

FY 2024



# Management Plan



## Letter from the Chief Executive Officer / General Manager

To the Omnitrans Community:

After three years of managing through the pandemic, Omnitrans can finally focus entirely on implementing the 2020-2025 Strategic Plan.

The Omnitrans team—from operators to maintenance workers to administrative staff—continues to incorporate the lessons of the pandemic in providing service. Those lessons are now a “new normal.”

Unfortunately for most transit agencies in the country, this “new normal” includes facing significant financial shortfalls, workforce shortages, and declining ridership.

Fortunately for Omnitrans, the agency finds itself in a strong position financially and with ridership slowly growing. Like other transit agencies, though, Omnitrans faces workforce shortages that impact current and future service.

The key themes for this Management Plan are service resumption and ridership growth, workforce, and organizational readiness. We look to strike a balance among these themes to build ridership in 2024 and position the Agency for strategic growth.

### Service Resumption and Ridership Growth

Resuming service and building ridership remain Omnitrans’ top priority. The Strategic Plan calls for providing levels of service commensurate with available funding. Fortunately, the Agency has been able to manage Federal and State pandemic-related funding to provide a level of service that will begin the year at 81 percent of pre-pandemic planned service and planned to reach full-planned service by the end of the year.

I am pleased to report that we have sufficient funding to provide all planned services for the next seven years, until the end of the decade. We intend to balance additional service with available funding.

### Workforce

The tight labor market and increasing inflation make recruiting, developing, and retaining staff Omnitrans’ most pressing challenge. I commend the Omnitrans team for their dedication and willingness to go above and beyond to restore service to the current level and meet the demands of daily service delivery while acknowledging that doing more with the constrained workforce we have is not sustainable.

OmniTrans recognizes that to become an employer of choice means not only recruiting qualified people but having a corporate culture that is challenging, rewarding, and even fun.

Over the past fiscal year, OmniTrans evaluated its job classifications, aligned annual reviews and compensation with management plan goals, and established apprenticeship programs with San Bernardino Valley College. We have also undertaken a Culture Renovation effort to improve the Agency's corporate culture and enhance equity and inclusion.

In the coming fiscal year, we will remain focused on these efforts as we consider innovative approaches to staffing and recruitment.

### Organizational Readiness

Fiscal Year 2024 will also be a year of preparation for several projects that will help OmniTrans fulfill its vision to provide innovative mobility solutions for the region. Chief among these are the West Valley Connector—the new sbX Purple Line—scheduled to begin service in 2025, and the Agency's transition to a zero-emission fleet, already underway.

In partnership with SBCTA, OmniTrans has received several major grant awards to implement the West Valley Connector bringing the total competitive grants for this project to nearly \$200 million, with recent awards from the Federal Transit Administration Capital Investment Grants program and the California State Transportation Agency Transit and Intercity Rail Capital Program.

Another example of the need for organizational readiness is zero-emission bus (ZEB) deployment. The California Air Resources Board (CARB) Innovative Clean Transit Regulation calls for all buses to be zero-emitting by 2040. OmniTrans currently operates four battery electric buses and has entered into an agreement for 18 additional battery electric buses in the coming year.

The Agency also purchased four fuel cell electric buses to be delivered in 2024 and intends to evaluate the performance of both battery electric and fuel cell electric buses to determine the right mix of ZEB rolling stock.

Transitioning to ZEBs also requires upgrading maintenance facilities and employee training. We are focused on organization readiness including expanded apprenticeship programs with partners such as San Bernardino Valley College and training employees on the ZEB technology.

OmniTrans also continues to work with SBCTA, county and city partners on the Tunnel to Ontario International Airport and Cucamonga Station projects, which will connect local bus, BRT, commuter rail and high-speed rail near the end of the decade.

In reviewing the past Management Plans, I am reminded how much the Omnitrans team—the Board, operators, maintenance staff, and administrative staff—has accomplished through very trying times. I am grateful for the team’s dedication, perseverance, and can-do attitude. Together we have placed Omnitrans on a strong foundation to deliver on our promises for the future and provide the quality service our customers and community deserve.

