



OmniTrans

Connecting Our Community.

STRATEGIC PLAN

FY 2017 - 2020

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Letter from the CEO

To the Members of the Omnitrans Board of Directors and Citizenry of the County of San Bernardino,

The 2017-2020 Omnitrans Strategic Plan maintains a strong commitment to our core mission statement:

“To provide the San Bernardino Valley with comprehensive public mass transportation services which maximize customer use, comfort, safety and satisfaction, while efficiently using financial and other resources in an environmentally manner.”

Our mandate is clear, and to advance our mission Omnitrans must continue to be a public transportation system that embraces the imperatives set out in all six strategic goals contained in the Strategic Plan for FY2017-2020. One goal of particular importance is the “Service and Operations Goal.” It introduces an exciting new opportunity for Omnitrans to improve connectivity throughout the Valley with incorporating the Consolidated Transportation Services Agency (CTSA) and Redlands Passenger Rail Project (RPRP) into its organizational structure. The CTSA will be combined with ADA Services to establish the “Special Transit Services Department”. This new department will centrally coordinate transit services to improve mobility for seniors, Persons with Disabilities and persons of low income. The RPRP will initially provide Diesel Multiple Unit (DMU) rail service to five stations from the Downtown San Bernardino Transit Center to the eastern terminal at the University of Redlands beginning in July 2020. Future RPRP plans call for a rail based transit-oriented development (TOD) corridor that will connect Redlands to Montclair.

In addition to the introduction of the CTSA and Redlands Rail, Omnitrans will focus on strengthening the safety and security posture of our transit system through technology, a strong physical presence, and continuing to build upon relationships with local law enforcement and city leaders. Operationally, Omnitrans will offer new express service, advance the design for the West Valley Connector project, and commit to the availability, affordability, and reliability of all travel options.

Omnitrans is dedicated to making a difference. Not only will service options reflect the needs of the community, but service programs will be sustainable through a sound financial plan. The intended outcome of the financial plan will be to reduce operating costs, increase fare-box recovery, and neutralize the need for fare increases in the immediate future. Never before have the financial investments been so great and our opportunity to enhance the community’s mobility options so clear.

It is time to make a difference as we have done so many times. Omnitrans has built a reputation as “doers”. Let’s “do it”!

Introduction

As the communities of the San Bernardino Valley become more connected, public transportation continues to play an ever-more important role in our cities, towns, and suburbs. It is about people and their access to work, school, family and healthcare. The Omnitrans Strategic Plan for FY2017–2020 reflects forward-looking thinking that sets expectations for our operations and services while preserving the public trust of our customers and communities.

In this Strategic Plan we acknowledge our top priority—safety—and add to it security as an emerging responsibility in support of our mission. At the same time, we demonstrate our commitment to expanding service and operations, as we embrace the role of technology, continue finance and fiscal stewardship, provide purposeful marketing in support of Omnitrans’ growth, and evolve our organizational and workforce practices to achieve excellence.

As a management tool, our Strategic Plan remains a platform for overseeing the growing complexity of Omnitrans’ total portfolio. This document represents a framework for effective decision-making, collaboration and communication. It offers an outcome-based decision-making model which allows our organization to remain flexible and responsive to challenges, as well as to new opportunities such as the Consolidated Transportation Services Agency (CTSA) and the Redlands Passenger Rail Project. In combination with the annual Management Plan, Omnitrans continues a coordinated approach to program and operational management that delivers measurable results. Over the next four years, Omnitrans will continue to raise the bar of performance ever upward.

How to read this plan

This plan is formatted to give the reader a comprehensive, yet understandable snapshot of the Omnitrans’ strategic direction for the fiscal years 2017-2020. It is also important to mention that this plan is the result of a collaborative effort which included Omnitrans’ leadership, its Board, stakeholders, partners and staff.

It begins with the Omnitrans mission statement which defines who we serve, what we do, and how we do it. The mission is a statement of purpose to guide internal operations and decision-making.

This Strategic Plan is organized around its six strategic goals:

1. Safety and Security – Develop and enhance an integrated, responsive safety and security system to protect customers, employees and assets.
2. Service and Operations - Improve and expand public transportation service to our customers and community.
3. Technology - Increase capacity to provide new, innovative technology solutions and enhance existing ones.
4. Finance - Optimize funding opportunities while maintaining fiscal stewardship.
5. Marketing - Increase the awareness and use of Omnitrans within the community we serve.
6. Organizational and Workforce Excellence - Improve organizational systems to cultivate Omnitrans as an employer of choice.

