



**AGENDA**  
**EXECUTIVE COMMITTEE MEETING**  
**FRIDAY, JUNE 5, 2020 – 9:00 A.M.**

**GUIDANCE FOR PUBLIC ACCESS TO THE EXECUTIVE COMMITTEE MEETING**  
**MEETING ACCESSIBLE VIA ZOOM AT: <https://omnitrans.zoom.us/j/87515978336>**

**TELECONFERENCE**

Dial: **1 669 900 6833**  
Meeting ID: **875 1597 8336**

*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: 875 1597 8336. Interested persons who wish to make a public comment, may submit comments in writing to [BoardSecretary@omnitrans.org](mailto:BoardSecretary@omnitrans.org). Comments must be submitted by Thursday, June 4, 2020 at 5:00 p.m. Comments received will be read into the record.

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 June 4, 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: July 10, 2020 – 9:00 a.m.

**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. Interested persons who wish to make a public comment, may submit comments in writing to [BoardSecretary@omnitrans.org](mailto:BoardSecretary@omnitrans.org). Comments must be submitted by Thursday, June 4, 2020 at 5:00 p.m. Comments received will be read into the record for up to 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.



**AGENDA**  
**EXECUTIVE COMMITTEE MEETING**  
**FRIDAY, JUNE 5, 2020 – 9:00 A.M.**

**E. DISCUSSION ITEMS**

- |   |    |
|---|----|
| 1. Approve Executive Committee Minutes – April 3, 2020  | 3  |
| 2. Recommend the Board of Directors Adopt Omnitrans Fiscal Year 2020-2021 Annual Marketing Plan – <i>Nicole Ramos</i> | 6  |
| 3. Receive and Forward to the Board of Directors FY2021-2025 Strategic Plan Update – <i>Jeremiah Bryant</i>           | 20 |
| 4. Receive and Forward to the Board of Directors Consolidation Study Monthly Update – <i>Jeremiah Bryant</i>          | 22 |
| 5. CEO/General Manager's Report – <i>Erin Rogers</i>  |    |

**F. REMARKS AND ANNOUNCEMENTS**

**G. ADJOURNMENT**

ITEM # E1

**EXECUTIVE COMMITTEE MEETING  
MINUTES  
APRIL 3, 2020**

**A. CALL TO ORDER**

In accordance with Governor Newsom's Executive Orders N-25-20, N-29-20, and N-35-20, the April 3, 2020, Executive Committee Meeting was held via teleconference. Chair David Avila called the meeting of the Omnitrans Board of Directors to order at 9:00 a.m.

**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

**COMMITTEE MEMBERS NOT PRESENT**

None

**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  
Suzanne Pfeiffer, Director of Human Resources  
Nicole Ramos, Director of Marketing & Communications  
Marcos Espinoza, Network Engineer  
Liz Gutierrez, Executive Staff Assistant

**LEGAL COUNSEL**

Steve DeBaun, Legal Counsel

## **B. ANNOUNCEMENTS/PRESENTATIONS**

Next Committee Meeting:        Friday, May 1, 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 – February 7, 2020

M/S (Dailey/Lilburn) that approved the Executive Committee Minutes of February 7, 2020. Roll call vote was taken and the motion was passed unanimously by Members present.

2. Receive and Forward to the Board of Directors, Consolidation Study Update.

Director of Strategic Development, Jeremiah Bryant provided a brief background on this item as detailed in the staff report. This item included MIG and Anrab Memo that provided an independent, unbiased analysis of Tasks 1.2 and 1.3 of the Consolidation Study. The memo suggests that the primary “why” question needs to be the focus of the consolidation study instead of focusing solely on potential cost savings.

Member Dailey complimented MIG for their analysis on the consolidation study included in the agenda. He expressed some concern regarding the consolidation study schedule potentially not allowing sufficient time for both the SBCTA and Omnitrans Boards to review the information. He mentioned the importance that the SBCTA consultant receive the information and questions raised in the MIG report.

A brief discussion ensued regarding the idea of reconvening the Ad Hoc Committee. It was determined that should there be a need, the Ad Hoc would be reconvened later in the process.

The Committee received and forwarded this item to the Board.

3. Receive and Forward the Board of Directors, FY2021 Strategic Plan Update

Director of Strategic Development, Jeremiah Bryant provided a brief background on this item as detailed in the staff report.

