



AGENDA
EXECUTIVE COMMITTEE MEETING
FRIDAY, APRIL 3, 2015, 9:00 A.M.
OMNITRANS METRO FACILITY
1700 WEST 5TH STREET
SAN BERNARDINO, CA 92411

The meeting facility is accessible to persons with disabilities. If assistive listening devices or other auxiliary aids or Limited English Proficiency services are needed in order to participate in the public meeting, requests should be made through the Board Secretary at least three (3) business days prior to the Committee Meeting. The Board Secretary's telephone number is 909-379-7110 (voice) or 909-384-9351 (TTY). If you have comments about items on the agenda or other general concerns and are not able to attend the meeting, please mail them to Omnitrans at 1700 West Fifth Street, San Bernardino, California, Attention Board Secretary. Comments may also be submitted by email to BoardSecretary@omnitrans.org.

THIS MEETING IS AVAILABLE BY TELECONFERENCE AT THE BELOW LISTED LOCATION AND WILL BE CONDUCTED IN ACCORDANCE WITH GOVERNMENT CODE SECTION 54953(B).

CITY OF CHINO HILLS, 14000 CITY CENTER DRIVE, CHINO HILLS, CA 91709

THIS LOCATION IS ACCESSIBLE TO THE PUBLIC AND MEMBERS OF THE PUBLIC MAY ADDRESS THE COMMITTEE FROM THE TELECONFERENCE LOCATION.

A. CALL TO ORDER

B. ANNOUNCEMENTS/PRESENTATIONS

1. Next Committee Meeting: Friday, May 1, 2015, 9:00 a.m.
Omnitrans Metro Facility

C. COMMUNICATIONS FROM THE PUBLIC

This is the time and place for the general public to address the Board for items that are not on the agenda. In accordance with rules applicable to meetings of the Administrative & Finance Committee, comments on items not on the agenda and on items on the agenda are to be limited to a total of three (3) minutes per individual.

D. POSSIBLE CONFLICT OF INTEREST ISSUES

N/A

E. DISCUSSION ITEMS

1. Approve Executive Committee Minutes – February 6, 2015
2. Fiscal Year 2016 Management Plan – Presentation by Jana Evans

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F. BOARD BUSINESS

There is no Closed Session.

G. REMARKS AND ANNOUNCEMENTS

H. ADJOURNMENT



1700 W. Fifth St.
San Bernardino, CA 92411
909-379-7100
www.omnitrans.org

ITEM # _____ E1 _____

**EXECUTIVE COMMITTEE MEETING
MINUTES
FEBRUARY 6, 2015**

A. CALL TO ORDER

The Executive Committee Meeting was called to order by Chairman Alan Wapner at 9:13 a.m., Friday, February 6, 2015.

COMMITTEE MEMBERS ATTENDING

Mayor Pro Tem Alan Wapner, Board Chairman
Mayor Pro Tem Sam Spagnolo, Vice Chairman
Council Member Ed Graham, City of Chino Hills – via Teleconference
Council Member Penny Lilburn, City of Highland
Council Member Dick Riddell, City of Yucaipa

OMNITRANS STAFF ATTENDING

P. Scott Graham, CEO/General Manager

B. ANNOUNCEMENTS/PRESENTATIONS

Next Committee Meeting: Friday, March 6, 2015, 9:00 a.m.
 Omnitrans Metro Facility

C. COMMUNICATIONS FROM THE PUBLIC

There were no communications from the public.

D. POSSIBLE CONFLICT OF INTEREST ISSUES

There were no Conflict of Interest Issues.

E. DISCUSSION ITEMS

1. Approve Executive Committee Minutes – January 14, 2015

M/S (Spagnolo/Lilburn) that approved the Executive Committee Minutes of January 14, 2015. A roll-call vote was taken, and motion was unanimous by Members present.

