



MANAGEMENT PLAN

FY 2022



Letter from the Chief Executive Officer / General Manager

To the Omnitrans Community:

It is hard to put 2020 into words.

We all have felt the impacts of this pandemic in one way or another. These impacts are personal and have changed our perspective. As our employees, riders, and stakeholders face tremendous personal and professional challenges, they still trust Omnitrans to provide essential service.

To be Safe. To be Reliable. To be There.

I am proud to say that the Omnitrans team rose to the challenge of keeping buses moving for essential workers during every wave and spike in Covid-19 cases. Every part of the Agency collaborated to ensure clean and safe buses for riders and clean and safe facilities for our employees.

I am pleased that we were able to develop a hybrid virtual-onsite approach to managing the Agency. We mobilized remote work quickly and with minimal issues. The leadership of the Agency remained present to support our front-line workers who did not have the alternative to work remotely. The Board's flexibility to managing the Agency virtually was key to our successful transition to a new way of working.

While this approach still can present challenges, we recognize it will likely become a part of the way we do business into the future. Despite the disruption of the pandemic being a focal point of 2020, as an Agency we moved a number of important projects and initiatives forward and we feel optimistic about the direction of the Agency's operations in the coming year.

A New Five-Year Strategic Plan

This FY2022 Omnitrans Management Plan is the first of the new 2021-2025 Strategic Plan. The Board's adoption of the plan in April 2021 sets the Agency's course in six key goal areas:

- Safe and Secure Operations
- Customer Experience
- Organizational and Workforce Development
- Finance
- Long-Range Planning
- Community Engagement

The six goal areas are the main focus of this Management Plan. Each area details the key strategic initiatives with a matrix of actions, responsible parties, and proposed schedule. The Senior Leadership Team will be providing quarterly updates to the Board on progress in each goal area.

The collaboration among different parts of the Agency over the last year has touched each of these goal areas. The Agency's collaborative approach has helped us to take advantage of the "timeout" the pandemic created.

- We used the ridership collapse to realign the Agency's operations earlier than the planned September 2020 service level reductions.
- While ridership levels plummeted below anticipated September 2020 levels, the new service levels now act as a target for building ridership—which has been increasing slowly but steadily.
- The Service Resumption Triggers in place enable the Agency to size the increase in service levels to meet increased ridership in line with available operating funds.

The Federal stimulus funds Omnitrans received through the CARES Act and the recently approved American Rescue Plan Act provided an opportunity to set aside local funding for future use.

The Agency also made strides toward its ongoing, future initiatives this past year.

- Omnitrans was successful in helping SBCTA secure an \$86.75 million FTA Capital Investment Grant for the West Valley Connector Bus Rapid Transit project.
- Omnitrans received its first four battery electric buses this year and began the commissioning process. The Agency continues to pursue grant funding to expand its efforts to convert its fleet to zero emission buses by 2040.

Our Focus in 2021-2022

In the coming fiscal year, we look to build on the intra-agency cooperation and coordination we have needed over the last two fiscal years to address the pandemic. The themes that have emerged for the FY2022 Management Plan are:

- **Resiliency and Resumption:** All parts of the Agency have a role to play in organizational readiness to increase ridership and maintain resilient operations.
- **Collaboration:** Our success depends on building more partnerships with our external stakeholders and strengthening our internal collaboration.
- **Risk Management:** The Agency's safety, operational, and financial goals require a laser focus on managing risk.
- **Innovation:** The Agency needs to pursue innovations that improve mobility options for our riders and that improve how the Agency functions.

- **Connectivity:** We play an integral role in connecting people to and through the San Bernardino Valley.

By focusing on improving the Agency's performance in these key areas, our staff will be implementing the Strategic Plan goals. Built into these efforts is recognition that everything the Agency does promotes safe operations and enhances environmental sustainability.

Optimistic for the Future

While we all face a lot of unknowns about business resumption, I believe the Omnitrans team has developed an innovative mindset to address the challenges the pandemic continues to present.