The Committee engaged in a discussion regarding the Strategic Plan and talked about how it relates to the Consolidation Study. The Committee also discussed perhaps having a Board Workshop in the summer.

The Committee received and forwarded this item to the Board.

4. CEO/General Manager's Report

Ms. Rogers reported on the following items:

- Emergency Service Deployment Plan was implemented on March 23<sup>rd</sup>, which brought service levels down 35%. A second reduction in service bringing the total reduction to 45% is scheduled to occur on April 13th.
- Cares Act was signed by the President last week and apportionments were published. Staff is working with the FTA and other government agencies to determine what that means for the Agency.

**F. REMARKS AND ANNOUNCEMENTS**

The Committee thanked Ms. Rogers and the staff for their work during this challenging time.

**G. ADJOURNMENT**

The Committee adjourned at 9:52 a.m. The next Executive Committee Meeting is scheduled Friday, May 1, 2020, at 9:00 a.m., with location posted on the Omnitrans website and at the Omnitrans San Bernardino Metro Facility.

Prepared by:

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

ITEM # E2

**DATE:** June 5, 2020

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

**THROUGH:** Erin Rogers, Interim CEO/General Manager

**FROM:** Nicole Ramos, Director of Marketing & Communications

**SUBJECT: FISCAL YEAR 2020 – 2021 MARKETING PLAN**

### **FORM MOTION**

Recommend the Board of Directors adopt the Omnitrans Fiscal Year 2020-2021 Annual Marketing Plan.

### **BACKGROUND**

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

Omnitrans' marketing and communications efforts play an essential role in furthering the agency's long-term goals and promoting use of agency services, public awareness and support, customer service and revenue and partnership opportunities. The annual Marketing Plan reviews the previous year's activities and outlines a strategic approach to attract and retain customers while maintaining community support in the coming year. In fiscal year 2021, the department will focus on mitigating ridership and public confidence impacts of the COVID-19 pandemic while promoting new initiatives.

In Fiscal Year 2019-2020, Omnitrans introduced a number of successful new marketing initiatives, including targeted evergreen campaigns, an increased focus on digital advertising which generated 27 million impressions, and the agency's first exclusively Spanish language campaign.

Comparing calendar year 2019 to 2018, Omnitrans system ridership declined by 0.6%. Through March of the current fiscal year, Omnitrans system-wide ridership was up 1.8%. Due to the COVID-19 pandemic, the ridership goal for Fiscal Year 2020-2021 is to regain ridership to 80% of pre-pandemic levels by the end of the fiscal year.

Revenue from pre-paid fares was up 19% in 2019 compared to 2018 while advertising revenue was down 10% from 2018, though up from the three previous years. Public awareness of Omnitrans remains high at 91%, and public opinion is 83% positive, according to the 2019 Inland

Empire Annual Survey. Results of a 2018 online fixed route rider survey indicated that customer satisfaction also is 83% positive.

In Fiscal Year 2020-2021, Omnitrans marketing will focus on 5 goals:

1. Restore and Build Ridership
2. Seek Revenue Opportunities
3. Expand Partnerships
4. Promote Connectivity and Innovation
5. Maintain High Satisfaction and Positive Awareness

## **CONCLUSION**

Adopting the Marketing Plan will enable Omnitrans to promote agency services and initiatives while achieving public awareness/support and developing partnership opportunities. This plan will be implemented within the constraints of the 2020-21 Omnitrans budget.

ER: NR

Attachment A: Fiscal Year 2020-2021 Marketing Plan

Attachment B: PowerPoint Presentation



## Marketing Plan FY 2020-21

Omnitrans' Marketing and Communications Department plays an essential role in:

- Communicating and advancing the Agency's long-term goals,
- Promoting use of Agency services,
- Enhancing public awareness and support,
- Ensuring an agencywide customer service culture, and,
- Developing revenue and partnership opportunities.

The annual Marketing Plan reviews the previous year's activities and outlines a strategic approach to attract and retain customers while maintaining community support in the coming year. In Fiscal Year 2021, the department will focus on mitigating ridership and public confidence impacts of the COVID-19 pandemic while promoting new initiatives.

