



Strategic PLAN

2021-2025





Strategic **PLAN**
2021-2025

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LETTER FROM THE CHIEF EXECUTIVE OFFICER/GENERAL MANAGER

To the Omnitrans Community

One year ago, we began the process to update our Strategic Plan, the five-year guiding document for our organization. Within weeks, the pandemic changed everything.

Like transit agencies across the country, Omnitrans faced greatly reduced ridership and significant uncertainty, combined with a heightened need to protect the health and safety of our employees and customers.

Responding to this challenge, we initiated a number of actions that addressed immediate needs, while laying the foundation for this next Strategic Plan.

We instituted our ConnectForward Plan service reductions early, which allowed us to focus our resources and services toward the needs of our essential ridership and deliver increased safety protections for riders, our frontline workers, and all Omnitrans staff. Thanks to our nimble service response to COVID-19 and strategic use of federal stimulus funding, the pandemic has provided a financial reset for the agency, aligning service levels with funding.

With the support and leadership of Omnitrans' Board of Directors, the Senior Leadership Team and all of our staff, we have become a more flexible and resilient organization, on better financial footing, and ready to move forward.

At the core of our Strategic Plan are the vision, mission, and values statements that guide our organization. Over the last twelve months, Omnitrans' Senior Leadership Team coordinated agency-wide conversations focused on fundamental questions about Omnitrans' strengths and values, and our aspirations for the organization. With robust input from Omnitrans' Board Members, employees, and the community, we have updated all of these statements to reflect who we are and who we would like to be in the coming years.

Our Strategic Plan maintains strategic continuity with the previous Strategic Plan and features several new strategic directions that will drive our work over the next five years. We will:

- **Secure** our finances long-term and explore new funding sources
- **Expand** our customer base
- **Enhance** our role in providing mobility and connectivity to the community
- **Engage** in local and regional planning to promoting transit as a part of sustainable development
- **Strengthen** our communication with all our stakeholders
- **Be bold**, entrepreneurial, and innovative

As we look forward toward the next five years, we will continue to **embrace the values of resilience, adaptability, stability, and innovation**, as we balance our financial sustainability with the changing needs of the region. We will:

- Continue to put the **safety and security** of our employees and customers first
- **Commit** to resuming additional service based upon available revenue
- **Seek out** new funding and service partnerships to help us meet state emissions mandates and other capital funding needs
- **Ensure** that Omnitrans provides clear career pathways and expanded opportunities for employees to share their ideas about making the agency a better place to work
- **Look for innovative** mobility solutions to enhance service across our member jurisdictions
- **Continue to improve** the interconnectivity of transit services in the region

I am proud the Omnitrans team has come together to meet this moment and focus on our future.

Sincerely,

Erin Rogers

CEO/General Manager

INTRODUCTION

Purpose of the Strategic Plan

We are living in challenging times which require bold, innovative, and flexible leadership. Our Strategic Plan helps us meet this moment by redefining our shared vision, purpose and commitments to our employees, customers, and community. As the guiding document for our work over the next few years, the Strategic Plan serves as a road map to help us meet our goals—to connect our communities with safe and exceptional service, champion the work of our employees, maintain financial sustainability, and expand economic opportunity and mobility across the region.

Planning Process Overview

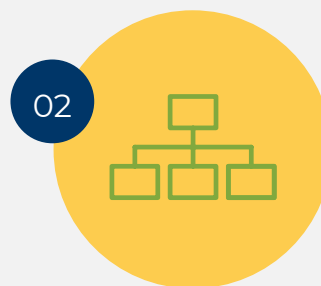
From March 2020 to March 2021, we engaged Omnitrans' Board of Directors, employees, customers, and community stakeholders through a variety of meetings, working sessions, focus groups and surveys to craft this Strategic Plan. Our planning process included four phases, guided by MIG, Inc. as our strategic planning consultants.