We also look to be resilient to enhance our reliability. We are confident that we are in a better operational and financial position than we have been over the last several years to provide reliable transit service to our riders.

At Omnitrans we are optimistic that FY2022 will feature a return to a semblance of pre-Covid activities. We look forward to playing our part when that happens by providing safe, reliable, and efficient mobility solutions to the San Bernardino Valley.

Sincerely



Erin Rogers
CEO/General Manager

Overview of the Strategic Plan Framework

The recently adopted Omnitrans 2021-2025 Strategic Plan is the foundation for the FY2022 Management Plan, as well as the management plans over the following four years. The Strategic Plan identifies the major issues facing the Agency today and the trends the Agency anticipates managing for this five-year period.

The FY2022 Management Plan is grounded in Omnitrans' Vision, Mission, Values, and Strategic Directions. Incorporating these foundational elements into this year's action plans serves as a qualitative metric of Omnitrans' overall performance.

Omnitrans' Vision

Omnitrans provides innovative mobility solutions that connect our region and strengthen the economy.

Omnitrans' Mission Statement

Omnitrans connects our community with coordinated and sustainable transit service.

Omnitrans' Values

Safety: We put safety first in everything we do.

Customer-Focused: We are responsive to customer needs, enhancing access to opportunities and services.

Performance: We are good stewards of public funds, using our resources efficiently and responsibly for maximum performance in order to promote ridership growth.

Integrity: We are honest, trustworthy, and transparent.

Innovation: We explore new ideas to improve service, support our employees, maximize performance, and protect the environment.

Diversity: We promote equity and respect the broad range of backgrounds, perspectives and ideas represented by our employees and community.

Collaboration: We partner to create mobility solutions that meet a wide range of community needs.

Leadership: We advocate for safe and affordable transit and its value to the community.

Strategic Directions

Secure our finances long-term, and explore new funding sources

Expand our customer base

Explore our role in providing mobility as a service

Engage in local and regional planning, promoting transit as a solution
Strengthen our communication
Be bold, entrepreneurial, and innovative

Implementation

Over 2020, and into 2021, collaboration among the Agency’s functional units has become essential. The pandemic required the entire Senior Leadership Team to work together to respond to the initial crisis. As the Agency found its footing through the various tiers of restrictions and on-going changes, collaboration became standard operating procedure.

As a result, the performance of each functional unit in FY2022 will not only be the result of implementing discrete actions in a particular goal area but the result of working across functional units as well to achieve the Agency’s primary objective:

Safe and reliable transit service that meets the needs of our riders, employees, and stakeholders

The infographic below provides a sense of how the different Senior Leadership Team members will collaborate with one another on the six primary goals of the Management Plan.



OmniTrans Management Plan FY2022

Goal 1: Safe and Secure Operations

Enhance our safety culture by providing safe and secure operations, improving safety for employees and customers while responding swiftly to new and emerging conditions.

Lead Department: Safety and Regulatory Compliance

Supporting: Operations, Strategic Development, Human Resources, Maintenance

Strategic Initiatives

- a) Implement targeted safety and amenities improvements to enhance the transit experience for riders and operators
- b) Continuously improve agency practices that augment safety, ensure resiliency, and maintain compliance with evolving regulations
- c) Elevate our safety culture with enhanced agencywide safety training and employee engagement
- d) Expand public safety partnerships to improve our response to security issues
- e) Develop and implement targeted safety campaigns based on safety data and employee feedback

Strategic Plan Initiatives

Goal 1: FY2022 Management Plan Actions

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Complete SCAG Bus Stop Safety Study	1:a 2:f		X		
Initiate deployment of permanent driver barriers	1:a			X	X
Maintain enhanced cleaning of vehicles and facilities	1:a	X	X	X	X
Implement elements of the Agency Safety Plan	1:abcde	X	X	X	X
Expand electric bus training for drivers and mechanics	1:abc 5:e	X	X	X	X
Install additional bus stop amenities to support safety at bus stops	1:a 2:f				X