### Fiscal Year 2020 – 21 Goals



#### **GOAL 1: Restore and Build Ridership**

Implement Service Resumption/ "Comeback" Plan

Prioritize safety and efficiency to promote restoration of public trust

Promote Tier 1 Service and multimodal connections

Create 100 percent bilingual campaigns



#### **GOAL 2: Seek Revenue Opportunities**

Initiate corporate pass outlet program

Promote pass distributor program to social service agencies

Promote Transit and Token app integration for mobile fares



#### **GOAL 3: Expand Partnerships**

Strengthen GoSmart campus partnerships

Partner with Inland Empire Commuter Services to reach large employers

Partner with JPA members and elected officials on community efforts



#### **GOAL 4: Promote Connectivity and Innovation**

Partner with neighboring agencies to promote regional connectivity

Publicize strategic, operational, and customer-focused innovation

Support agency sustainability efforts



#### **GOAL 5: Maintain High Satisfaction and Positive Awareness**

Implement Customer Service Excellence program

Enhance customer communications via digital and print publications, social media

Host, participate in and sponsor community and industry events



## Marketing Plan FY 2020-21

### Fiscal Year 2019 – 20 Strategies and Results

#### 11 Advertising Campaigns in FY20

Six digital-only campaigns \*

Five multi-channel campaigns

#### 27 Million Impressions Generated

40% of impressions were digital

818,000 unique people reached on Facebook and Instagram

#### 5 New Targeted Evergreen Campaigns Introduced

Reached Key audiences with targeted digital and traditional advertising



- Hispanic audience (first ever exclusively Spanish-language campaign for Omnitrans) \*
- High school students & parents
- College students
- Low income residents
- Potential sbX riders, living and working within one mile of route

#### Customer Service Excellence Program Created \*

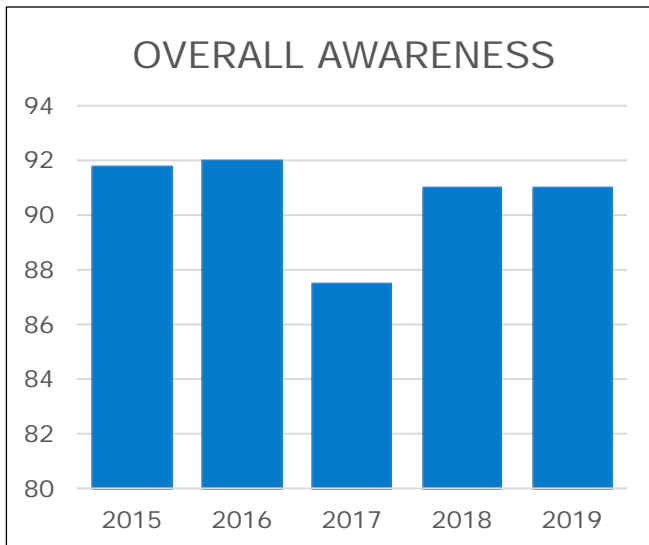
Training initiated. Full Implementation upon resumption of in-person staff training

\* = FY '19 – '20 Key Initiative

## Marketing Plan FY 2020-21

### MARKET TRENDS

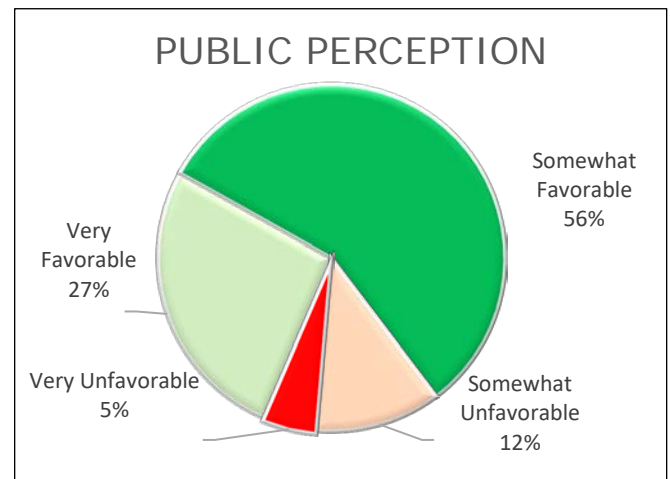
#### Public Awareness



- Omnitrans achieved a 91 percent overall awareness in the 2019 Inland Empire Annual Survey. This was unchanged from 2018 and slightly higher than the agency's five-year average.
- 41 percent of respondents named Omnitrans when asked for their local transportation provider, representing unaided awareness.
- 83 percent of respondents who could not name Omnitrans recognized the name when prompted, representing aided awareness.

