

Management Plan

FY2025

Draft



Letter from the Chief Executive Officer / General Manager

This is the last Management Plan of the current five-year Strategic Plan period—one of unparalleled challenges for Omnitrans. I am pleased to say that with the leadership of our Board of Directors and the hard work and dedication of our employees, the agency successfully navigated these challenges and made significant progress.

Last year's key themes of service resumption and ridership growth, workforce, and organizational readiness remain priorities for 2025. Omnitrans has the fiscal resources and the fleet to achieve service resumption; however, recruiting and retaining employees has been a challenge in this very competitive job market. Without additional coach operators and maintenance personnel, Omnitrans cannot achieve its goals.

As a result, we are emphasizing Employee Experience as highly as Customer Experience in this Management Plan. We know that good Employee Experience translates into good Customer Service. Combined, the two create an "Omnitrans Experience" that sets the standard to which the agency aspires.

The "Omnitrans Experience" additionally conveys that the agency is a trusted regional partner working with its member jurisdictions, SBCTA, Metrolink, SCAG, and state and federal agencies to further the region's transportation, economic, and environmental objectives.

Service Resumption and Ridership Growth

Despite the challenges with recruitment and retention of employees, ridership increased by 13 percent in FY24. We remain mindful of our customers' concerns with safety at bus stops and recognize that we must be diligent in our efforts to enhance safety and security at all transit facilities.

The agency has been working with law enforcement in Fontana and Montclair to strengthen security at transit centers in those cities. We will be continuing those efforts in the coming fiscal year, as well as working with other law enforcement agencies to enhance safety and security.

We also will initiate a Transit Ambassador program to provide knowledgeable staff at transit centers and other key locations to assist customers in using the system. We will be expanding the use of mobile fare validators, which we implemented this year, to make paying fares easier.

Also enhancing ridership growth is our extensive bilingual marketing communications efforts, particularly among younger riders, who benefit from the expanded Free Fares to School program. We initiated a Students in Transit Youth Advisory Group this year to help guide these marketing efforts and develop the next generation of transit riders.

Workforce

Central to ridership growth has been our efforts to hire and retain both coach operators and maintenance employees. We have initiated a Coach Operator Mentorship Program to assist new coach operators. We also implemented a Maintenance Apprenticeship program in partnership with San Bernardino Valley College to prepare for the expansion of our Zero Emission Bus (ZEB) program. We are working with our union partners the Teamsters and the Amalgamated Transit Union (ATU) to enhance these programs in the coming year.

Our Cultural Renovation study was completed in 2024. We are implementing many of the study's recommendations this year and next. In combination with our focus on aligning performance evaluations and compensation, the emphasis on an organizational culture that recognizes diversity, equity, and inclusion is resulting in more employee engagement and promotion from within. We are striving to create career ladders at Omnitrans that provide long-term employment opportunities at the agency.

Key to our attraction and retention efforts will be an enhanced focus on onboarding new employees and renewed rewards and recognition efforts.

Organizational Readiness

In the coming year, Omnitrans will be preparing for the addition of new sbX Purple Line service and deploying the initial electric and fuel cell coaches to the fleet. These efforts will only intensify over the coming years, requiring Omnitrans to prepare for new technologies and adapt operations to these new technologies.

We have successfully competed for several grants this year. We will continue to pursue regional, state, and federal grants aggressively in 2025. Critical to success with grant applications is having a well-run organization. In 2024 we completed a Federal Transit Administration (FTA) triennial audit, a state TDA triennial audit, and required annual financial audits, all of which had no findings. These positive audit results are an important consideration for grant making agencies.

Conclusion

Five years ago, we set out to establish a set of mission, vision, values, and strategic direction that are the foundation of the "OmniTrans Experience." We could not have imagined the challenges the future held; despite that, we have made important progress toward our goals.

Omnitrans' mission, vision, and values are prominently displayed at our headquarters and on our website. More importantly, our team brings the mission, vision, and values to life everyday serving our customers.

