

FY 2023

Omnitrans
Management Plan



Letter from the Chief Executive Officer / General Manager

To the Omnitrans Community:

The impacts of the second year of the pandemic tested Omnitrans' fortitude.

As the year began, we hoped to have turned the corner on the pandemic, instead the Agency faced further disruptions and on-going challenges as another surge in the virus occurred. Like many other transit agencies, Omnitrans experienced limited ridership growth, staffing shortages, and difficulty recruiting for open positions. These challenges impacted the service delivery to our customers and the communities we serve.

Meeting the Challenges of 2021-2022

Even so, the Omnitrans team—from the Board of Directors to front line and administrative support staff—pulled together to face these challenges. In the face of ongoing uncertainty, the team adopted a “can do” attitude to overcome service and operational challenges. The Omnitrans Board of Directors was instrumental in leading and guiding the Agency through this difficult period.

Contributing to this sense of teamwork was adoption of the 2021-2025 Strategic Plan, which emphasized collaboration in six goal areas:

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

Despite the ongoing operational challenges, the Omnitrans team made significant progress in each of these goal areas over the past fiscal year. Among the year's highlights are:

- Launching Free Fares for School Program
- Initiating OmniRide microtransit service in Upland and Bloomington
- Placing the first four electric buses of the fleet into revenue service
- Strengthening the Agency's financial position
- Furthering the implementation of West Valley Connector project
- Aligning performance management with the Strategic Plan Goals
- Adjusting service levels to ensure reliability

Outlook for 2022-2023

Looking to the next fiscal year, we will continue to emphasize the key FY2022 management plan themes of resiliency and resumption, collaboration, risk management, innovation, and connectivity.

In addition, three emerging themes will drive our focus during FY2023.

- **Service Resumption:** While service resumption has been the goal, service levels remain below what was planned for this fiscal year and system ridership remains approximately 50 percent below pre-pandemic levels. Increased service and ridership will require a multi-faceted approach including providing frequent and reliable service, ensuring that the buses and facilities remain safe and clean, providing improved bus stop amenities, and enhancing customer-facing technology.
- **Employee Engagement and Workforce Development:** The current staffing challenges underscore the need for the Agency to improve employee engagement and retention. We will continue to align performance management with organizational goals and employee development. Our intent is to build a solid bench of talented employees while also attracting top talent from the industry.
- **Environmental Sustainability:** Omnitrans' sustainability efforts are part of a larger shift to sustainable mobility in the San Bernardino Valley. The Agency will build on its first four electric buses by adding hydrogen fuel cell buses to the fleet. This will facilitate better understanding of both technologies and how they may meet the future needs of the Agency. In addition, the Agency is committed to the FTA Sustainability for a Healthy Planet Challenge and has developed a Climate Action Plan focused on reducing greenhouse gas emissions and energy consumption.

Optimistic for the Future

This is the second year of the 2021-2025 Strategic Plan. The plan's emphasis on an integrated and collaborative agency remains central to this Management Plan. What the Omnitrans team has accomplished in this fiscal year and throughout the pandemic demonstrates resiliency and commitment. We have reason to be optimistic for the future.

Embarking on a new corporate culture in the midst of two years of a disruptive pandemic has made Omnitrans a stronger transit agency, one that is better positioned to provide our riders and our communities with safe, reliable, and sustainable mobility solutions.

To our customers, I want to thank you for continuing to put your trust in Omnitrans to help you get to where you are going.

To our employees, I want to thank you for rising to the numerous challenges that you have faced—and continue to face—to support each other and ultimately provide our customers with top-notch service.

To our Board, I want to thank you for your leadership, guidance, and support in helping Omnitrans serve your communities.