In addition to its measureable goal statement, each goal section contains outcomes, strategies, performance indicators and external factors.

- ✓ The outcomes define what will improve or be accomplished as a result of working toward achieving the objective goal.

- ✓ The strategies represent multi-year actions from which Omnitrans will develop an annual operational plan for achieving the goal.
- ✓ The performance indicators, which are linked to the outcomes, identify what Omnitrans will evaluate in determining progress and achievement. Specific metrics will be developed for each annual Management Plan.
- ✓ The external factors are what might possibly influence Omnitrans' ability to accomplish the strategic goals and performance indicators and measures.

Omnitrans Mission Statement

To provide the San Bernardino Valley with comprehensive public mass transportation services which maximize customer use, comfort, safety, and satisfaction, while efficiently using financial and other resources, in an environmentally sensitive manner.

Shared Values

Integrity

Trust

Loyalty

Family

Learning and Growth

Ethics

Contribution to the Greater Good

Honesty

Community

Health

Treat Others with Dignity

Have Fun

THE STRATEGIC PLAN

Safety and Security Goal

Develop and enhance an integrated, responsive safety and security system to protect customers, employees and assets.

Safety and Security is and will continue to be one of the highest priorities for Omnitrans. Increasing numbers of people are using public transportation, and we are expanding the scope of our services to meet the need. As a result, this highlights the need for proactive measures to reduce the possibility of safety and security incidents.

Through ongoing collaboration with law enforcement agencies, technology, programs and public awareness we will continue to improve the safety and security of our public transportation system in each of the communities we serve. We will employ six broad strategies to achieve our Safety and Security outcomes. Our focus on reducing customer incidents and reducing employee injuries, Omnitrans strives to lead the industry in the level of safety and security provided to its passengers and employees alike.

Outcomes

The Safety and Security Goal has three outcomes.

1. Reduced customer incidents
2. Reduced employee claims
3. Reduced vulnerability/threats to customer security

Strategies

Table 1.1 shows the strategies needed to achieve each outcome.

Outcomes	Strategies
1. Reduced customer incidents	1.1 Improve public awareness of safety practices within the Omnitrans facilities and in service.
2. Reduced employee claims	2.1 Implement technologies and programs that reduce workers' compensation claims and lost work days. 2.2 Ensure accountability and adherence to established safety practices and operating procedures / regulations.
3. Reduced vulnerability/threats to customer security	3.1 Strengthen relationships with local law enforcement agencies to improve security posture. 3.2 Ensure design of facilities and services maximize safety and security objectives. 3.3 Build one-on-one relationships with city leaders and staff to provide a more secure public transportation system in their respective communities.
Table 1.1	

Performance Indicators

Table 1.2 shows the performance indicators that will be used to measure progress toward .

Outcomes	Performance Indicators
1. Reduced customer incidents	<ul style="list-style-type: none"> • Customer safety incidents • Preventable incidents • Customer incident claims • Customer incident cost • Customer safety perception
2. Reduced employee claims	<ul style="list-style-type: none"> • Employee claims • Employee incidents • Lost work days • Overtime paid
3. Reduced vulnerability/threats to customer security	<ul style="list-style-type: none"> • Police incident reports • Coach operator incident reports • Safety/security incident reports
Table 1.2	

External Factors:

Budget: Budgeting for security and security programs and security systems are key in providing adequate safety and security for the facilities and buses.

Excessive turnover: A greater focus on keeping positions filled in the Safety and Security office will enhance the program's consistency and effectiveness.

Service and Operations Goal

Improve and expand public transportation service to our customers and community.

The mobility that public transportation provides has helped to develop San Bernardino Valley as a network of connected communities. Our citizens expect access to adequate, affordable and reliable travel options coordinated to where transportation, housing and commercial development investments exist.

Regrettably, poorly coordinated land use, housing, and commercial development have contributed to a prevalence of low-density, scattered, auto-dependent and inaccessible communities. To achieve our Service and Operations goal, we will encourage policy and practices which support transit-oriented development in proximity to rail stations, bus corridors, or multi-modal transportation centers. Not only will this maximize the value of capital investments in transit, it will support the infrastructure, land availability, housing, services, and amenities needed to support viable mixed use, mixed income, pedestrian-friendly, and walkable communities.