PHASE 1

ASSESSMENT

Define our shared outcomes for the process, and identify issues and priorities for the future through a range of engagement activities



PHASE 2

DEVELOPING THE FRAMEWORK

Refine and update the organization's vision, mission, and values, and develop goals for the next five years



Omnitrans' Senior Leadership Team created a set of objectives to use while developing the plan:

- Set a foundation for stability and recovery
- Develop a flexible and actionable plan with timeframes for implementation
- Develop materials to support implementation

03



PHASE 3
**STRATEGY
DEVELOPMENT**

Develop strategies to meet these goals and performance measures to serve as milestones along the way

04



PHASE 4
STRATEGIC PLAN

Complete the draft and final plan

Strategic Plan Context and Linkages

The Strategic Plan sets our vision, goals and priorities and serves as the overall business plan for our organization. It is a living document and guide for other plans we develop, including:

- The **Short-Range Transit Plan**, which lays out our plans for service delivery and standards for the coming years, and how we will fund our operations, and
- Annual implementation plans, including the **Management Plan, Service Plan, Budget,** and **Marketing Plan**, which link the goals in this Strategic Plan to our daily work and the operations of our organization.

The actions we take to meet the goals laid out here will change as we move through this five-year period and address the evolving requirements and landscape of our work. We will need to be pragmatic in our work to balance how and where we stretch and act boldly to meet our goals. Additionally, we will need to challenge ourselves to share ideas, resources, and successes as we work across the organization and with our partners.



OVERVIEW OF THE STRATEGIC PLAN FRAMEWORK

The Strategic Plan framework provides an overview of the organization of the Strategic Plan.

VISION Our desired future

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

MISSION Our purpose

Omnitrans connects our community with coordinated and sustainable transit service

VALUES Our shared beliefs

Safety | Customer-Focused | Performance | Integrity
Innovation | Diversity | Collaboration | Leadership

STRATEGIC DIRECTIONS

| | | |
|--|--|--|
| SECURE our finances long-term, and explore new funding sources | EXPAND our customer base | ENHANCE our role in providing mobility and connectivity to the community |
| ENGAGE in local and regional planning, promoting transit as a solution | STRENGTHEN our communication | BE BOLD entrepreneurial, and innovative |

GOALS Our path toward our vision

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

Each Goal includes these elements, directed by key department leads

OBJECTIVE

STRATEGIC DIRECTIONS

STRATEGIC INITIATIVES

OUTCOME MEASURES



Vision and Mission

OUR VISION for the future and ultimate goal is to provide innovative mobility solutions that connect our region and strengthen the economy.

Values

Our values are the **shared beliefs that represent what are most important to us as an organization.**

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.



OUR MISSION and purpose as an organization is to **connect our community with coordinated and sustainable transit service.**

Strategic Directions

The strategic directions are **our priorities for moving Omnitrans forward.**



SECURE

our finances long-term,
and explore new funding
sources



EXPAND

our customer base



ENHANCE

our role in providing
mobility and connectivity to
the community



ENGAGE

in local and regional
planning, promoting transit
as a solution



STRENGTHEN

our communication



BE BOLD,

entrepreneurial, and
innovative

Goals

OUR GOALS provide a “path” toward our **primary desired achievements**. The goals also serve as the organizing structure for elements that will direct our implementation efforts.

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.

We will build internal and external confidence in security protocols and responsiveness, continue to address public health requirements and community concerns, and expand our customer base.

2 CUSTOMER EXPERIENCE

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

We will deliver excellent customer service designed to expand our customer base and enhance the customer experience.

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.

We will strengthen internal communication and engagement and refine internal policies and procedures for decision making.



4 FINANCE

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

We will align service levels with operating funds and identify additional and innovative funding opportunities.

5 LONG-RANGE PLANNING

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

We will meet regional mandates through service planning, explore innovative partnerships and service opportunities, and engage in policy development about local and regional growth.

6 COMMUNITY ENGAGEMENT

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

We will build community awareness of Omnitrans' value within the region and engage with community partners at policy and grassroots levels.

THIS PLAN

Each Goal includes five elements



GOAL OBJECTIVE STATEMENT

What we hope to achieve in our work.



LEAD DEPARTMENT(S)

Omnitrans Senior Leadership Team members responsible for executing and coordinating implementation and reporting across functions of the Strategic Initiative. Additionally, key supporting Departments for each initiative are identified.



STRATEGIC DIRECTIONS

These are agency-wide objectives setting our collective path forward.



STRATEGIC INITIATIVE

Set of activities Omnitrans will use to reach each goal.