Sincerely,



Erin Rogers
CEO and General Manager

Overview of the Strategic Plan Framework

The FY2025 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

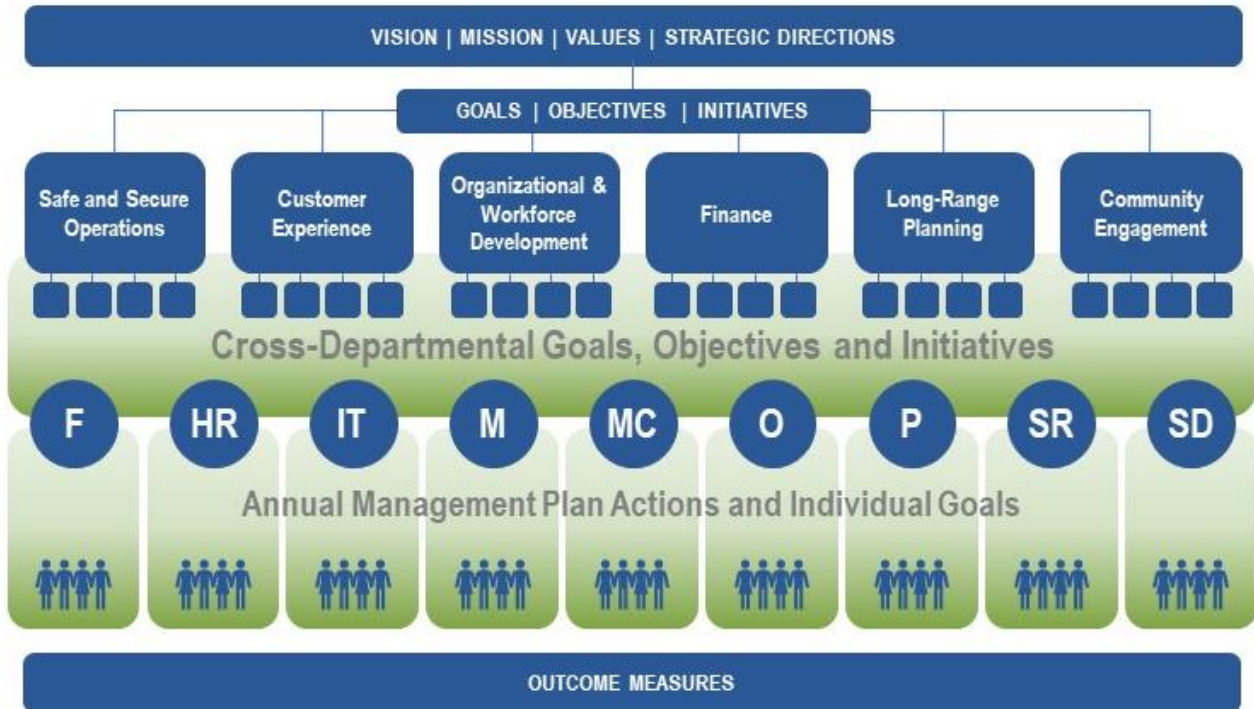
Collaboration among the functional units was essential to meeting the challenges of FY2024. Similarly, in FY2025 the performance of each functional unit will not only be the result of implementing discrete action in a particular goal area but the result of working across functional units as well to achieve 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 aligned the performance evaluation process for administrative employees to the Agency’s fiscal year. This was intended to provide employees with a clear understanding of how their individual goals linked 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 and advance the Agency’s goals and objectives.