2. Fiscal Year 2016 Management Plan

Scott will present the Management Plan in May to the Board. He plans to bring in a consultant, and it's up for bid through Planet Bids. Goals have been sent to Members; those goals will evolve into a Strategic Plan the following year. The plan is for Members to review the goals as presented in the pre-evaluation, make adjustments they feel necessary, discuss in Closed Session, then adopt. Right now we're discussing process, not specifics. Scott's going to incorporate a Financial Plan and a Procurement Plan into the overall Management Plan.

F. BOARD BUSINESS

There is no Closed Session item scheduled.

G. REMARKS AND ANNOUNCEMENTS

- Chairman Wapner asked if there are any items to be considered for future agenda discussion. Member Lilburn commented that she would like to see Marketing efforts more visible in the community. A quarterly Marketing report was suggested, and Scott was requested to work with Wendy Williams. Scott mentioned Omnitrans is going to put video in the Access buses, hopefully by the end of this year, and suggested that we could obtain memory sticks from community organizations, like the Highland Senior Center, to advertise current events, etc.
- Board Members Ron Dailey and Ray Musser have both expressed interest in the Board Vice Chairman position. Chairman Wapner commented he would like to see a representative swing towards East Valley; with him and Sam serving it's been West Valley.
- Ridership is down; are there any plans for increasing it besides pinning hopes on the SB Transit Center? One of the current activities is partnering with the 4th Thursday Food Trucks in San Bernardino, where Omnitrans provides \$5 vouchers one month, with the trucks providing ride vouchers the next month.
- Are we going to CNG exclusively and doing away with the LNG? No, we haven't decided this yet, but have requested a study. The study will reveal the odor problem resolution.

- We should talk about relationships with the unions, what else can be done? Is there anything policy-wise we can do about absenteeism? There's a significant percentage of staff on FMLA, which seems to be an epidemic among the transit business.

H. ADJOURNMENT

The Executive Committee adjourned at 9:38 a.m. The next Executive Committee Meeting is scheduled Friday, March 6, 2015, at 9:00 a.m., with location posted on the Omnitrans website and at the Omnitrans San Bernardino Metro Facility.

Prepared by:

Christine Vega, Administrative Secretary



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ITEM # E2

DATE: April 3, 2015

TO: Board Chair Alan Wapner and Members of the Executive Committee

FROM: P. Scott Graham, CEO/General Manager

SUBJECT: DRAFT FISCAL YEAR 2016 MANAGEMENT PLAN

FORM MOTION

Recommend forwarding the Draft Fiscal Year 2016 Management Plan to the Plans & Programs Committee.

BACKGROUND

Omnitrans contracted with Exponential-Dynamics to work with the Senior Leadership Team to develop the Management Plan for 2016.

Ms. Jana Evans, Principal/CEO of the firm, will be presenting the draft of the Management Plan to the Executive Committee. Along with providing highlights of the initiatives defined within the plan, Ms. Evans will describe the process used to develop the plan, an explanation of the plan structure, how it aligns with the Short Range Transit Plan, as well as the process that will be used throughout the year to review the initiatives to ensure tasks are achieved on time or corrective action implemented when necessary.

PSG:VD



MANAGEMENT PLAN

FY 2016

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Executive Summary

The primary purpose of this FY 2016 Management Plan is to provide a set of actions to align the efforts of the Omnitrans Leadership Team in its decision-making and execution of strategies for the multi-faceted needs and desires of the region. Furthermore, it is an example of the type of strategic business actions used to improve business operations. It involves evaluating products and services, examining labor performance, procurement costs, delivery processes and customer satisfaction.

This plan is a result of a collaborative effort of Omnitrans' CEO/General Manager and Directors who have systematically reviewed the agency's Short Range Transit Plan (SRTP) for Fiscal Years 2015 – 2020—*Omniconnects*. It serves as the basis for evaluation of progress and performance on the SRTP in FY 2016.