#### Public Opinion

- 83 percent of Inland Empire survey respondents rated the Omnitrans favorably, even if they did not use agency services.
- 96 percent of respondents either had maintained or improved their perception of the agency over the last year.
- The 17 percent who had a negative perception of Omnitrans cited inconvenient bus schedules as their primary reason.



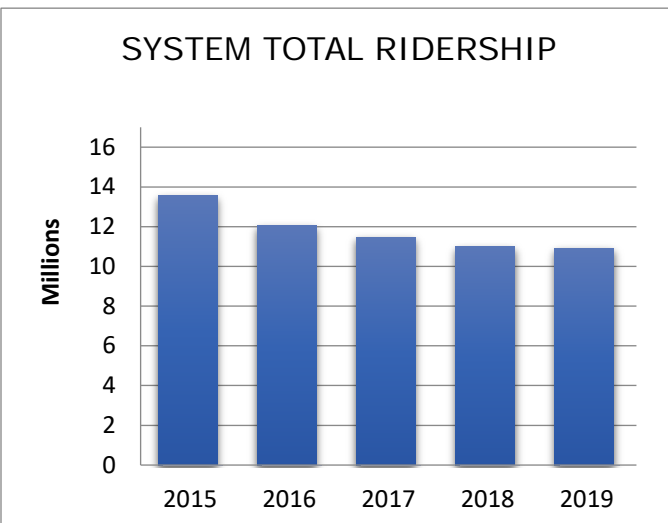
## Marketing Plan FY 2020-21

### Customer Satisfaction



- 83% of fixed route riders gave Omnitrans a positive rating in a 2019 online survey conducted by the American Bus Benchmarking Group.
- Omnitrans earned the fifth highest customer satisfaction rating among 18 peer agencies of similar size from across the nation.
- The agency saw improvement in eight areas impacting customer satisfaction, including ease of getting information, bus driver professionalism, vehicle comfort and environmental impact.

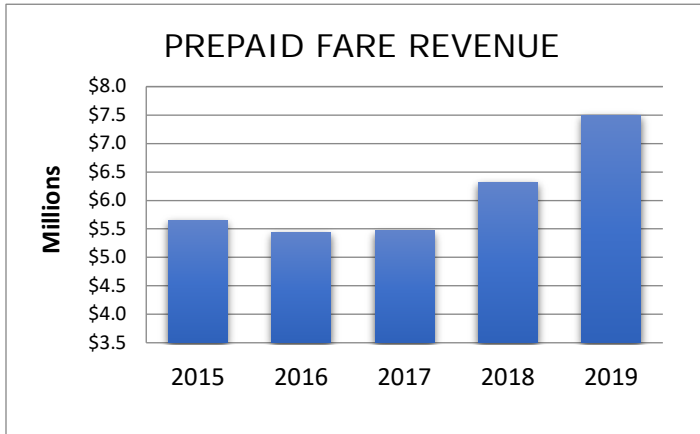
### Ridership



- In calendar year 2019, Omnitrans' systemwide ridership was 10.9 million trips, which is a 0.6% decrease from the prior year, slowing a downward trend that began in 2013.
- Most transit agencies in California have experienced a similar trend: 20 peer agencies had an average decline of 3% from 2018 to 2019.
- Prior to the COVID-19 pandemic, Omnitrans ridership was up 1.8% for Fiscal Year 2020.

## Marketing Plan FY 2020-21

### Revenue



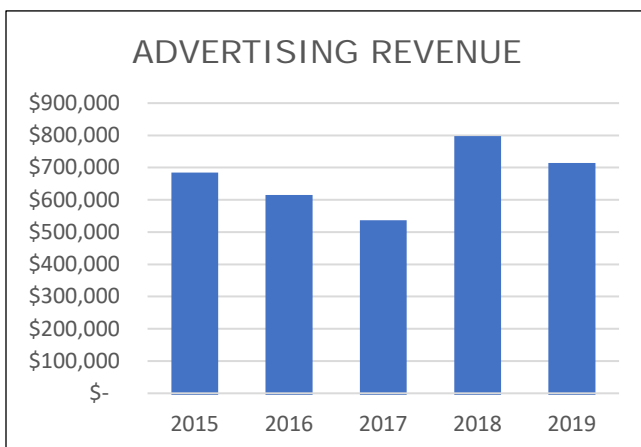
- Total pre-paid fare revenue surpassed \$7.5 million in 2019 from all sources including retail outlets, the San Bernardino Transit Center, online store, mobile fares, GoSmart programs, and ticket vending machines.

