



FY2026— DRAFT Management Plan

Letter from the Chief Executive Officer / General Manager

As we enter the 2026 fiscal year and celebrate 50 years of service to the San Bernardino Valley, Omnitrans is on solid operational and financial footing.

In the past year, we have achieved driver and maintenance staff levels that allowed us to increase service delivery to 100 percent of planned service and introduce mentoring programs. Reaching this milestone reflects the hard work and dedication of the entire Omnitrans team and will provide more frequent and reliable service to our customers and increase ridership.

This milestone is the foundation for the Agency's future. With continuing commitments to excellence in customer experience and employee experience, our intent is to grow with the region's population and to be central to the vitality of the community.

Fundamental to service excellence and ridership growth is ensuring a safe, secure and welcoming transit environment for our customers and our employees. To facilitate that effort, this year we introduced enhanced onboard security and the Transit Ambassador Program. We also continued to upgrade amenities for our customers at bus stops and transit facilities, including solar lighting, benches and shelters.

In the coming year, we will be preparing to launch the next generation of transit service. The newest edition to our zero-emissions bus fleet, sbX Purple Line vehicles will provide bus rapid transit service to expand access to major destinations in the West Valley, further enhance the core transit network, attract new customers, and support the local economy.

Our 2020-2025 Strategic Plan guided the agency through unprecedented turbulence at the beginning of the decade. We will undertake our next five-year strategic plan in the coming year to again navigate any funding and regulatory uncertainty ahead, as well as to position us for potential growth opportunities.

We have managed uncertainty before. I have every confidence that Omnitrans is prepared to meet the challenges the next five years will present—as we have done for five decades.

When a group of cities and San Bernardino County came together to establish Omnitrans' joint powers authority in 1976, they sought a coordinated transportation solution that was consistent, reliable, innovative and sustainable. Omnitrans fulfilled this commitment by providing every scheduled day of service for 50 years (including the pandemic!) and furthering economic and regional development, environmental sustainability, workforce development and community partnership.

We have the people, partners, and engaged leadership to provide the region with a coordinated and sustainable transit system that connects our communities and makes San Bernardino County a thriving home, workplace, business and recreational destination for Southern California.

Sincerely,

Erin Rogers
CEO and General Manager

Overview of the Strategic Plan Framework

The FY2026 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

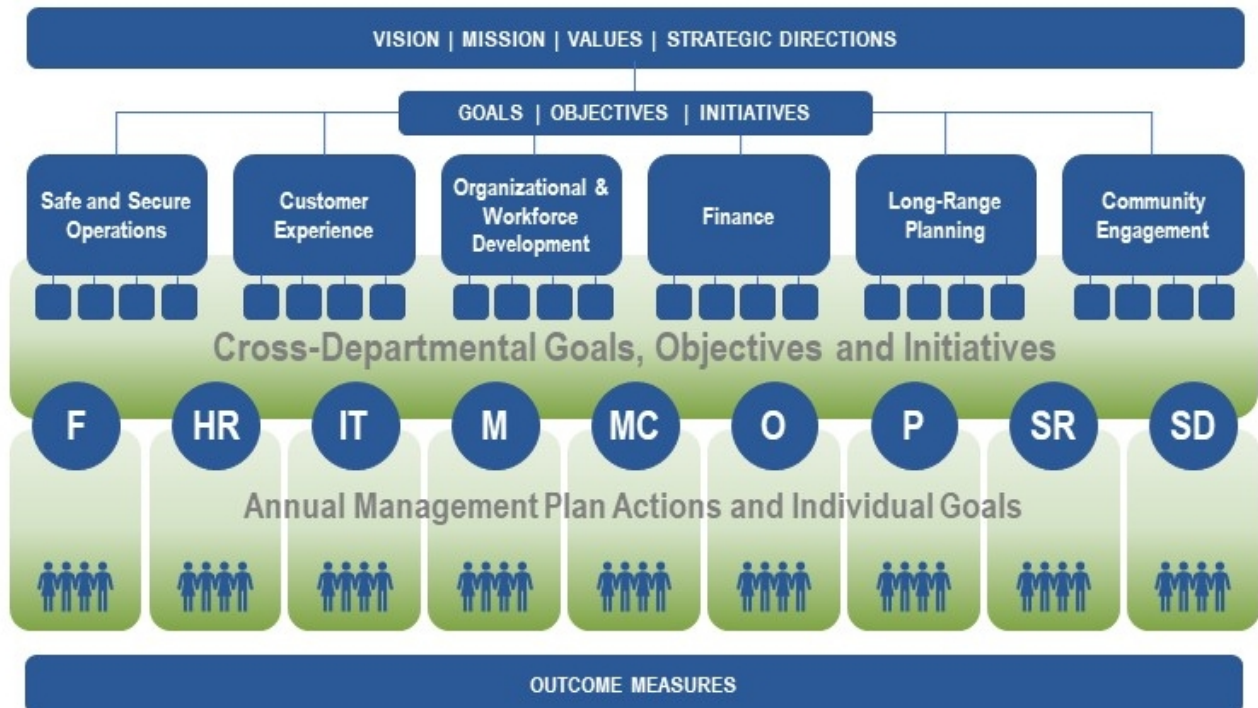
Collaboration among the functional units was essential to meeting the challenges of FY2025. Similarly, in FY2026 the performance of each functional unit will not only be the result of implementing discrete action in a particular goal area but the result of working across functional units as well to achieve 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 FY2026