Omnitrans' Short Range Transit Plan's goals are:

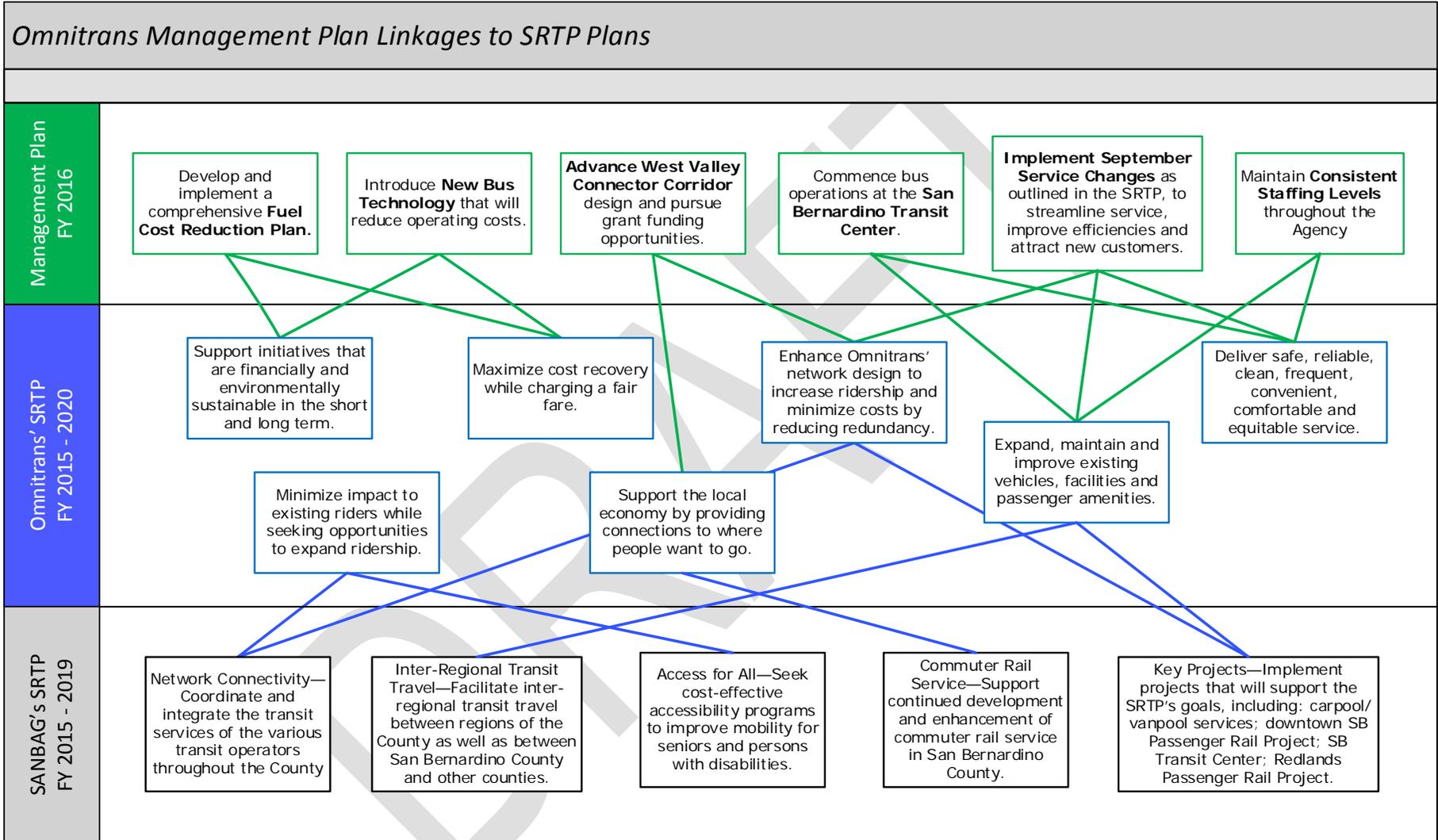
- *Deliver safe, reliable, clean, frequent, convenient, comfortable and equitable service.*
- *Enhance Omnitrans' network design to increase ridership and minimize costs by reducing redundancy.*
- *Minimize impact to existing riders while seeking opportunities to expand ridership.*
- *Support the local economy by providing connections to where people want to go.*
- *Maximize cost recovery while charging a fair fare.*
- *Support initiatives that are financially and environmentally sustainable in the short and long term.*
- *Expand, maintain and improve existing vehicles, facilities and passenger amenities.*