- Revenue grew by 19% in 2019 compared to 2018.

- Use of prepaid fare media minimizes use of cash payments which require more boarding time and administrative costs and

is now safer during the COVID-19 pandemic.

- Omnitrans began offering mobile fares via the Token Transit app in August 2017. In 2019, this pay-by-phone option has generated over \$1.6 million in fare revenue and mobile fares were used for more than 10% of all boardings, up from 6.1% the previous year.
- More than 9 in 10 customers have express satisfaction with the mobile fare app.
- In June, the Token Transit app and Transit real-time trip planning app integrated, providing customers with a one-stop shop for planning trips among regional providers and paying their fare.



- System advertising provides a revenue stream and opportunities for self-promotion.
- Advertising revenue totaled \$687,807 in 2019, down 10% from 2018 but still up from previous years due to a new more favorable multi-year contract.

## Marketing Plan FY 2020-21

### KEY PERFORMANCE INDICATORS

#### 1. RETAIN EXISTING AND ATTRACT NEW RIDERS

##### System Ridership

**FY 2021 Target**

**Growth each quarter; reaching 80% of pre-COVID ridership by year's end**

FY 2020 Target -4.6%

*Note: Ridership/revenue impacted by COVID-19 pandemic*

FY 2020 Actual YTD -8.5%

#### 2. INCREASE REVENUE

##### Bus Pass Sales Revenue

**FY 2021 TARGET +10%**

FY 2020 Target +7%

FY 2020 Actual YTD +7%

##### Advertising Revenue

**FY 2021 TARGET +2%**

FY 2020 Target +5%

FY 2020 Actual YTD -10%

#### 3. MAINTAIN HIGH CUSTOMER SATISFACTION

##### Customer Satisfaction (favorable)

**FY 2021 TARGET 85%**

FY 2020 Target 85%

FY 2020 Actual\* 83%

##### Call Center Efficiency (abandoned calls)

**FY 2021 TARGET <13%**

FY 2020 Target <15%

FY 2020 Actual YTD 13%

#### 4. MAINTAIN HIGH PUBLIC AWARENESS AND POSITIVE OPINION

##### Public Awareness

**FY 2021 TARGET 92%**

FY 2020 Target 90%

FY 2020 Actual 91%

##### Public Opinion (favorable)

**FY 2021 TARGET 85%**

FY 2020 Target 85%

FY 2020 Actual 83%

##### Outreach (events)

**FY 2021 TARGET +5%**

FY 2020 Target +5%

FY 2020 YTD -28%

##### Media Coverage (favorable)

**FY 2021 TARGET 70%**

FY 2020 Target 70%

FY 2020 Actual 69%

Available Key Performance Indicators will be reported quarterly and utilized to assess the impacts of and make adjustments to the Marketing Plan in order to achieve its desired promotion, awareness and development goals.



# FISCAL YEAR 2020 – 2021 MARKETING PLAN

**Executive Committee**  
**June 5, 2020**





# MARKETING & COMMUNICATIONS DEPARTMENT ROLE

- Communicating and advancing the Agency's long-term goals
- Promoting use of Agency services
- Enhancing public awareness and support
- Ensuring an agencywide customer service culture
- Developing revenue and partnership opportunities



 **GOAL 1: Restore and Build Ridership**

 **GOAL 2: Seek Revenue Opportunities**

 **GOAL 3: Expand Partnerships**

 **GOAL 4: Promote Connectivity and Innovation**

 **GOAL 5: Maintain High Satisfaction and Positive Awareness**

**FISCAL YEAR 2020 – 2021 GOALS**



# FISCAL YEAR 2019 – 2020 STRATEGIES



## 11 Advertising Campaigns in FY20

Six digital, five multi-channel

## 27 Million Impressions Generated

40% digital, 800K+ unique users

## 5 New Targeted Evergreen Campaigns Introduced

Niche markets, Spanish-language

## Customer Service Excellence Program

FY '20 key initiative; training under way

# KEY PERFORMANCE INDICATORS

**FY 21 Target**  
80% pre-COVID  
**FY 20 Target**  
-4.6%  
**FY 20 Actual**  
-8.5%

Ridership



**FY 21 Target**  
+10%  
**FY 20 Target**  
+7%  
**FY 20 Actual**  
+7%

Revenue



**FY 21 Target**  
83%  
**FY 20 Target**  
83%  
**FY 20 Actual**  
85%

Customer  
Satisfaction



**FY 21 Target**  
92%  
**FY 20 Target**  
90%  
**FY 20 Actual**  
91%

Awareness





# THANK YOU

ITEM # E3

**DATE:** June 5, 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**

In February 2020, the Board of Directors awarded a contract to MIG Inc. for the provision of Strategic Planning Consultant Services. MIG and Omnitrans' Senior Leadership Team formally kicked off the Strategic Plan on March 9<sup>th</sup>. 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.