OmniTrans Management Plan FY2025

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: FY2025 Management Plan Actions

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Elevate Agency’s cybersecurity position	1:bc	X	X	X	X
Expand coordination with public safety agencies to strengthen transit system safety and security	1:d	X	X	X	X
Implement elements of Agency Safety Plan including Safety Management System	1:abcde	X	X	X	X
Enhance overall driver and mechanic training to focus on safety, customer service, and zero-emission bus technologies	1:bce 5:e	X	X	X	X
Maintain existing and install additional bus stop amenities to support customer experience and safety at bus stops	1:a 2:f	X	X	X	X

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Engage in regional emergency management preparation and training including assessing options to enhance the Emergency Operations Center	1:cd	X	X	X	X
Conduct ongoing safety compliance reviews, implement enhanced safety measures, and enhance after-action response	1:b	X	X	X	X
Review and update all safety and emergency response plans	1:ab	X	X		
Develop a Safety Scorecard to increase awareness and reduce injury and accident frequency rates	1:ab	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 FY2024 Results

- Completed 280 hours of battery electric bus training for mechanics
- Reduced injury frequency rate to 37% below the benchmarked target
- Completed 360 hours of Man Axle training
- Installed 122 solar lights throughout the system, including 14 bus shelters
- Painted 27 concrete bus benches with unique artwork designs to create a sense of place and reduce graffiti
- Built two new bus shelters in San Bernardino
- Selected new Cyber Security Assessment vendor
- Managed cybersecurity threat successfully with minimal downtime
- Completed annual SCAQMD, CERS, and SWRCB Environmental Reporting and Permitting without findings
- Collaborated with TSA to perform SETA assessments on properly clearing buses of unattended packages
- Completed FEMA Independent Study certifications
- Worked with Fontana and Montclair on additional security measures at transit centers
- Participated in multiple law enforcement training exercises with Omnitrans buses and facilities

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: FY2025 Management Plan Actions

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Fully implement ConnectForward Plan with focus on service frequency on the core network	2:ab	X		X	X
Enhance system reliability to elevate customer experience and increase ridership	2:ab	X	X	X	X
Explore technology to improve customer journey, ease of use, and communication	2:abe	X	X	X	X
Assess options for developing a “Customer Experience 2.0” framework for the future	2:abc			X	X
Ensure “new bus” standard	2:cf	X	X	X	X
Strengthen regional transit and rail partnerships	2:bde	X	X	X	X

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Focus on core brand promotion by evaluating vehicle advertisements	2:abc	X	X		
Initiate the Transit Ambassador Program	2:bg		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 FY2024 Results

- Delivered 99.7 percent of scheduled fixed route service
- Increased ridership by 13 percent to nearly 7 million trips
- Achieved 85 percent customer appreciation rating
- Installed mobile fare validators
- Procured next generation real-time information signs
- Conducted joint transit promotions with Metrolink, Arrow, and regional transit agencies
- Implemented joint promotional campaigns with Metrolink and neighboring transit agencies
- Participated in monthly Metrolink regional partner meetings, quarterly SBCTA transit meetings, and quarterly Cucamonga Station partner meetings
- Convened cross-functional team to address OmniAccess paratransit customer service, resulting in an 82 percent decrease in complaints
- Implemented customer service training for contracted staff
- Implemented customer service training for Student coach operators.

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: FY2025 Management Plan Actions

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Expand professional development program to focus on career paths, onboarding, supervisory training skills, and leadership development for managers and supervisors	3:abcde	X	X	X	X
Prioritize recruitment efforts on service resumption and attracting and retaining top talent	3:e	X	X	X	X
Focus on recognition programs to enhance employee retention and engagement	3:cdfg	X	X	X	X
Expand apprenticeship and internship programs to introduce future workers to transit careers	3:efg 5:ef 6:a	X	X	X	X

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Continue implementation of Cultural Renovation project and evaluate progress	3:dg 6:f	X	X	X	X
Utilize coach operator mentoring program to improve onboarding and retention of operators	3:def	X	X	X	X
Complete negotiations with bargaining units, focusing on recruitment and retention	3:ae	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) Strategic plan-aligned performance management

Key FY2024 Results

- Aligned performance management to Strategic Plan and updated evaluation tool
- Solicited Diversity, Equity, Inclusion & Belonging Committee members and initiated monthly education campaigns
- Attended 15 number of career fairs, including 4 targeting veterans
- Promoted 16 employees
- Conducted 86 new recruitments successfully, hiring 150 new employees
- Initiated coach operating mentoring program in partnership with Amalgamated Transit Union and California Transit Works
- Implemented cross-functional team to address recruitment, establishing “Staff-A-Bus” mobile hiring events
- Continued maintenance worker apprenticeship program with Valley College
- Held Quarterly All Hands meetings at both facilities and held Coffee Chat with the CEO events to promote employee engagement and belonging