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

- 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: FY2026 Management Plan Actions

Actions	Supports		Timeframe			
	Strategic Initiatives	Outcome Measures	Q1	Q2	Q3	Q4
Implement additional cybersecurity hardening measures	1:bc 4:de	1:g 2:g	X	X	X	X
Expand coordination with public safety agencies to strengthen transit system safety and security	1:d	1:ce	X	X	X	X
Elevate elements of Agency Safety Plan including Safety Management System	1:abcde 4:d	1:abcef	X	X	X	X
Develop and implement a new front-line training program focused on safety, customer service, and zero-emission buses.	1:be 4:d 5:e	1:abef 2:e 5:c	X	X	X	X
Install additional bus stop amenities to support customer experience and safety at bus stops	1:a 2:f	1:d 2:ae	X	X	X	X
Enhance agency resiliency through	1:cd	1:f	X	X	X	X

Actions	Supports		Timeframe			
	Strategic Initiatives	Outcome Measures	Q1	Q2	Q3	Q4
participating in regional emergency management preparation, training exercises, and continuity of operations planning						
Conduct ongoing safety compliance reviews, implement enhanced safety measures, and enhance after-action response	1:b	1:f	X	X	X	X
Review and update all safety and emergency response plans ensuring roles are clearly defined and training is completed	1:abc	1:cef	X	X		
Create a Safety Scorecard to enhance safety, augment training and reduce risk	1:abe	1:abc	X	X	X	X
Prepare for sbX Purple line start of revenue service including training, system integration, and substantial completion of West Valley Yard construction.	1:a 2:ab 5:ef	2:abcdef 5:c	X	X	X	X

Outcome Measures

- Reduced accident/incident/injury rates
- Reduced safety/insurance associated cost escalation
- Completed internal and external safety campaigns
- Increased share of bus stops with amenities
- Improved customer safety perception
- Achieve and maintain full compliance with federal, state and local safety, security and environmental regulations
- Minimize risk from cyber-attacks and improved recovery capabilities

Key FY2025 Results

- Updated Agency Safety Plan to achieve compliance with new FTA safety regulations.
- Implemented Zero-Trust Network Access to harden Omnitrans Cyber-Security Posture
- Completed cyber-security assessment/audit.
- Supported San Bernardino Emergency Operations Center with Line and Bridge Fires including running shuttles for individuals in evacuation centers to get supplies.
- Expanded the number of jurisdictional partners and joint training events including events with Ontario, Fontana, and San Bernardino police departments.
- Completed over 500 hours of zero-emission bus training for mechanics. All new operators now receive zero-emission bus operations training.

- Achieved stable injury frequency rate at 45% below the benchmarked target
- Installed 100 new solar lights, 10 new bus shelters, and 20 new benches throughout the service area
- Painted 45 concrete bus benches with unique artwork designs to create a sense of place and reduce graffiti
- Adopted Workplace Violence Prevention plan and conducted agency wide training.
- Partnered with the City of Fontana to improve safety at and around the Fontana Transit Center

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: FY2026 Management Plan Actions

Actions	Supports		Timeframe			
	Initiatives	Outcomes	Q1	Q2	Q3	Q4
Ensure reliability of customer-facing technology, maintain infrastructure in near-new condition, and sustain "new bus standard"	2:cf	2:abceg	X	X	X	X
Enhance system reliability to elevate customer experience and increase ridership by optimizing service delivery, refining transfers, expanding connectivity, and improving regional connections	2:ab	2:abcdef	X	X	X	X
Deploy new technology to improve customer journey, ease of use, and communication	2:abe	2:acef	X	X	X	X
Implement the "Customer Experience 2.0" framework	2:ce	2:abe	X	X	X	X
Strengthen regional transit and rail	2:bde	2:ad	X	X	X	X

Actions	Supports		Timeframe			
	Initiatives	Outcomes	Q1	Q2	Q3	Q4
partnerships						
Focus on core brand promotion by evaluating vehicle advertisements	2:bcf	2:ab	X	X		
Fully implement and evaluate the Transit Ambassador Program	2:bg	2:a 3:f	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
- g) Reduce downtime on customer facing technology & infrastructure