Originally, the Strategic Plan schedule included individual Board Member interviews in March/April and a Board Workshop in April/May. Due to competing priorities related to the COVID-19 pandemic, these activities were postponed. Staff seeks guidance from the Executive Committee regarding the Board's desired communication methods and timing of Board interactions for the FY2021-2025 Strategic Plan.

Staff and MIG, the consultants leading the Strategic Plan, recommend:

- Individual Board Member Phone/Zoom interviews during late June/Early July
- Board Workshop 1 focused on Transit Vision, Mission and Goals in July
- Board Workshop 2 focused on refining the Vision, Mission and Goals and discussing the consolidation study reports issued to date during September.

Currently it is believed that each of these workshops would need to be completed through a technology interface such as Zoom, instead of an in-person workshop. If the Executive Committee supports these activities, staff and MIG will begin to schedule and organize these interviews and workshops.

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.

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

During the last few months, the MIG team has focused on the environmental scan. This included a review and evaluation of the organization, key documents, and transit items of regional significance. Additionally, MIG conducted eight focus groups with approximately 55 Omnitrans employees and an employee survey that received over 100 responses. These efforts will be combined with feedback from Board Members and stakeholders to develop key elements of the Strategic Plan.

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

ITEM # E4

**DATE:** June 5, 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 anticipated to be completed in November 2020.

WSP presented the findings of Task 1.2 "Agency Functional Assessment and Pros/Cons of Consolidation" and Task 1.3 "Performance Review Report" at Omnitrans and SBCTA Board Committees in March 2020 and the full Boards in April 2020. Omnitrans' Strategic Planning Consultants, MIG and Anrab Associates, provided independent third-party feedback related to these reports that were presented to Executive Committee in April 2020 and the Board in May 2020. The key discussion in the MIG memo is a question surrounding "What is the policy objective to be achieved in a potential consolidation?" The memo suggests the primary "why question" should be a significant focus of the consolidation study.

Since the last Omnitrans Board of Director's update, WSP delivered Task 1.4B "Evaluation of Functional Areas in a Complete Consolidation." This report provides includes two key elements

- 1) Case Study of Complete Consolidation and
- 2) An Assessment of Functional Areas.

The case study evaluates other consolidation efforts including Los Angeles County Metropolitan Transportation Authority (LA Metro), Orange County Transportation Authority (OCTA) and San Diego Metropolitan Transit System (MTS).

The assessment evaluated the financial, organizational, and legal/contractual effort required should

there be a full consolidation of the agencies. This report provides areas for further research but does not provide direct financial estimates for consolidation.

On April 24, 2020 WSP issued task 1.4C “Detailed Analysis of Financial Impacts and Benefits of Any Proposed Consolidation.” Later that day, WSP recalled the report. The report was recalled at the request of SBCTA staff due to concerns with the accuracy of some of the information contained in the report. As a result of these concerns, SBCTA staff conducted additional analysis related to potential staffing duplication, possible organizational structures, and the corresponding financial analysis. As of May 25, 2020, the report has not been reissued.

These tasks were expected to be presented to the Omnitrans Administrative and Finance Committee and the SBCTA Transit Committee on June 11, 2020. The financial analysis will not be completed and reviewed prior to these committee meetings. As a result, these reports are expected to be presented to committees in August and Board in September.

On a separate but related track than the main Consolidation Study, WSP is also leading a Innovative Transit Review as part of the overall study. This part of the study was kicked off on Wednesday, May 27, 2020. This kickoff meeting was attended by staff from SBCTA, Omnitrans, and WSP, along with two other San Bernardino County transit agency CEO’s. Topics of discussion included new mobility options such as on-demand microtransit service and other industry trends.

## **CONCLUSION**

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

ER:JB