

Omnitrans Management Plan FY2025



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 & Regulatory Compliance

Supporting: Operations, Strategic Development, Human Resources, Maintenance

Goal 1 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

Actions		Q1	Q2	Q3	Q4
Elevate Agency's cybersecurity position	Plan	X	X	X	X
	Action	Implemented Zero Trust Network, Automated Patching, Cyber-Security Assessment, System Auditing, Additional Monitoring.			
Expand coordination with public safety agencies to strengthen transit system safety and security	Plan	X	X	X	X
	Action	Collaboration with Ontario PD on Real Time Information.			
Implement elements of Agency Safety Plan including Safety Management System	Plan	X	X	X	X
	Action	Continued collaboration with Agency Safety Committee.			
Enhance overall driver and mechanic training to focus on safety, customer service, and zero-emission bus technologies	Plan	X	X	X	X
	Action	Completed 182 hours of maintenance safety training. Driver training for hydrogen and our new electric zero-emission buses has been conducted. The updated ZEB training curriculum has also been incorporated into the new student training program.			

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Maintain existing and install additional bus stop amenities to support customer experience and safety at bus stops	Plan	X	X	X	X
	Action	Added 5 new shelters and 5 e-signs (San Bernardino, Fontana, & Ontario). Collaborating with the County, Redlands, Loma Linda & Yucaipa for stop improvements. Amenities have been ordered for some of these stops and will be installed when improvements complete. Started call for artists for Clean CA art bench painting			
Engage in regional emergency management preparation and training including assessing options to enhance the Emergency Operations Center	Plan	X	X	X	X
	Action	Supported county EOC with Line and Bridge Fires. Provided shuttle service from evacuation centers for individuals to get supplies.			
Conduct ongoing safety compliance reviews, implement enhanced safety measures, and enhance after-action response	Plan	X	X	X	X
	Action	Continuation of regular facility inspections, revised root cause analysis process, and annual revision of Agency Safety Plan.			
Review and update all safety and emergency response plans	Plan	X	X		
	Action	Annual review and revision of the Agency Safety Plan and Security Emergency Preparedness Plan. Developed draft Workplace Violence Prevention plan which will go to the Board for approval during the second quarter.			
Develop a Safety Scorecard to increase awareness and reduce injury and accident frequency rates	Plan	X	X	X	X
		In addition to agency-wide safety KPIs, development of a Microsoft Power BI reporting tools to more granularly analyze and respond to accident and incident trends.			

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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

Goal 2 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

Actions		Q1	Q2	Q3	Q4
Fully implement ConnectForward Plan with focus on service frequency on the core network	Plan	X		X	X
	Action	Added additional service in August run bid focused on modest frequency improvements and have been preparing for significant resumption of service in January.			
Enhance system reliability to elevate customer experience and increase ridership	Plan	X	X	X	X
	Action	A new gate check procedure and reporting process have improved operator pull out times, ensuring buses depart on schedule. Enhanced Power BI reporting tools provide detailed analysis of on-street performance.			
Explore technology to improve customer journey, ease of use, and communication	Plan	X	X	X	X
	Action	Enhanced Digital Signage, and promoted Token Transit Validators. Initiated procurement process for Farebox and computer aided			

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		dispatch system (CAD/AVL) upgrades.			
Assess options for developing a "Customer Experience 2.0" framework for the future	Plan			X	X
	Action	No planned activity this quarter.			
Ensure "new bus" standard	Plan	X	X	X	X
	Action	Board approved to replace cloth seats inserts on remaining buses with vinyl seat inserts.			
Strengthen regional transit and rail partnerships	Plan	X	X	X	X
	Action	Executed updated bus bridge amendment - Metrolink & Omnitrans. Completed regional social media campaign partnership with Amtrack; joined partner agencies in promoting and implementing free rides for Clean Air Day.			
Focus on core brand promotion by evaluating vehicle advertisements	Plan	X	X		
	Action	Continued to research partners and trends, including availability of shelter-only contracts (unsuccessful locally). Met with current vendor to discuss potential contract amendments; researching internal ad policy revision.			
Initiate the Transit Ambassador Program	Plan		X	X	X
	Action	Executed subrecipient agreement with El Sol (Ambassador program partner).			

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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

Goal 3 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

Actions		Q1	Q2	Q3	Q4
Expand professional development program to focus on career paths, onboarding, supervisory training skills, and leadership development for managers and supervisors	Plan	X	X	X	X
	Action	Launched Leadership Toolbox Training Academy program for managers and supervisors; continued Career Path Google Ads campaign (5,100+ click-throughs).			
Prioritize recruitment efforts on service resumption and attracting and retaining top talent	Plan	X	X	X	X
	Action	Continuation of recruitment and selection practices to make progress towards being fully staffed.			
Focus on recognition programs to enhance employee retention and engagement	Plan	X	X	X	X
	Action	First Quarterly Service Awards ceremony was held on 7/17/24. GEM and Employee of the Quarter programs ongoing.			