OUTCOME MEASURE

Milestones and/or indicators used to articulate yearly progress and achievements. Completion target dates are organized within the plan timeframe as short-term (in years 1 and 2) or long-term (years 3 to 5).

IMPLEMENTATION

Implementing our Strategic Plan will involve all of us at Omnitrans. The Omnitrans Senior Leadership Team (SLT) will direct this process—Directors will coordinate the overall work of each goal area and will be responsible for implementing the work of each goal relevant to their department.

During each year of this plan, Omnitrans' Annual Management Plan will link to these goals and strategies. The SLT, in concert with department staff, will craft a set of actions to reach the strategic plan initiatives during the year.

GOAL 1

Safe and Secure Operations



LEAD

Director, Safety and Regulatory Compliance

Supporting Departments: Operations, Strategic Development, Human Resources, Maintenance



OBJECTIVE STATEMENT

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



STRATEGIC DIRECTIONS

- **Build internal and external confidence in security protocols and responsiveness**
- **Enhance safety culture throughout the organization**
- **Address public health requirements and community concerns**
- **Expand our customer base**



STRATEGIC INITIATIVES

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



OUTCOME MEASURES

- Reduced accident/incident/injury rates
- Reduced safety/insurance associated cost escalation
- Completed internal and external safety campaigns
- Increased share of bus stops with amenities
- Improved customer safety perception rating



| Goal 1: Safe & Secure Operations Lead: Director, Safety and Regulatory Compliance | | Accomplished by: | | | |
|--|--|------------------|---------|---------|---------|
| Strategic Initiatives | | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| a | Implement targeted safety and amenities improvements to enhance the transit experience for customers and operators Lead: Director, Maintenance | | • | • | • |
| b | Continuously improve agency practices that augment safety, ensure resiliency, and maintain compliance with evolving regulations Lead: Director, Safety and Regulatory Compliance | • | • | • | • |
| c | Elevate our safety culture with enhanced agencywide safety training and employee engagement Lead: Director, Safety and Regulatory Compliance | • | • | • | • |
| d | Expand public safety partnerships to improve our response to security issues Lead: Director, Safety and Regulatory Compliance | | | • | • |
| e | Develop and implement targeted safety campaigns based on safety data and employee feedback Lead: Director, Safety and Regulatory Compliance | • | • | • | • |

| Outcome Measures | |
|------------------|---|
| i | Reduced accident/incident/injury rates |
| ii | Reduced safety/insurance associated cost escalation |
| iii | Completed internal and external safety campaigns |
| iv | Increased share of bus stops with amenities |
| v | Improved customer safety perception rating |

GOAL 2

Customer Experience



LEAD

Director, Marketing and Communications

Supporting Departments: Operations, Strategic Development, Human Resources, Maintenance



OBJECTIVE STATEMENT

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



STRATEGIC DIRECTIONS

- **Expand our customer base**
- **Enhance the holistic customer experience**



STRATEGIC INITIATIVES

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



OUTCOME MEASURES

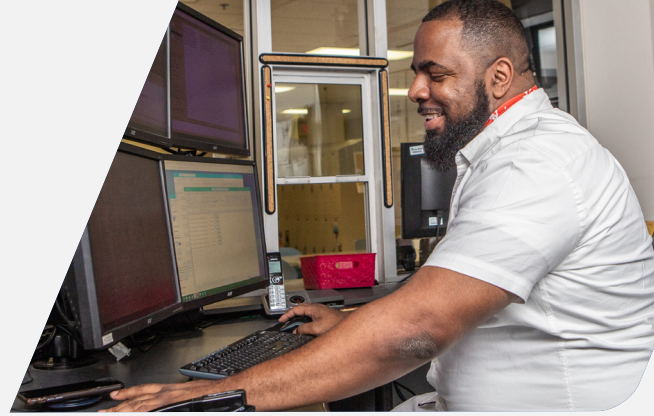
- Increased ridership
- Expanded customer profile
- Increased adoption of customer facing technology
- Increased modal connections/transfers to other transportation modes
- Increased customer satisfaction ratings