Sincerely,



Erin Rogers  
CEO and General Manager

## Overview of the Strategic Plan Framework

The FY2024 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 FY2023. Similarly, in FY2024 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 riders, employees, and stakeholders***

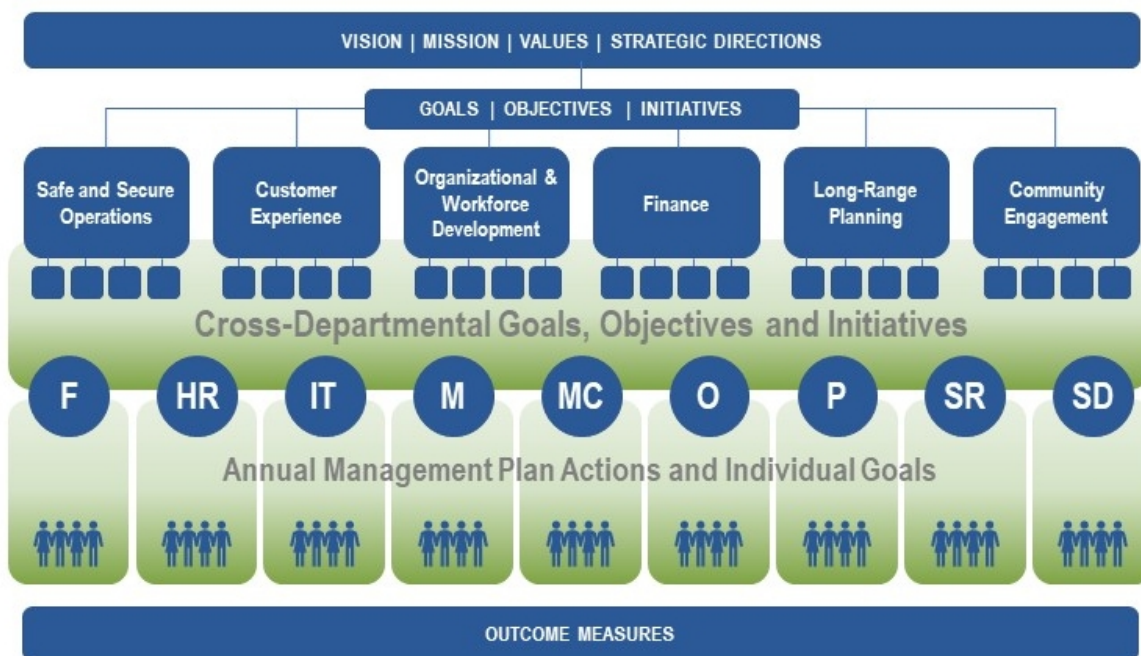
The infographic below provides a sense of how the different Senior Leadership Team members will collaborate with one another on the six primary goals of the Management Plan.





Following the adoption of the Strategic Plan, the Agency reorganized 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.

The Agency implemented the new performance evaluation process in FY2023. Employees and their supervisors understand performance expectations and how those expectations advance the Agency's objectives.



## OmniTrans Management Plan FY2024

### 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: Operations

Supporting: Strategic Development, Human Resources, Maintenance, Information Technology

#### Strategic Initiatives

- Implement targeted safety and amenities improvements to enhance the transit experience for riders 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

### Goal 1: FY2024 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
Enhance overall driver and mechanics training to focus on safety, customer service, and zero-emission bus implementation	1:bce 5:3	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
Strengthen Agency's cybersecurity position	1:bc	X	X	X	X
Coordinate with public safety agencies to strengthen transit system security	1:d	X	X	X	X



Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Engage in regional emergency management preparation and training	1:cd	X	X	X	X
Conduct ongoing safety compliance reviews and implement enhanced safety measures	1:b	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 FY2023 Results

- Installed 288 new bus stop solar lights and 8 bus stop shelters
- Made accessibility improvements at 24 bus stops in partnership with JPA members
- Achieved accident/injury rates below industry standards
- Established cross-department risk management work group
- Established agency-wide safety committee
- Installed air purification system on over 50 percent of buses
- Conducted ZEB training for operators and maintenance workers and implemented “Train the Trainers” program
- Developed Safety Security Emergency Preparedness Plan
- Participated in multiple law enforcement training exercises with Omnitrans buses and facilities
- 27 concrete bus benches were painted with unique artwork designs to create a sense of place and reduce graffiti

## 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

## Goal 2: FY2024 Management Plan Actions

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Apply the elements of the Service Resumption Plan, focused on service frequency on the core network	2:ab	X		X	X
Ensure "new bus" standard	2:cf	X	X	X	X
Strengthen regional transit and rail partnerships	2:bde	X	X	X	X
Explore enhanced technologies to improve customer journey, ease of use and communication	2:abe	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
- f) Increased service reliability

**Key FY2023Results**

- Delivered 99.9% of scheduled fixed route service
- Increased service hours by 6 percent
- Increased ridership 21 percent compared to prior year to 6.1 million trips
- Implemented fare capping
- Secured funding for another year of Free Fares for School
- Implemented SB Connect and ONT Connect
- Implemented on bus wi-fi
- Procured token transit validators
- Enhanced connections to Arrow in Redlands
- Conducted regular monthly meetings with Metrolink/Arrow
- Implemented joint promotional campaigns with Metrolink and neighboring transit agencies