Outcome Measures

- a) Reduced accident/incident/injury rates
- b) Reduced safety/insurance associated cost escalation
- c) Completed internal and external safety campaigns
- d) Increased share of bus stops with amenities
- e) Improved customer safety perception

Key 2020-2021 Results

- Completed multiple actions and mitigation measures to keep customers and employees safe during pandemic
- Initiated SCAG Bus Stop Safety Study
- Installed additional passenger amenities including bus shelters, solar lights and benches
- Completed Illness, Injury Prevention Plan (IIPP)
- Developed online safety reporting tool
- Adopted Public Transit Agency Safety Plan
- Developed Continuity of Operations Plan (COOP)

Goal 2: Customer Experience

Provide an overall customer experience that reflects reliable, responsive, and exceptional service and promotes ridership growth.

Lead Department: Marketing and Communications

Supporting: Operations, Strategic Development, Human Resources, Maintenance

Strategic Initiatives

- a) Maximize frequent, high quality service to meet the needs and expectations of current and future riders
- b) Increase multi-modal connectivity, improve transfers and regional connectivity to improve ease of use for riders across Omnitrans’ routes and partner agency systems
- c) Set standards and training for customer service excellence to promote our culture of service and success
- d) Expand partnerships with other agencies to streamline the customer experience
- e) Expand our use of technology to strengthen our marketing campaigns
- f) Update our fleet maintenance and facilities standards to improve our image and amenities and to attract and retain riders
- g) Expand community and corporate partnerships with a focus on attracting riders through service refinement and specialty service opportunities

Strategic Plan Initiatives

Goal 2: FY2022 Management Plan Actions

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Implement the elements of the Service Restoration Plan, focused on service frequency on the core network	2:ab 5:a	X		X	
Implement OmniRide Upland and advance OmniRide Bloomington	2:abe 5:f	X		X	X
Plan and adjust service for connections to Arrow	2:b			X	X
Convene regional transit partner meetings targeted at improving and promoting cross-county services and connections	2:bd 6:abe		X	X	X
Participate in regional fare discussions	2:d	X	X	X	X

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Implement Token Transit validators	2:bce 5:f	X	X		
Continue to advance "new bus" standard rehabilitation projects	2:cf	X	X	X	X
Partner with cities/county and school districts to offer service to support special initiatives to showcase Omnitrans services	2:dg 5:a 6:a	X	X	X	X

Outcome Measures

- a) Increased ridership
- b) Expanded customer profile
- c) Increased adoption of customer facing technology
- d) Increased modal connections/transfers to other transportation modes
- e) Increased customer satisfaction ratings

Key 2020-2021 Results

- Initiated Customer Excellence Program
- Implemented Transit App as the official Omnitrans app to include contactless payment and trip planning in one app
- Developed a customer service chat function on Omnitrans app
- Improved the user experience of the Omnitrans website
- Promoted attaining near-zero vehicle status on 58 buses

Goal 3: Organizational and Workforce Development

Develop an adaptable organization focused on employees that adjusts to changing conditions and promotes a culture of success and collaboration.

Lead Department: Human Resources
 Supporting: Operations, Strategic Development, Procurement, Finance, Marketing and Communications, Maintenance

Strategic Initiatives

- a) Link professional development initiatives and training to the strategic plan to strengthen the link between day-to-day operations and broader agency goals
- b) Set standards and training for customer service excellence to promote our culture of service and success
- c) Explore updates to compensation and related policies to make us a more competitive employer and increase employee retention
- d) Expand internal communications to create an open environment for staff to share ideas and contributions
- e) Create clear pathways for promotions to provide stability and awareness of opportunities for staff
- f) Create multidisciplinary teams to tackle emerging issues and develop improvement strategies while expanding employees’ breadth of experience
- g) Explore and implement administrative best practices