Sincerely,



Erin Rogers
CEO and General Manager

Overview of the Strategic Plan Framework

The FY2023 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

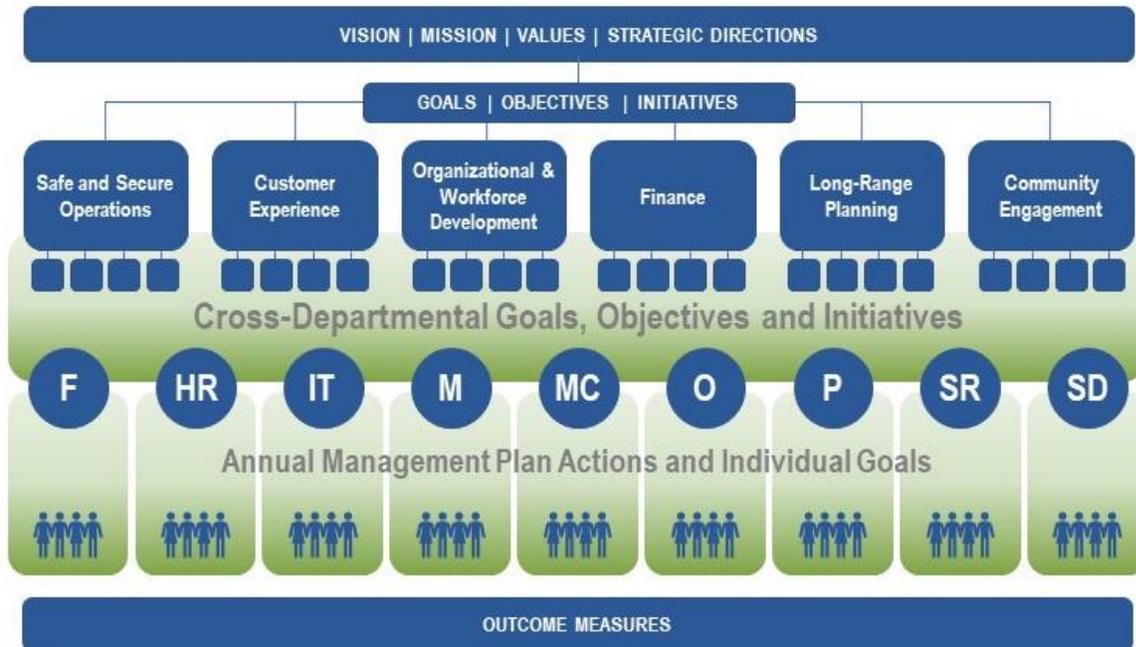
Collaboration among the functional units was essential to meeting the challenges of FY2022. Similarly, in FY2023 the performance of each functional unit will not only be the result of implementing discrete action in a particular goal area but the result of working across functional units as well to achieve the Agency’s primary objective:

Safe and reliable transit service that meets the needs of our customers, 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.



During FY2022, the Agency updated the performance evaluation process for administrative employees to achieve two key objectives: align all performance evaluations with the Agency’s fiscal year and sync individual goals to departmental goals, the management plan, and the overall strategic plan. In this way, both individual and department goals directly implement the Annual Management Plan.



OmniTrans Management Plan FY2023

Strategic Plan Initiatives

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, Information Technology

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

Goal 1: FY2023 Management Plan Actions

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Implement elements of the Agency Safety Plan including the Safety Management System	1:abcde	X	X	X	X
Expand zero-emission bus training for drivers and mechanics	1:abc 5:3	X	X	X	X
Enhance overall driver training to focus on safety and customer service	1:bce	X	X	X	X
Maintain enhanced cleaning of vehicles and facilities	1:a	X	X	X	X
Maintain existing and install additional bus stop amenities to support safety at bus stops	1:a 2:f	X	X	X	X

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Strengthen Agency's Cybersecurity position	1:bc			X	X
Coordinate with public safety agencies to strengthen transit system security	1:d	X	X	X	X
Engage in regional emergency management preparation and training	1:cd		X	X	X
Conduct ongoing safety compliance reviews	1:bc	X	X	X	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 2021-2022 Results

- Completed multiple actions and mitigation measures to keep customers and employees safe during the pandemic
- Adopted SCAG Bus Stop Safety Study
- Installed additional passenger amenities including bus shelters, solar lights and benches
- Implemented Board-approved Customer Code of Conduct Policy
- Participated in TSA Base Review
- Adopted Agency Safety Plan and reinvigorated Agency Safety Committee
- Received APTA's Gold Award for Security

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: FY2023 Management Plan Actions

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Apply the elements of the Service Restoration Plan, focused on service frequency on the core network	2:ab	X		X	X
Incorporate first/last mile service for connections to Arrow, Metrolink, and Ontario International Airport	2:b	X			
Implement Token Transit validators	2:e 4:e	X			
Continue to advance “new bus” standard rehabilitation projects	2:cf	X	X	X	X
Implement fare capping	2:ac	X			
Strengthen regional transit and rail partnerships	2:bde	X	X	X	X

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Convene Customer Advisory Committee/Council	2:g 6:adf			X	X
Upgrade customer facing technology to improve ease of use of the system, including customer journey and communication	2:abe	X	X		