Resting on the seven goals of the SRTP *Omniconnects*, this Management Plan for FY 2016 focuses on six Strategic Initiatives:

- Fuel Cost Reduction
- New Bus Technology
- West Valley Connector Corridor
- San Bernardino Transit Center
- September Service Change
- Consistent Staffing Levels

The Management Plan presented in this document also demonstrates our commitment to ongoing collaboration with our partners—in particular, the San Bernardino Associated Governments’ (SANBAG) FY 2015 – 2019 Short Range Transit Plan as illustrated in the diagram on the following page.

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Omnitrans' Vision

Omnitrans' vision for Transit in the San Bernardino Valley is a values and customer based vision where:

- *The San Bernardino Valley's multimodal transit system supports the local economy.*
- *Omnitrans' service is reliable, not just in the narrow sense of on-time performance, but in a broader manner: Omnitrans' service is worthy of the customer's trust.*
- *Customers have a high-quality experience using Omnitrans.*
- *Omnitrans maximizes value to the community with every transit dollar available.*

Omnitrans' Mission Statement

Omnitrans' mission is: *To provide the San Bernardino Valley with comprehensive public mass transportation services which maximize customer use, comfort, safety, and satisfaction, while efficiently using financial and other resources in an environmentally sensitive manner.*

Strategic Initiatives

The purpose of this section is to provide the reader with guidance on how the Strategic Initiatives are presented in later sections, as well as how the Management Plan will be implemented.

The Management Plan for FY 2016 centers on six Strategic Initiatives:

- Fuel Cost Reduction
- New Bus Technology
- West Valley Connector Corridor
- San Bernardino Transit Center
- September Service Change
- Consistent Staffing Levels

Each Strategic Initiative consists of seven sections:

1. Goal Statement—what will be accomplished in FY 2016.
2. Supports SRTP Goals—identifies the Omnitrans SRTP goals that the Strategic Initiative supports.
3. Outcome(s)—what will be the measureable benefit or impact of completing the Initiative.
4. Strategic Actions—key actions necessary to complete the Initiative that require organizational coordination and collaboration.
5. Performance Indicators—how progress and/or success toward the Outcomes will be articulated in 2016.
6. Rationale—provides a summary justification for Strategic Initiative's priority for the year
7. External Factors—what External Factors or circumstances might impede accomplishment of the initiative in a timely or effective manner.

Implementation

Vital to successful implementation of the Management Plan:

1. Monthly meetings of the Leadership Team dedicated to discussion and evaluation of progress on the Management Plan and dealing with questions or challenges that may arise in execution.
2. Each Strategic Initiative in the Management Plan is assigned to a cross-cutting team that will take responsibility for the initiative (*see Table 1 below*).
3. Performance Indicators that enable tracking of progress on strategic actions and tasks to be measured and reported within the Leadership Team.
4. Directors will communicate the plan to staff to ensure that there is sufficient understanding of the Management Plan.

Table 1: Leadership Team Responsibility on Strategic Initiatives (Team Lead indicated in bold)

Strategic Initiative	Directors								
	Operations	Maintenance	IPMO	Marketing/ Planning	Finance	Procurement	Audit	HR/ Safety	IT
Fuel Cost Reduction		X			X	X	X		
New Bus Technology	X	X			X	X			X
West Valley Connector Corridor			X	X	X	X	X		X
SB Transit Center	X	X		X				X	X
September Service Change	X			X					X
Consistent Staffing Levels	X	X				X	X	X	

Finally, as a mechanism for reporting progress to the Board, oversight by the CEO and Directors of the Management Plan will involve:

- Review monthly with Senior Leadership Team
- Implement corrective action where tasks are not achieved, or achieved on time
- Ensure that resources will be available when needed
- Make adjustments to Strategic Actions if needed to achieve Management Plan goals

Strategic Initiative 1 - Fuel Cost Reduction

Goal Statement

Develop and implement a comprehensive fuel cost reduction plan.