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: FY2025 Management Plan Actions

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Evaluate existing Enterprise Resource Planning and Computer-Aided Dispatch/Automated Vehicle Locator systems and upgrade or procure new systems	1:a 4:e 5:f	X	X	X	X
Engage with industry partners to advocate for transit funding, regulatory relief and share best practices	4:f 5:d	X	X	X	X
Pursue grant funding opportunities	4:c 5:def	X	X	X	X
Develop a grant transparency report, budget book, and evaluate formalizing position control process	4:a	X	X	X	X
Enhance risk management practices and reduce liability costs through organization-wide collaboration	1:bc 4:d	X	X	X	X

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Evaluate and procure fare collection technologies and equipment	4:e	X	X	X	X
Implement best practices that support innovation, efficiency, and cost savings	4:f	X	X	X	X
Execute annual Internal Audit Plan	4:ad	X	X	X	X
Develop long-term financial forecast to solidify and regional transit funding needs	4:a	X			
Maintain state of good repair of Agency assets	4:ad	X	X	X	X
Complete 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 FY2024 Results

- Awarded \$850,000 in congressionally-directed spending from Representative Aguilar to support bus electrification
- Awarded \$753,576 in TDA funds for 32 bus shelters and 37 benches
- Awarded \$546,000 in FTA 5310 funds for mobility management programs and OmniAccess vehicles
- Awarded \$500,000 in additional Clean Mobility Options funds for OmniRide Bloomington service
- Awarded \$88,000 Clean California grant for artwork on 45 benches
- Reviewed and developed proposed updates to all procurement policies
- Initiated I Street modernization project
- Implemented a project management collaboration tool to enhance contract management
- Completed Federal Transit Administration and Transportation Development Act triennial, CARES Act audits, all with no findings
- Received Certificate of Achievement for Excellence in Financial Reporting

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, Procurement, Safety & Regulatory Compliance

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: FY2025 Management Plan Actions

Actions	Initiatives Supported	Timeframe			
		Q1	Q2	Q3	Q4
Prepare West Valley Connector/sbX Purple Line for revenue service in partnership with SBCTA	2:ab 5:aef	X	X	X	X
Develop the FY2026-2030 Strategic Plan	5:bdef			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
Further implement the zero-emissions bus transition plan	5:e	X	X	X	X
Complete FY 2026-2032 Short Range Transit Plan	4:a 5:def			X	X
Advocate for transit investment as part of a potential regional, state, and federal funding measures	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 FY2024 Results

- Participated in West Valley Connector/sbX Purple Line groundbreaking
- Participated with 13 transit agencies in California and the CTA on the \$1.2 billion federal Department of Energy Regional Hydrogen Hub grant to the ARCHES 1,000 hydrogen bus initiative
- Initiated procurement of engineering services to support electrification of sbX Green Line
- Took delivery of first fuel cell buses
- Took delivery of first West Valley Connector/sbX Purple Line buses
- Entered into memorandum of understanding with SBCTA for Federal and State advocacy services

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: FY2025 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 marketing initiatives to promote Agency impact	2:ab 6:bcd	X	X	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
Implement strategic outreach to the Board of Directors and JPA members including chambers of commerce and business groups	5:abc 6:abd	X	X	X	X
Advance corporate pass program	4:b 5:a 6:a			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 FY2024 Results

- Expanded Omnitrans' Free Fares for School program countywide
- Convened Students in Transit advisory council
- Implemented quarterly Career Path campaigns that resulted in over 220,000 impressions and a 25 percent increase in frontline applications and earned national transit marketing award
- Implemented quarterly Free Fares to Schools campaigns that resulted in 1.4 million impressions and 41 percent increase in ridership
- Implemented quarterly Hispanic Outreach campaigns that resulted in over 1 million impressions