Key FY2025 Results

- Fully restored service to 100% of planned levels, which fully implemented the ConnectForward Plan.
- Delivered 99.9 percent of scheduled fixed route service
- Increased ridership by 7 percent to 7.4 million trips
- Achieved 76 percent customer appreciation rating
- Launched the Transit Ambassador Program
- Implemented Simplify Transit real-time bilingual service alerts
- Conducted joint transit promotions with Metrolink, Arrow, and regional transit agencies
- Initiated 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
- Updated and improved wayfinding at San Bernardino Transit Center
- Initiated procurement of new Fareboxes and Computer-Aided Dispatching and Automated Vehicle Locator system
- Completed seat refresh on all fixed route buses

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

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

Goal 3: FY2026 Management Plan Actions

Actions	Supports		Timeframe			
	Initiatives	Outcomes	Q1	Q2	Q3	Q4
Focus the professional development program on succession planning to elevate career paths and support effective knowledge transfer between employees	3:adefg	3:abcdef	X	X	X	X
Prioritize recruitment efforts across the agency on attracting and retaining top talent	3:acf	3:bcf	X	X	X	X
Implement engagement, culture, and recognition programs that celebrate employee accomplishments and contributions and increase employee retention and engagement	3:cdefg	3:abf	X	X	X	X
Expand apprenticeship and internship programs to introduce future workers to	3:efg 5:ef	3:af	X	X	X	X

Actions	Supports		Timeframe			
	Initiatives	Outcomes	Q1	Q2	Q3	Q4
transit careers	6:a					
Evaluate approaches to continue coach operator mentoring program to improve onboarding and retention of operators	3:def	3:abf	X	X	X	X
Improve agency and union relationships through joint labor management meetings and seek opportunities for agency/union partnerships	3:cdfg	3:af	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
- Improve employee satisfaction rates

Key FY2025 Results

- Achieved recruitment targets for senior leadership and coach operator positions
- Increased department efficiencies and innovation to be fully staffed with Coach Operators for 100% Service Resumption.
- Conducted 85 new recruitments successfully, hiring 177 new employees
- Promoted 20 employees
- Increased interdepartmental collaboration for the recruitment process.
- Initiated Leadership Toolbox Training for supervisors and managers
- Continued coach operating mentoring program in partnership with Amalgamated Transit Union and California Transit Works
- Maintained maintenance worker apprenticeship program with Valley College
- Implemented multiple programs to recognize and celebrate employees including starting quarterly service award ceremony, held first holiday gala in over five years, celebrated transit appreciation day, and competed in local, regional and national rodeo.
- Continued enhanced employee communication efforts started with the cultural renovation project including Coffee Chat with the CEO, and all hands meetings.
- Conducted an employee survey to measure the continued success of the cultural renovation program.
- Completed negotiations with both Amalgamated Transit Union (ATU) and Teamsters

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: FY2026 Management Plan Actions

Actions	Supports		Timeframe			
	Initiatives	Outcomes	Q1	Q2	Q3	Q4
Evaluate existing Enterprise Resource Planning system for potential upgrade or procurement of new system while ensuring significant employee feedback is considered	4:de 5:f	4:def 5:d	X	X	X	X
Procure Computer-Aided Dispatch / Automated Vehicle Locator system	1:a 2:3 4:e	2:cef 4:de 5:d	X	X	X	X
Engage with industry partners to advocate for transit funding and regulatory relief and share best practices	4:f 5:cd	4:ab 5:a	X	X	X	X
Pursue grant funding opportunities	4:c 5:def	4:ab	X	X	X	X
Develop a budget book and formalize position control process	4:a	4:a	X	X	X	X

Actions	Supports		Timeframe			
	Initiatives	Outcomes	Q1	Q2	Q3	Q4
Enhance risk management practices and reduce liability costs through organization-wide collaboration	1:bc 4:d	1:abg 4:ac	X	X	X	X
Procure and implement new fare collection technologies and equipment	4:e	2:cg 4:d	X	X	X	X
Implement best practices that support innovation, efficiency, and cost savings	4:f	4:acde	X	X	X	X
Execute annual Internal Audit Plan	4:d	4:f	X	X	X	X
Maintain state of good repair of Agency assets	2:f 4:ad	2:fg 4:af	X	X	X	X
Complete annual and triennial regulatory compliance reviews	4:d	4:f	X	X	X	X
Review and implement at least one automation or artificial intelligence deployment in each department	4:e	4:cef	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
- Increased employee efficiency with reduced fixed costs
- Achieve and maintain highest regulatory compliance results