With our Service and Operations goal, Omnitrans is committed to improvements in the public transit user experience, provision of additional pedestrian and bicycle networks, and improved access to transportation for people with disabilities, older adults, and lower income populations. With these improvements, we expect to maintain and offer more affordable and diverse mobility options.

Outcomes

The Service and Operations Goal has three outcomes.

1. Increased number of new riders
2. Decreased barriers to non-riders
3. Improved intermodal connectivity

Strategies

Table 2.1 shows the strategies needed to achieve each outcome.

Outcomes	Strategies
1. Increased number of new riders	1.1 Introduce new service modes and/or adjust service to address needs of non-riders.
2. Decreased barriers to non-riders	2.1 Improve connectivity to attract non-riders. 2.2 Ensure fare alignment with other transit agencies.
3. Improved intermodal connectivity	3.1 Improve ease of use through system connectivity between counties. 3.2 Prepare for additional service modes (i.e., rail). 3.3 Improve mobility options for seniors and persons with disabilities through Consolidated Transportation Services Agency (CTSA). 3.4 Support jurisdictions in planning for transit-oriented development.

Table 2.1

Performance Indicators

Table 2.2 shows the performance indicators that will be used to measure progress toward the outcomes.

Outcomes	Performance Indicators
1. Increased number of new riders	<ul style="list-style-type: none"> • Commuter ridership • Student ridership • Ridership on new service introduced • Total ridership • On time performance
2. Decreased barriers to non-riders	<ul style="list-style-type: none"> • Wait time for transfers • First/Last mile Connectivity • New fare options • Travel time • On time performance
3. Improved intermodal connectivity	<ul style="list-style-type: none"> • MOU's with other transit agencies, cities, county, and partners • Contract with other transportation providers, cities and counties.
Table 2.2	

External Factors

Community Resistance to Change: We are currently in a car driven, low density environment. Lack of information about the benefits of change and lack of knowledge about how the change would effect the individuals/community impacts the decision to use public transit.

Cost-Benefit Disparity: Gaining support from stakeholders when priorities focus on cost instead of benefits may delay/postpone project developments. The cost of change is often immediate while the benefits are long range.

Transportation Infrastructure for Connectivity: Without the implementation of first/last mile solutions and the failure to enhance Intermodal connectivity, new ridership may be constrained. Expanding demographic usage depends on infrastructure connectivity and multi-agency collaboration.

Technology Goal

Increase capacity to provide new, innovative technology solutions and enhance existing ones.

Technology has an important and varied role in the future of Omnitrans. Technology facilitates a connected, integrated, and automated public transportation system that is information-intensive to better serve the interests of users. Additionally, technology effectively “connects the dots” of information from various factors that affect transportation operations, such as improved transportation safety and mobility, reduced environmental impact, and enhanced productivity through the integration of advanced communications-based information and electronic technologies into the transportation infrastructure and vehicles.

Omnitrans will focus efforts over the next four years to modernize its vehicles, services, and infrastructure due to vehicle attrition, new state and federal mandates, and changing customer trends. Omnitrans will also leverage emerging technologies and partner with other agencies and companies to improve existing business processes and services. Also, we will build an infrastructure to support new advanced technologies in vehicles, customer services, and management systems.

Outcomes

The Technology Goal has three outcomes.

1. Improved customer experience through new technology applications and services
2. Improved efficiencies in business processes
3. Reduced fuel cost/greenhouse gas emissions

Strategies

Table 3.1 shows the strategies needed to achieve each outcome.

Outcomes	Strategies
1. Improved customer experience through new technology applications and services	1.1 Partner with private industry to provide new, affordable technology applications and services. 1.2 Utilize customer input/pilot programs to prioritize new technology funding decisions.
2. Improved efficiencies in business processes	2.1 Expand the use of technology to increase workplace efficiencies and reduce operational costs.
3. Reduced fuel cost/greenhouse gas emissions	3.1 Phase in new bus and non-revenue vehicle technology (CNG/electric). 3.2 Decrease facility energy cost through implementing energy efficient technologies.
Table 3.1	

Performance Indicators

Table 3.2 shows the performance indicators that will be used to measure progress toward outcomes.