| Goal 2: Customer Experience Lead: Director, Marketing and Communications | | Accomplished by: | | | |
|---|---|------------------|---------|---------|---------|
| Strategic Initiatives | | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| a | Maximize frequent, high quality service to meet the needs and expectations of current and future customers Lead: Director, Strategic Development | | • | | • |
| b | Increase multi-modal connectivity, improve transfers and regional connectivity to improve ease of use for customers across Omnitrans' routes and partner agency systems Lead: Director, Strategic Development | • | • | • | • |
| c | Set standards and training for customer service excellence to promote our culture of service and success Lead: Director, Marketing and Communications | • | • | | |
| d | Expand partnerships with other agencies to streamline the customer experience Lead: Director, Marketing and Communications | | • | • | • |
| e | Expand our use of technology to strengthen our marketing campaigns Lead: Director, Marketing and Communications | • | • | • | • |
| f | Update our fleet maintenance standards to improve our image and amenities to attract and retain customers Lead: Director, Maintenance | • | • | | |
| g | Expand community and corporate partnerships with a focus on attracting customers through service refinement and specialty service opportunities Lead: Director, Marketing and Communications | • | • | • | • |

| Outcome Measures | |
|------------------|---|
| i | Increased ridership |
| ii | Expanded customer profile |
| iii | Increased adoption of customer facing technology |
| iv | Increased modal connections/transfers to other transportation modes |
| v | Increased customer satisfaction ratings |

GOAL 3

Organizational and Workforce Development



LEAD

Director, Human Resources

Supporting Departments: Operations, Strategic Development, Procurement, Finance, Marketing and Communications, Maintenance



OBJECTIVE STATEMENT

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



STRATEGIC DIRECTIONS

- **Strengthen internal communication and engagement**
- **Refine internal policies and procedures for streamlined decision making**



STRATEGIC INITIATIVES

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



OUTCOME MEASURES

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

| Goal 3: Organizational and Workforce Development Lead: Director, Human Resources | | Accomplished by: | | | |
|---|--|------------------|---------|---------|---------|
| Strategic Initiatives | | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| a | Link professional development initiatives and training to the strategic plan to strengthen the link between day-to-day operations and broader agency goals Lead: Director, Human Resources | • | • | | |
| b | Set standards and training for customer service excellence to promote our culture of service and success Lead: Director, Marketing and Communications | • | • | | |
| c | Explore updates to compensation and related policies to make us a more competitive employer and increase employee retention Lead: Director, Human Resources | | • | • | • |
| d | Expand internal communications to create an open environment for staff to share ideas and contributions Lead: Director, Human Resources | • | • | | |
| e | Create clear pathways for promotions to provide stability and awareness of opportunities for staff Leads: Director, Human Resources; Director, Marketing and Communications | • | • | • | • |
| f | Create multidisciplinary teams to tackle emerging issues and develop improvement strategies while expanding employees' breadth of experience Lead: Director, Human Resources | • | • | | |
| g | Explore and implement administrative best practices Lead: Director, Human Resources | | • | • | • |

| Outcome Measures | |
|------------------|---|
| i | Increased staff engagement |
| ii | Increased staff retention |
| iii | Increased staff readiness/advancement |
| iv | Increased proportion of internal promotions versus external recruitment |
| v | Implemented strategic plan-aligned performance management |

GOAL 4 Finance



LEAD

Director, Finance

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



OBJECTIVE STATEMENT

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



STRATEGIC DIRECTIONS

- Align service levels with operating funds
- Identify additional and innovative funding opportunities
- Increase service levels



STRATEGIC INITIATIVES

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



OUTCOME MEASURES

- Balanced long-term budget
- Increased grant and partnership revenues (from baseline)
- Reduced costs from procurement processes/practices
- Reduced costs associated with liability and workers compensation programs
- Increased return on investment from technology-based efficiencies

| Goal 4: Finance Lead: Director, Finance | | Accomplished by: | | | |
|--|---|------------------|---------|---------|---------|
| Strategic Initiatives | | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| a | Maintain alignment between service level and funding for long-term financial sustainability Lead: Director, Strategic Development | • | • | • | • |
| b | Seek out corporate and other partnerships for new sources of revenue and service opportunities Leads: Director, Marketing and Communications; Director, Strategic Development | • | • | • | • |
| c | Pursue grants to provide alternative sources of funding to support capital and operating objectives Lead: Director, Strategic Development | • | • | • | • |
| d | Evaluate and enhance risk management practices in order to reduce long-term costs Lead: Director, Finance | • | • | • | • |
| e | Seek technology enhancements that can reduce costs, enhance efficiency, or improve effectiveness of both service delivery and administration Lead: Director, Information Technology | • | • | • | • |
| f | Seek state and local procurement partnerships to achieve economies of scale and reduce overall costs Lead: Director, Procurement | • | • | • | • |

