Draft and Final 2020-2021 Management Plan and Dashboard						draft: 6/4	staff review by	final: 6/17																				
4.9	Draft and Final Versions, 2022, 2023, 2024 Management Plans and Dashboards																												
Deliverables and Milestones (Each Cell = 7 days/1 week)																													
MIG Tasks		Key Dates and Assumptions																											
Staff Review		OmniTrans Board meets first Wednesday of the month Board Committee meets last week of the month																											
◆ Meetings, Focus Groups and other Project Meetings		Staff Review time of MIG draft documents will be 4 working days																											