Supports S RTP Goals

- Maximize cost recovery while charging a fair fare.
- Support initiatives that are financially and environmentally sustainable in the short and long term.

Outcomes

1. Reduced fuel budget

Strategic Actions

1. Install pipeline gas fueling system at East Valley
 - a. Feasibility Study
 - b. Funding
 - c. Procure – Design/Build and Maintain contractor
 - d. Construct
 - e. Start Fueling
2. Continue phasing in of CNG Paratransit Vehicles
 - a. Delivery of vehicles
 - b. Enter into MOU for Fueling
 - c. Repeated vehicle orders

Performance Indicators

1. Reduced operational budget for fuel
2. Increased number of vehicles using CNG
3. Completed installation of the first of three pipeline gas facilities

Rationale

Fuel is a variable expense that necessitates a proactive fuel management approach. Agency operational costs will be reduced by reducing the cost of fuel through the use of alternative fuel sources. Additional operational cost-reduction opportunities will be realized by streamlining the fueling process.

For Fixed Route—by changing LNG fueling facilities to pipeline gas, the necessity to deliver LNG to each facility is eliminated; thus reducing costs to purchase fuel and costs associated with liability insurance risk for delivery of fuel.

Table 2. Fixed Route Projected Cost Savings

Fixed Route Projected Cost Savings		
Current Projected Cost of LNG for FY 2016	East Valley	\$3,477,825
Projected Cost of Pipeline CNG for FY2017	East Valley	\$2,477,825
Projected Cost Savings per year (Full potential/forecasted savings beginning FY2017)		\$1,000,000

For Paratransit—by changing the Paratransit fleet from an unleaded fleet to a CNG fleet, the cost of fueling is reduced based on the differential in cost between unleaded fuel and CNG fuel
Projected Annual Cost Savings of converting 13 paratransit vehicles from Unleaded to CNG (starting July 1, 2015): \$22,500.

External Factors

CONSTRUCTION COSTS AND EQUIPMENT LEAD TIME—Availability of equipment used for pipeline gas systems is limited. If Federal funds are used, Buy America requirements may also be a concern.

EXTERNAL DEMAND—Pipelines’ ability to support Omnitrans’ demand (i.e., size of line and potential gas “outages”) could affect Omnitrans’ ability to fuel vehicles.

RESPONDING TO COMMUNITY CONCERNS—Community concerns with fueling operations.

Leadership Team Members

Directors of **Finance (Lead)**, Maintenance, Procurement, Audit

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Strategic Initiative 2 - New Bus Technology

Goal Statement

Introduce New Bus Technology that will reduce operating costs.

Supports SRTP Goals

- Support initiatives that are financially and environmentally sustainable in the short and long term.
- Maximize cost recovery while charging a fair fare.

Outcomes

1. Lower operating costs (reduction in workers compensation and passenger liability)
2. Increase safety
3. Reduce fuel costs

Strategic Actions

1. Secure funding – Federal & State Grants (Zero Emissions, Prop 1B, 5310).
2. Develop contingency funding plan if zero emissions grant is not awarded.
3. Develop a Procurement Plan for design infrastructure & equipment, purchase & install equipment and provide training. Procurement Plan(s) are to include:
 - 5 electric buses & charging stations
 - audible turn signals
 - expand Transit Signal Priority
 - design vehicles
 - 3-way restraints (Q-pods)
 - rear facing wheelchair stations

Performance Indicators

1. Short term: Reduced operating costs
2. Mid-term: Decreased maintenance costs; Reduced fuel costs; Reduced emissions
3. Long-term: Improved safety

Rationale

FISCALLY RESPONSIBLE—New bus technology offers a wide range of benefits including significantly lower emissions, increased efficiency, and decreased maintenance.