### 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

### Goal 3: FY2024 Management Plan Actions

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Implement results of Cultural Renovation project to enhance internal communications and advance employee engagement and diversity, inclusion, equity, and belonging initiatives	3:dg 6:f	X	X	X	X
Expand professional development program to focus on career paths, supervisory skills, and leadership development	3:abcde	X	X	X	X
Focus recruitment efforts on service resumption and attracting and retaining top talent	3:e	X	X	X	X

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Establish a coach operator mentoring program	3:def	X	X	X	X
Enhance employee retention by focusing on health & wellness, employee accomplishments and employee engagement	3:cdfg	X	X	X	X
Expand apprenticeship and internship programs to support zero-emission bus implementation and introduce future, new or returning workers to transit careers	3:efg 5:ef 6:a	X	X	X	X
Position Omnitrans as an Employer of Choice by focusing on all aspects of the employee experience	3:acdefg	X	X	X	X

### Outcome Measures

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

### Key FY2023 Results

- Initiated Culture Renovation Project including holding listening sessions, employee surveys, and Coffee Chat with the CEO
- Developed and implemented Career Path promotion
- Initiated maintenance apprenticeship program
- Completed classification and compensation study
- Completed aligning annual performance reviews to strategic plan
- Held successful employee Health and Wellness Fair
- Updated employee intranet to improve internal communications
- Promoted 14 employees
- Conducted 62 new recruitments successfully

**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

**Goal 4: FY2024 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
Evaluate existing and new technologies to achieve efficiencies, cost savings, and best practices.	2:ac 4:aef	X	X	X	X
Assess and implement best/emerging practices that support innovation, efficiency and cost savings	4:f	X	X	X	X
Carryout Annual Internal Audit Plan	4:ad	X	X	X	X



Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Maintain a state of good repair of Agency assets	4:ad	X	X	X	X
Conduct annual regulatory compliance reviews	4:d	X	X	X	X

### Outcome Measures

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

### Key FY2023 Results

- Secured funding for Free Fares for School
- Balanced the Short-Range Transit Plan through fiscal year 2030
- Adopted internal audit plan
- Undertook regulatory audits that produced “no findings”
- Updated the Transit Asset Management (TAM) plan
- Received Certificate of Achievement for Excellence in Financial Reporting
- Awarded \$9,342,502 FTA Low-No grant and \$1,125,000 CalSTART EnergyIZE grant for hydrogen refueling station and fuel cell buses.
- Awarded \$88,704 FEMA grant for cybersecurity assessment.

## 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

## Goal 5: FY2024 Management Plan Actions

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Advance facility enhancements and commissioning buses for the West Valley Connector in partnership with SBCTA	2:ab 5:aef	X	X	X	X
Support SBCTA on ONT Loop Project	2:ab 5:aef	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
Further implementation of ZEB (electric and hydrogen)	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
Complete biannual capital plan	5:def			X	
Continue to evaluate service allocations in consideration of regional developments	5:abc 6:d	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 FY2023 Results

- Continued to advance West Valley Connector partnering with SBCTA on design and construction
- Awarded \$86.8 million FTA Capital Investment Grant (CIG) for West Valley Connector
- Awarded \$18.8 million CalSTA Transit and Intercity Rail Capital Program (TIRCP) for West Valley Connector
- Awarded \$10.4 million for four hydrogen fuel cell buses
- Completed Short Range Transit Plan
- Completed ConnecTransit Plan
- Implemented first/last mile shuttles - ONT Connect and SB Connect
- Reviewed and provided feedback to JPA members on approximately 116 new developments

**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

**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

**Goal 6: FY2024 Management Plan Actions**

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Expand and support Regional Mobility Partnerships (RMPs)	6:de	X	X	X	X
Advance corporate pass program	6:a 4:b 5: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
Convene Youth Council	6:adf 2:g			X	X
Coordinate and advocate for funding for Free Fares for School Program	2:abg 6:cf	X	X	X	X
Implement strategic JPA member outreach including to member jurisdictions, chambers of commerce and business groups	6:abde 5:abc	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 programs

**Key FY2023 Results**

- Awarded \$5 million in Measure I funding to 13 Regional Mobility Partners
- Hosted California Transit Association annual conference
- Implemented Free Fares for Schools campaign that generated 1.1 million trips since inception.
- Multiple evergreen campaigns generated more than 7 million impressions over digital and traditional media channels
- Conducted first influencer marketing campaign that generated 1.3 million radio and social media impressions
- Conducted new board member orientations for 6 new board members
- Conducted community engagement activities for the ConnecTransit equity plan in collaboration with Arrowhead United Way and El Sol.