Outcomes	Performance Indicators
1. Improved customer experience through new technology applications and services	<ul style="list-style-type: none"> • Customer technology utilization • Time to Implementation of new technology
2. Improved efficiencies in business processes	<ul style="list-style-type: none"> • Worker productivity

	<ul style="list-style-type: none"> • Average time to improve/implement new business processes
3. Reduced fuel cost/greenhouse gas emissions	<ul style="list-style-type: none"> • Operational fuel cost • Greenhouse gas emissions • Facility energy cost
Table 3.2	

External Factors

Budget: Farebox recovery ratio may impact additional IT project operational budgeting and availability of capital funding for major IT projects could impact implementation of new or innovative technologies as they become available.

Support Personnel: A growing number of IT systems (both in house and onboard vehicle systems) that require ongoing support impacts the workload of IT staff for both normal operations and for new capital projects. As more and more technology is added to Omnitrans, there will be a growing need for more IT support personnel to implement and support these new systems as well as an ongoing training program .

Finance Goal

Optimize funding opportunities while maintaining fiscal stewardship.

Every \$1 invested in public transportation generates \$4 in economic returns. And yet funding for public transit is constrained, with an estimated \$24 billion funding shortfall nationwide. Travel habits are changing. Providing public transit that works for the future means evolving proactively to optimize funding opportunities for on-going operational sustainability.

With the wave of retirements projected in the near future and an ongoing shift toward technology and customer service, it’s imperative to attract and retain young professionals to public transit.

Public transit is heading in a new direction, and the urban mobility landscape is changing rapidly. This is defining the way people move around in the San Bernardino Valley. The changes and challenges facing the transit industry and how public transit strategically reaffirms its role in the Valley will be the focus for the upcoming fiscal year.

Outcomes

The Finance Goal has four outcomes

1. Increased diversification of funding sources
2. Increased sustainable funding sources
3. Improved grant management oversight
4. Improved operational efficiencies

Strategies

Table 4.1 shows the strategies needed to achieve each outcome.

Outcomes	Strategies
1. Increased diversification of funding sources	1.1 Create voice/presence to advocate for new and different funding sources. 1.2 Capitalize partnerships that will expand long term funding.
2. Increased sustainable funding sources	2.1 Invest in resources to leverage funding. 2.2 Leverage infrastructure assets to generate alternative revenue options.
3. Improved grant management oversight	3.1 Invest in grant management software solutions.
4. Improved operational efficiencies	4.1 Improve the return on capital investments and its impact on ongoing operations.
Table 4.1	

Performance Indicators

Table 4.2 shows the performance indicators that will be used to measure progress toward outcomes.

Outcomes	Performance Indicators
1. Increased diversification of funding sources	<ul style="list-style-type: none"> ● Reduced funding risk
2. Increased sustainable funding sources	<ul style="list-style-type: none"> ● Renewable funding sources
3. Improved grant management oversight	<ul style="list-style-type: none"> ● Balanced funding portfolio ● Grant wins
4. Improved operational efficiencies	<ul style="list-style-type: none"> ● Cost per revenue hour

	<ul style="list-style-type: none"> • Fare box recovery • Capital project ROI
Table 4.2	

External Factors

Competition from modes of transportation: In addition to cars and rail service, public bus operators must compete with the likes of Uber, Lyft, and Curb that provides an alternative to public transportation for customers.

Loss of industry knowledge: The retirement of the “baby boom” generation is no longer looming – it’s here. Every month, more than a quarter-million Americans turn 65. This trend will have a profound impact on the economy and the public transportation industry.

Marketing Goal

Increase the awareness and use of Omnitrans within the community we serve.

Omnitrans strives to attract more people to public transportation to improve overall regional mobility, connectivity and quality of life. Offering quality transportation options that meet community needs is key, but it is imperative that Omnitrans also implement effective marketing strategies to attract and retain customers while maintaining overall community support of Omnitrans services. Increased ridership and market share for transit are among the key performance indicators for any transit agency.

Successful marketing and outreach efforts will help generate a higher level of public awareness of Omnitrans services which leads to increased use of those services. Proactive and consistent customer communications, well-maintained quality passenger amenities and responsive customer service programs are essential to achieving high levels of customer satisfaction which also improves customer retention. Since Omnitrans is supported by tax dollars, we must also work proactively to ensure that the public has a positive opinion of the agency as a vital community asset, even among those who personally do not utilize the system.

Outcomes

The Marketing Goal has three outcomes.

1. Increased ridership
2. Improved public opinion
3. Improved customer experience

Strategies

Table 5.1 shows the strategies needed to achieve each outcome.