Outcome Measures

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

Key 2021-2022 Results

- Implemented elements of the Service Restoration Plan
- Initiated OmniRide Upland and OmniRide Bloomington
- Won grant to fund implementation of Token Transit mobile fare validators
- Added additional connection to the Coachella Valley at the San Bernardino Transit Center through partnership with Sunline Transit Agency
- Integrated Transit and OmniRide on-demand apps

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, Safety and Regulatory Compliance

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: FY2023 Management Plan Actions

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Continue to align performance management with the Strategic Plan	3:adf	X	X	X	X
Enhance internal communications methods utilizing technology, and implement modified internal communication strategy	3:dg	X	X	X	X
Expand professional development programs, plan for career growth opportunities and employee retention	3:abcde	X	X	X	X

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Focus recruitment efforts on service resumption and attracting and retaining top talent	3:a	X	X	X	X
Initiate assessment of organizational culture, communication, employee engagement, and diversity, equity and inclusion	3:df 6:f	X	X	X	X
Improve employee experience by focusing on health & wellness, employee accomplishments and employee engagement	3:fg		X	X	X
Partner with local colleges and industry partners to develop apprenticeship program to support zero-emission bus implementation	3:fg 1:ab 5:f 6:a	X	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 2021-2022 Results

- Formalized internship program
- Initiated Diversity, Equity and Inclusion Committee
- Updated performance management process to align with the Strategic Plan
- Hosted a successful in-house job fair
- Completed and presented results from compensation survey
- Implemented training programs to support internal promotion opportunities
- Promoted 28 employees
- Conducted 101 new recruitments

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: FY2023 Management Plan Actions

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Manage service levels based on Board approved Service Resumption Plan	4:a	X	X	X	X
Pursue grant funding opportunities	4:c 5:def	X	X	X	X
Enhance risk management practices through training and enhanced safety measures	1:bc 4:d	X	X	X	X
Continue Datacenter and SAP migrations to the Cloud	4:e	X	X	X	X
Evaluate fare collection equipment and technologies	2:ac 4:ae	X	X	X	X
Assess best/emerging practices that support innovation, efficiency and cost savings	4:f	X	X	X	X

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Adopt and carryout Annual Internal Audit Plan	4:ad	X	X	X	X
Update Agency Transit Asset Management Plan and implement State of Good Repair projects	4:ad	X	X	X	X
Conduct annual regulatory compliance reviews	4:d	X	X	X	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 2021-2022 Results

- Modified service levels based on ridership/demand and financial triggers
- Began data center and SAP migration to the cloud
- Strengthened long-term financial position of the Agency
- Received Certificate of Achievement for Excellence in Financial Reporting
- Received Certificate of Achievement of Excellence in Procurement
- Awarded competitive ARP Grant of \$13 million to support service resumption

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: FY2023 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
Partner with SBCTA on ONT Loop Project	2:ab 5:aef	X	X	X	X
Undertake regular outreach to JPA member cities	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
Pursue implementation of ZEB (electric and hydrogen) fleet through research and pilot projects	5:e	X	X	X	X
Evaluate paratransit service delivery and mixed fleet opportunities	4:a 5:f	X	X	X	X

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Evaluate existing CTSA programs, policy and procedures, make recommendations to improve and implement changes	6:e				
Complete ConnecTransit Plan	5:f 6;df		X		
Incorporate climate action and sustainability into planning efforts	5:def	X	X	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 2021-2022 Results

- Continued to advance West Valley Connector partnering with SBCTA
- Expanded and promoted new OmniRide services in Upland and Bloomington
- Awarded TDA Article 3 grants to improve bus stop amenities
- Reviewed and provided feedback to JPA members on approximately 100 new developments
- Supported JPA members and regional partners in grant applications for RAISE, TIRCP, Clean California, Article 3 and similar grants
- Developed West Valley Connector bus specification and prepared the RFP

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
Supporting: Strategic Development, Operations, Maintenance

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: FY2023 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		
Coordinate and advocate for funding for Free Fares for School Program	2:abg 6:cf	X	X	X	X
Host California Transit Association Annual Fall Conference	6:abde		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 2021-2022 Results

- Issued a new call for projects for Regional Mobility Partners
- Expanded Measure I Regional Mobility Partnership Program to include UberRide
- Implemented Free Fares for School Program, which generated 361,000 trips during the year
- Conducted multiple campaigns focused on core and niche markets with specific emphasis on Spanish language outreach and students
- Partnered with multiple entities on workforce readiness programs including Introducing Youth to American Infrastructure, CalStart, San Bernardino Unified School District, and San Bernardino Valley College