INCREASED SAFETY—With advanced safety features and alternative fueled engines the new bus technology will provide increased safety to the public, riders, and Operators.

MORE ENVIRONMENTALLY FRIENDLY—Positive environmental impacts will be achieved by reducing greenhouse gases that contribute to global climate change, as well as local air pollutants, which lead to regional air pollution and smog. There is also the additional benefit of reducing personal exposure to harmful air pollutants.

External Factors

FUNDING—Federal grants are part of the funding portfolio for the new bus technology and will require a local match.

BOARD APPROVAL—Additional parts/tooling are required for conversion to the new bus technology. Consequently, the Board may find benefit in remaining standardized with the CNG fleet.

EQUIPMENT LEAD TIMES—Electronic buses are made to order and are in high demand.

INFRASTRUCTURE SUPPORT—Widespread adoption of new bus technology is challenged with the critical tasks of mobility modeling and charging station deployment.

Leadership Team Members

Directors of **Operations (Lead)**, Maintenance, Finance, Procurement, IT

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Strategic Initiative 3 - West Valley Connector Corridor

Goal Statement

Advance West Valley Connector Corridor design and pursue grant funding opportunities.

Supports SRTP Goals

- Support the local economy by providing connections to where people want to go
- Enhance Omnitrans' network design to increase ridership and minimize costs by reducing redundancy

Outcomes

1. Readiness for construction
2. Aligned funding

Strategic Actions

1. Award contract for design
 - Involve stakeholders
2. Prepare and submit grant proposals for Phases 2 and 3
 - Identify potential funding sources
 - Obtain funding awards
3. Timely Board approvals for each project phase

Performance Indicators

1. On time project deliverables
2. Manage budget prediction / adherence
3. Funding
 - Dedicated Lanes – Phase 2
 - 60 foot vehicles – Phase 3

Rationale

The goal of the West Valley Connector Corridor project is to provide faster, more frequent, and more direct bus service to connect major destinations throughout the western part of the San Bernardino Valley, as well as providing enhanced amenities for passengers.

This project is part of a system of ten planned bus rapid transit (BRT) corridors, including the sbX Green Line in San Bernardino and Loma Linda that began operation in April 2014.

Omnitrans' BRT system will help to alleviate traffic congestion long-term by providing high-quality, faster premium bus service that will attract new riders to Omnitrans' system.

External factors

INVESTIGATION—Further study is required regarding alternative routing, particularly how best to serve Rancho Cucamonga (Haven or Milliken), and finalize corridor routing alignment and station locations; Public and stakeholder input are needed to achieve support.

FUNDING is available to construct a rapid line with enhanced stations operating in mixed flow traffic. However, funding for 3.5 miles of dedicated lanes (Phase 2) and 60-foot articulated buses (Phase 3) has not been identified yet. A financing and phasing plan must be developed for project.

GOVERNANCE—Timely design and route decisions are dependent on Board approvals. The Agency is committed to providing appropriate resources that will assist the Board in its decision-making process.

Leadership Team Members

Directors of **Marketing/Planning (Lead)**, IPMO, Procurement, Finance, IT, Audit

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Strategic Initiative 4 - San Bernardino Transit Center

Goal Statement

Commence bus operations at the San Bernardino Transit Center.

Supports SRTP Goals

- Expand, maintain and improve existing vehicles, facilities, and passenger amenities
- Deliver safe, reliable, clean, frequent, convenient, comfortable and equitable service

Outcomes

1. Increase ridership
2. Increase connectivity (local, express lines, rail, neighboring transit)
3. Increase customer satisfaction

Strategic Actions

1. Complete facility
2. Realign service
3. Complete service contracts/contracts not covered by SANBAG
4. Ensure facility is safe and secure for customers

Performance Indicators

1. Ridership (on all connecting routes)
2. Overall customer satisfaction levels
3. Timely deliverables
4. Safety record

Rationale

Commencement of bus operations will help make transit more attractive to new riders and help retain existing riders. When the rail line is extended in future years, we will see additional benefits. Omnitrans is committed to ensuring that it is prepared to commence operations at the SBTC in a manner that provides safe, on-time performance, is customer-oriented and improves ridership.