Outcomes	Strategies
1. Increased ridership	1.1 Promote services through advertising, publicity, online tools. 1.2 Increase outreach to inform and educate target groups. 1.3 Develop partnerships with businesses and organizations that Omnitrans serve.
2. Improved public opinion	2.1 Communicate positive aspects of Omnitrans to stakeholders and general public.
3. Improved customer experience	3.1 Improve passenger amenities. 3.2 Improve rider communication tools.
Table 5.1	

Performance Indicators

Table 5.2 shows the performance indicators that will be used to measure progress toward outcomes.

Outcomes	Performance Indicators
1. Increased ridership	<ul style="list-style-type: none"> • New riders • Rider retention • Outreach activities • Promotion results • Partnerships created
2. Improved public opinion	<ul style="list-style-type: none"> • Public opinion rating

	<ul style="list-style-type: none"> • Positive media coverage • Positive online rating/comments
<p>3. Improved customer experience</p>	<ul style="list-style-type: none"> • Customer satisfaction rating • Use of rider communication tools • Amount of passenger amenities
<p>Table 5.2</p>	

External Factors

Relative price of gasoline: Transit ridership is influenced by gasoline prices such that when prices fall to recent historic lows more people will choose to drive. When prices increase, especially if they increase dramatically over a short period, people will look for way to reduce automobile use.

High automobile ownership: In the Omnitrans service area the vast majority of people own and have ready access to a personal automobile. A historically low market share for transit in the region also means that potential customers may be unwilling to try transit simply because they are unfamiliar with it.

Suburban environment: A lack of transit-friendly infrastructure and low density suburban land use practices serve to favor automobile transportation over transit.

Availability and cost of parking: While there are exceptions, within the Omnitrans service area, parking is generally readily available and provided at no charge to employees or business patrons.

Organizational and Workforce Excellence Goal

Improve organizational systems to cultivate Omnitrans as an employer of choice.

Omnitrans depends on a highly skilled and qualified workforce, our most valuable asset. We must build a workforce that can meet the challenges of this decade and beyond, especially in light of the pending retirement of many of our eligible employees.

Put people first. Build a capable, diverse, and collaborative workforce of highly-skilled, innovative, and motivated employees by making Omnitrans a workplace of choice through employee empowerment and engagement, learning and development, succession planning, workplace flexibilities, and a healthy and safe workforce.

Outcomes

The Organizational and Workforce Excellence Goal has three outcomes.

1. Increased opportunities for advancement
2. Increased employee satisfaction
3. Reduced staffing vacancies

Strategies

Table 6.1 shows the strategies needed to achieve each outcome.

Outcomes	Strategies
1. Increased opportunities for advancement	1.1 Expand our training programs. 1.2 Create a career advancement/succession program.
2. Increased employee satisfaction	2.1 Maintain competitive wages and benefits. 2.2 Improve the work environment in response to the Employee Satisfaction Survey.
3. Reduced staffing vacancies	3.1 Simplify application process. 3.2 Expedite hiring process. 3.3 Expand ready workforce.
Table 6.1	

Performance Indicators

Table 6.2 shows the performance indicators that will be used to measure progress toward outcomes.

Outcomes	Performance Indicators
1. Increased opportunities for advancement	<ul style="list-style-type: none"> • Tuition reimbursement • Leadership Action Program • Advancement/Training participation vs. Opportunities • Annual number of promotions
2. Increased employee satisfaction	<ul style="list-style-type: none"> • Compensation study (bi-annual) • Employee Satisfaction Survey (bi-annual)
3. Reduced staffing vacancies	<ul style="list-style-type: none"> • Electronic application process • Average time-to-hire

	<ul style="list-style-type: none"> • Applicant data bank • Eligibility list
Table 6.2	

External Factors:

Funding/budget: While funding is no substitute for creative and effective leadership, adequate funding is needed to move the organization to a higher level of organizational and workforce performance. Over the next few years, Omnitrans will need to make a significant commitment to attracting transportation talent, updating the skills of its workforce, and succession planning.

Employment attractiveness: There are several challenges that require government agencies to make more efforts to increase the attractiveness of the jobs. To this end, improving the image of the government sector and transportation seems to be important. To many people, a job in the government sector seems dull, dusty and poorly paid and this image has to be changed to a more realistic image. Motivation is key in overcoming this challenge. Motivation influences many aspects relating to the employee and the workplace. Motivated employees are instrumental in creating an attractive workplace, which will in the future be crucial for successful recruitment, development and retention of the human resources. Motivation is a vital element, when it comes to the development of expertise, tasks and quality at work.