| Outcome Measures | |
|------------------|---|
| i | Balanced long-term budget |
| ii | Increased grant and partnership revenues (from baseline) |
| iii | Reduced costs from procurement processes/practices |
| iv | Reduced costs associated with liability and workers compensation programs |
| v | Increased return on investment from technology-based efficiencies |

GOAL 5

Long-Range Planning



LEAD

Strategic Development

Supporting Departments: Operations, Finance, Maintenance



OBJECTIVE STATEMENT

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



STRATEGIC DIRECTIONS

- **Support policy development in local and regional growth**
- **Meet regional mandates through service planning**
- **Explore innovative partnerships and service opportunities**



STRATEGIC INITIATIVES

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



OUTCOME MEASURES

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

| Goal 5: Long-Range Planning Lead: Director, Strategic Development | | Accomplished by: | | | |
|--|---|------------------|---------|---------|---------|
| Strategic Initiatives | | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| a | Partner with businesses and communities to develop targeted services Lead: Director, Strategic Development | • | • | • | • |
| b | Convene regional planning conversations to strategize on transit's interdependence with land use Lead: Director, Strategic Development | | • | • | • |
| c | Engage with local policy makers to promote transit-supportive land use planning Lead: Director, Strategic Development | • | • | • | • |
| d | Advocate at federal, state, and local levels for funding and regulatory changes that will allow for improved transit service Lead: Director, Strategic Development | • | • | • | • |
| e | Advance long-term implementation of zero-emission vehicles and related infrastructure Lead: Director, Maintenance | | • | • | • |
| f | Implement new or modify existing services to take advantage of innovation, automation, and emerging transportation technology Lead: Director, Strategic Development | | • | • | • |

| Outcome Measures | |
|------------------|--|
| i | Contributed to advocacy-based, transit-supportive funding and regulatory changes |
| ii | Increased partnership-driven service |
| iii | Advanced implementation of zero-emission vehicles and infrastructure |
| iv | Identified technology-based opportunities for agency to consider |

GOAL 6

Community Engagement



LEAD

Director, Marketing and Communications; Director, Strategic Development

Supporting Departments: Operations



OBJECTIVE STATEMENT

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



STRATEGIC DIRECTIONS

- Build awareness of Omnitrans and expand Omnitrans' value within the region
- Engage with community partners at policy and grassroots levels



STRATEGIC INITIATIVES

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



OUTCOME MEASURES

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

| Goal 6: Community Engagement Leads: Director, Marketing and Communications; Director, Strategic Development | | Accomplished by: | | | |
|--|--|------------------|---------|---------|---------|
| Strategic Initiatives | | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| a | Expand community, civic and corporate partnerships to promote services and attract new customers Lead: Director, Marketing and Communications | • | • | • | • |
| b | Expand our external communications and marketing campaigns to highlight Omnitrans' community value Lead: Director, Marketing and Communications | • | • | • | • |
| c | Target engagement to maximize impact and report on outcomes Lead: Director, Marketing and Communications | • | • | • | • |
| d | Cultivate a network of stakeholders and advocates to support transit objectives Leads: Director, Marketing and Communications; Director, Strategic Development | • | • | • | • |
| e | Cultivate regional mobility partnerships to provide specialized services Lead: Director, Operations | • | • | • | • |
| f | Advance equity in our region through new programs and partnerships Lead: Director, Marketing and Communications | • | • | • | • |

| Outcome Measures | |
|------------------|---|
| i | Increased engagement of community stakeholders |
| ii | Incorporated community engagement into partnership opportunities |
| iii | Increased awareness of Omnitrans' value among target audiences, including community, civic and corporate partners |
| iv | Expanded ridership among Regional Mobility Partner Services |



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2021-2025