External Factors

EFFECTIVE COLLABORATION—Potential delays on out of scope projects and other unexpected issues affecting completion will require Omnitrans to be a responsive and helpful collaborative partner.

Leadership Team Members

Directors of **Operations (Lead)**, Marketing/Planning, IT, HR/Safety, Maintenance

Strategic Initiative 5 - September Service Change

Goal Statement

Implement September Service Changes as outlined in the SRTP, to streamline service, improve efficiencies and attract new customers.

Supports SRTP Goals

- Enhance Omnitrans' network design to increase ridership and minimize costs by reducing redundancy
- Deliver safe, reliable, clean, frequent, convenient, comfortable and equitable service
- Expand, maintain and improve existing vehicles, facilities and passenger amenities

Outcomes

1. Increase ridership
2. Increase mobility and connectivity
3. Reduce redundancies (equipment)
4. Increase productivity

Strategic Actions

1. Implement Marketing Campaign
 - a. Communicate changes to customers
 - b. Raise awareness of general public
2. Route Realignment
 - a. Bidding process for operators
 - b. Scheduling
 - c. Route tracing
3. Move Bus Stop Signs
4. Revise Schedules & Schedule Books
5. Bid Runs
6. Route Familiarization – training, rest areas, end of lines, etc.

Performance Indicators

1. Increase ridership
2. Reduce travel time
3. Increase fare box recovery
4. Increase customer satisfaction

Rationale

SERVICE CHANGES are in response to customer and stakeholder requests, coach operator suggestions, and completion of the San Bernardino Transit Center. This will deliver improved operational efficiency, streamlined service for customers and enhanced multimodal connectivity, as well as a central location for connecting to other transportation agencies (i.e. Mountain Transit, VVTA).

External Factors

RESPONSE TO CHANGE—With any major service change, there is a period of adaptation by customers. Additional adjustments may be necessary.

OPERATOR PREPAREDNESS—Ensuring that operators are ready for newly designated route stop locations for connections.

Leadership Team Members

Directors of **Marketing/Planning (Lead)**, Operations, IT

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Strategic Initiative 6 - Consistent Staffing Levels

Goal Statement

Maintain consistency of staffing levels throughout the Agency

Supports SRTP Goals

- Deliver safe, reliable, clean, frequent, convenient, comfortable, and equitable service
- Expand, maintain, and improve existing vehicles, facilities, and passenger amenities

Outcomes

1. Minimize staff vacancies
2. Improved service quality and reliability
3. Increased customer satisfaction

Strategic Actions

1. HR to provide staff for all union classifications and levels 7-9 non-represented administrative/clerical positions
 - a. Advertisements
 - b. Interviews
 - c. Testing
 - d. Placement
2. Procure temporary agency agreement for skilled positions
 - a. Prepare procurement
 - b. Select firm
 - c. Award
 - d. Execute agreement
3. Develop internal staff for advancement
4. Negotiate mutually beneficial language with Unions to reduce absenteeism

Performance Indicators

1. Reduction in lost service
2. Reduced overtime
3. Reduced average time to hire

Rationale

Absenteeism, employee turnover, vacancies, and need for expansion affect the level of service and reliability of service. Having the ability to rapidly staff vacant positions, including temporary staff, provides a tool to prevent loss of revenue service. It is expected that the average time to hire could be reduced by as much as six weeks.

External Factors

UNSCHEDULED OCCURRENCES—Workers' Compensation, FMLA, Kin Care, Unscheduled Absences.

POSITION REQUIREMENTS AND WORKFORCE AVAILABILITY—The availability of the personnel with the skills required for a position have an impact on the ability to staff vacant positions.

Leadership Team Members

Directors of **HR/Safety (Lead)**, Operations, Maintenance, Procurement, Audit