Key FY2025 Results

- Completed all financial and compliance audits on time and with no findings
- Established California Asset Management Project (CAMP) account for reserve
- Enhanced internal controls and procedures for Petty Cash and retention/bonus/merit payments.
- Implemented process for electronic record keeping of financial records
- Developed and reported agency's first comprehensive grant summary report increasing transparency
- Completed long-term financial forecast through 2040
- Continued I Street modernization project
- Received Certificate of Achievement for Excellence in Financial Reporting
- Completed Internal Audits on Compensation & Benefits, Cash Handling, and Inventory Management and initiated four new internal audit engagements
- Awarded a \$155,000 grant from California Office of Emergency Services to support cybersecurity hardening

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

Goal 5: FY2026 Management Plan Actions

Actions	Supports		Timeframe			
	Initiatives	Outcomes	Q1	Q2	Q3	Q4
Develop the FY2026-2030 Strategic Plan	5:bdef	4:a 5:a	X	X	X	X
Review and respond to development reviews to support cities and partner with cities to support planning efforts	5:bc	4:b 5:a	X	X	X	X
Support city/county grant applications that align transit, transit amenities and housing	5:bcd	4:b 5:ab	X	X	X	X
Implement the zero-emissions bus transition plan	5:e	5:cf	X	X	X	X
Complete FY2026-2032 Short Range Transit Plan	2:ab 4:a 5:def	2:adef 5:ab	X	X	X	X
Advocate for transit investment as part of a potential regional, state, and federal funding measures	5:def	5:a	X	X	X	X
Support long-term regional projects including Cucamonga Station, ONT Connector, and	2:abdg 4:be	2:abcde 5:abc	X	X	X	X

Actions	Supports		Timeframe			
	Initiatives	Outcomes	Q1	Q2	Q3	Q4
Brightline, and major regional events such as LA28 Olympics and 2026 World Cup.	5:acef 6:abcf					
Evaluate paratransit service delivery and prepare to release RFP to support service enhancements and efficiencies.	4:ae 5:f	5:bd	X	X	X	X

Outcome Measures

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

Key FY2025 Results

- Continued advancing the West Valley Connector/sbX Purple Line project
- Received all West Valley Connector buses
- Initiated initial temporary hydrogen refueling infrastructure at east valley facility
- Kicked off hydrogen fueling facility conceptual design, site selection, and environmental process project
- Advanced electrification of sbX Green Line to 90% design and have nearly completed the NEPA and CEQA exemptions to move the project forward
- Signed sub-recipient agreement with the Alliance for Renewable Clean Hydrogen Energy Systems (ARCHES)
- Adopted the agency's first state and federal legislative platforms
- Conducted Board Workshop to gain feedback on future goals and initiatives
- Reviewed and responded to over 50 developments in JPA member jurisdictions to work to ensure connections between land use and transit planning
- Supported San Bernardino, Montclair, Ontario, Upland and SBCTA with various grant efforts
- Supported SBCTA on the development of the Long-Range Multi-Modal Transportation Plan (LRMTP) which evaluated future Bus Rapid Transit Corridors and identified three corridors as the next highest priority.
- Engaged with federal delegation and key committee staff on both Omnitrans and industry issues and to initiate discussion on the next surface transportation reauthorization bill

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: FY2026 Management Plan Actions

Actions	Supports		Timeframe			
	Initiatives	Outcomes	Q1	Q2	Q3	Q4
Conduct the Regional Mobility Partnerships (RMPs) call for projects to expand the program.	6:de	6:cd		X	X	X
Advance marketing initiatives to promote Agency impact including the agency's 50 th anniversary	2:dg 6:bcd	2:ae 6:bc	X	X		
Utilize evergreen campaigns to enhance service awareness among key audiences	6:abcf	2:ae 6:bc	X	X	X	X
Prioritize and implement outreach to key market segments (i.e., students, seniors)	2:g 6:bf	2:ae 6:abc	X	X	X	X
Participate in strategic events with the federal and state delegations, the Board of Directors, and JPA members	5:cd 6:ad	5:a 6:ac	X	X	X	X
Implement strategic outreach to partner agencies, business groups, chambers of commerce, etc.	5:abc 6:abd	5:a 6:ac	X	X	X	X
Advance corporate pass program	4:b 5:a 6:a	2:ab 6:bc	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 Services

Key FY2025 Results

- Continued Omnitrans' Free Fares for School program which contributed 1.2 million student trips within the last twelve months.
- Maintained Students in Transit advisory council
- Implemented route-specific campaigns that achieved an average 11% increase in ridership during campaign periods.
- Initiated new resident campaign resulted in 437,000 impressions and 3,400 coupon redemptions
- Participated in 40 community events reaching nearly 300,000 people showcasing Omnitrans in the community and promoting both ridership and employment opportunities.
- Engaged stakeholders at approximately 15 State of the City/County/Region events, and open houses and listening sessions with state and federal delegations.