Strategic Plan Initiatives

Goal 3: FY2022 Management Plan Actions

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Align day-to-day operations and performance management with Strategic Plan Goals and new vision, mission and values	3:adf	X	X	X	X
Update compensation policies following peer and legal reviews	3:ceg		X	X	X
Evaluate internal communications methods, and implement modified internal communication strategy	3:dg	X	X	X	X
Identify career pathways and promote succession planning	3:cde	X	X	X	X

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Engage the Diversity, Equity, and Inclusion Committee to identify opportunities to improve Agency culture	3:df 6:f	X	X	X	X
Update personnel policies for efficiency and effectiveness	3:aeg		X	X	X

Outcome Measures

- a) Increased staff engagement touchpoints; opportunities
- b) Increased staff retention
- c) Increased staff readiness/advancement
- d) Increased proportion of internal promotions versus external recruitment
- e) Implemented strategic plan-aligned performance management

Key 2020-2021 Results

- Initiated comprehensive all hands meetings, implemented OmniBlast news alerts, added texting information to all employees
- Completed Strategic Plan
- Recalled 78 employees to support service resumption (46%)
- Initiated Leadership Development Academy for Supervisors
- Developed peer-to-peer manager program
- Implemented successful remote work policy and arrangements
- Implemented joint labor-management meetings
- Initiated ongoing workforce development outreach to local high schools and colleges
- Formalized internship program
- Board adopted Diversity, Equity, and Inclusion resolution

Goal 4: Finance

Expand our financial resources to support operational stability and increase service levels in strategic ways.

Lead Department: Finance

Supporting: Operations, Strategic Development, Information Technology, Human Resources, Marketing and Communications, Safety and Regulatory Compliance, Procurement, Maintenance

Strategic Initiatives

- a) Maintain alignment between service levels and funding for long-term financial sustainability
- b) Seek out corporate and other partnerships for new sources of revenue and service opportunities
- c) Pursue grants to provide alternative sources of funding to support capital and operating objectives
- d) Evaluate and enhance risk management practices in order to reduce long-term costs
- e) Seek technology enhancements that can reduce costs, enhance efficiency, or improve effectiveness of both service delivery and administration
- f) Seek state and local procurement partnerships to achieve economies of scale and reduce overall costs

Strategic Plan Initiatives

Goal 4: FY2022 Management Plan Actions

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Manage service levels based on Board approved Service Resumption Triggers	4:a	X	X	X	X
Adopt the Capital Plan and utilize it to seek grants	4:bc 5:ef	X	X	X	X
Enhance risk management practices through training and enhanced safety measures	1:bc 4:d	X	X	X	X
Evaluate Datacenter and SAP migrations to the Cloud	4:e	X	X	X	X
Initiate a cybersecurity review study	4:e	X	X		
Evaluate Fare Capping	2:ce 4:ae 6:f			X	X

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Utilize State Department of General Services contracts for FY2022 assets	4:cf	X	X	X	X
Evaluate best/emerging practices in procurement that support innovation, efficiency and cost saving	4:f				X

Outcome Measures

- a) Balanced long-term budget
- b) Increased grant and partnership revenues (from baseline)
- c) Reduced costs from procurement and liability management practices
- d) Increased return on investment from technology-based efficiencies

Key 2020-2021 Results

- Modified service levels based on ridership/demand and financial triggers
- Purchased electric buses utilizing state contracts to realize procurement efficiencies
- Adopted revised procurement policies to streamline procurement process.
- Adopted Zero Emission Bus (ZEB) Rollout Plan
- Received Procurement Achievement of Excellence Award

Goal 5: Long-Range Planning

Strengthen our leadership in creating mobility solutions in local and regional planning.

Lead Department: Strategic Development
Supporting: Operations, Finance, Maintenance

Strategic Initiatives

- a) Partner with businesses and communities to develop targeted services
- b) Convene regional planning conversations to strategize on transit’s interdependence with land use
- c) Engage with local policy makers to promote transit-supportive land use planning
- d) Advocate at federal, state, and local levels for funding and regulatory changes that will allow for improved transit service
- e) Advance long-term implementation of zero-emission vehicles and related infrastructure
- f) Implement new or modify existing services to take advantage of innovation, automation, and emerging transportation technology

Strategic Plan Initiatives

Goal 5: FY2022 Management Plan Actions

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Advance the West Valley Connector in partnership with SBCTA	2:ab 5:aef	X	X	X	X
Develop Omnitrans role on ONT Loop Project in partnership with SBCTA	2:ab 5:aef	X	X	X	X
Align services with needs of large employers and seek corporate partnerships	5:a 6:b	X	X	X	X
Implement annual Omnitrans/City staff level meetings	5:bc 6:ab	X	X	X	X
Review and respond to development reviews to support cities and partner with cities to support planning efforts	5:bc	X	X	X	X
Support city/county grant applications that align transit, transit amenities and housing	5:bcd	X	X	X	X
Engage with industry partners to advocate for transit funding, regulatory relief and share best practices	5:bcd	X	X	X	X

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Advance the implementation of electric vehicles and infrastructure	5:e	X	X	X	X
Track vehicle automation developments and seek opportunities to explore pilot projects	5:f				X
Evaluate mixed fleet opportunities for OmniAccess	4:a 5:f			X	X

Outcome Measures:

- a) Contributed to advocacy-based, transit-supportive funding and regulatory changes
- b) Increased partnership-driven service
- c) Advanced implementation of zero-emission vehicles and infrastructure
- d) Identified technology-based opportunities for agency to consider

Key 2020-2021 Results

- Implemented additional service and amenity improvements at Amazon San Bernardino Airport facility
- Purchased first four electric buses and associated infrastructure with service initiated on May 2021
- Partnered with SBCTA to advance West Valley Connector project
- Implemented OmniRide Chino Hills

Goal 6: Community Engagement

Expand our partnerships and engage the community to be responsive to community needs and enhance Omnitrans' value in the region.

Lead Department: Marketing and Communications, Strategic Development
Supporting: Operations

Strategic Initiatives

- a) Expand community, civic and corporate partnerships to promote services and attract new riders
- b) Expand our external communications and marketing campaigns to highlight Omnitrans' community value
- c) Target engagement to maximize impact and report regularly on outcomes
- d) Cultivate a network of stakeholders and advocates to support transit objectives
- e) Cultivate regional mobility partnerships to provide specialized services
- f) Advance equity in our region through programs and partnerships

Strategic Plan Initiatives

Goal 6: FY2022 Management Plan Actions

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Expand and support Regional Mobility Partnerships (RMPs)	6:de		X	X	X
Advance corporate pass program	4:b 5:a 6:a			X	X
Utilize evergreen campaigns to enhance service awareness among key audiences	6:abcf	X	X	X	X
Prioritize and implement outreach to key market segments (i.e., students)	6:bf	X	X	X	X
Create Omnitrans Youth Council	6:df			X	X
Evaluate and Implement TNC Community Partnerships	6:def		X	X	X
Implement Free Fares to School pilot program	2:g 6:cf	X			

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Participate in regional (San Bernardino County, SCAG) and industry (APTA, CTA) equity work groups and support initiatives	6:f	X	X	X	X

Outcome Measures

- a) Increased engagement of community stakeholders
- b) Incorporated community engagement into partnership opportunities
- c) Increased awareness of Omnitrans’ value among target audiences, including community, civic and corporate partners
- d) Expanded ridership among Regional Mobility Partnership Services

Key 2020-2021 Results

- Awarded six regional mobility partner grants to community partners
- Updated Board Member Orientation and Handbook and conducted new Board member briefings
- Initiated shuttle service to Covid-19 vaccine sites
- Established food delivery partnerships using excess capacity on OmniAccess fleet