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Expand apprenticeship and internship programs to introduce future workers to transit careers	Plan	X	X	X	X
	Action	Continued collaboration with San Bernardino Valley College to increase to 3 apprentices.			
Continue implementation of Cultural Renovation project and evaluate progress	Plan	X	X	X	X
	Action	Launched Leadership Toolbox Training Academy program for managers and supervisors. Presented culture communications and solicited employee feedback at All Hands meetings.			
Utilize coach operator mentoring program to improve onboarding and retention of operators	Plan	X	X	X	X
	Action	Since the pilot inception of the new mentor program, 10 mentors have been officially assigned to 30 mentees. In partnership with ATU, a draft MOU has been developed to outline the selection process for the program as we look to expand it.			
Complete negotiations with bargaining units, focusing on recruitment and retention	Plan	X	X	X	
	Action	Completed Teamster negotiations. Board and Teamsters approved MOU.			

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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

Goal 4 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

Actions		Q1	Q2	Q3	Q4
Evaluate existing Enterprise Resource Planning and Computer-Aided Dispatch/Automated Vehicle Locator systems and upgrade or procure new systems	Plan	X	X	X	X
	Action	ERP Consultant RFP was put on Planet Bids with 5 respondents and 4 being deemed responsive. Evaluation on going with a recommendation planned for Board consideration next quarter.			
Engage with industry partners to advocate for transit funding, regulatory relief and share best practices	Plan	X	X	X	X
	Action	Working with SBCTA and Omnitrans' lobbyists to introduce Omnitrans' first Legislative Platform for Board's consideration. Monitoring CalSTA's Transit Transformation Taskforce and providing feedback through the California Transit Association (CTA),			

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Pursue grant funding opportunities	Plan	X	X	X	X
	Action	Submitted cybersecurity grant (CalOES SLCGP) in Sept. Supported San Bernardino in HSIP grant app for median. Met with Blais monthly to stay up-to-date on available grants.			
Develop a grant transparency report, budget book, and evaluate formalizing position control process	Plan	X	X	X	X
	Action	Grant Report is being updated for FY25 Q1 information. Will be presented during the second quarter.			
Enhance risk management practices and reduce liability costs through organization-wide collaboration	Plan	X	X	X	X
	Action	HR continues to work with all departments to reduce reportable incidents and address concerns that arise.			
Evaluate and procure fare collection technologies and equipment	Plan	X	X	X	X
	Action	Refining scope of work for fare collection RFP to ensure consistency and flexibility to be able to adjust as the technology evolves..			
Implement best practices that support innovation, efficiency, and cost savings	Plan	X	X	X	X
	Action	Completed draft of new IT policies and procedures to implement best practices.			
Execute annual Internal Audit Plan	Plan	X	X	X	X
	Action	Completed FY2024 internal audit reports to Board and FY2025 audit plan approved. Non-order payment audit has begun.			
Develop long-term financial forecast to solidify and regional transit funding needs	Plan	X			
	Action	Forecast in development. Will be completed FY25 Q2. Long-term forecast for Measure I CTSA/RMP program completed.			

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Maintain state of good repair of Agency assets	Plan	X	X	X	X
	Action	Completed the asphalt repair at East and West Valley facilities.			
Complete annual regulatory compliance reviews	Plan	X	X	X	X
	Action	All annual audits in progress as anticipated.			

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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

Goal 5 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

Actions		Q1	Q2	Q3	Q4
Prepare West Valley Connector/sbX Purple Line for revenue service in partnership with SBCTA	Plan	X	X	X	X
	Action	Construction continuing. Working on recovery schedule. Side running stations being constructed. Met with FTA in Sept. Beginning purchase of long-lead items for WVMF.			
Develop the FY2026-2030 Strategic Plan	Plan			X	X
	Action	No planned action this quarter.			
Review and respond to development reviews to support cities and partner with cities to support planning efforts	Plan	X	X	X	X
	Action	Reviewed and responded where appropriate to a total of 22 development reviews from cities and the county.			

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Support city/county grant applications that align transit, transit amenities and housing	Plan	X	X	X	X
	Action	Supported San Bernardino in HSIP grant app for median. San Bernardino received AHSC funding – includes one BEB and one year of support on operations on Green Line. Wrote letter of support for Montclair Reconnecting Communities Pilot grant.			
Further implement the zero-emissions bus transition plan	Plan	X	X	X	X
	Action	Discussed with ARCHES partnership with Omnitrans for FCEB. Currently, reviewing subrecipient agreement. Completed ICE and Scope for hydrogen fueling site selection bid. Out for bid in Oct. Working with STV on electric infrastructure design at EVMF and Palm & Kendall.			
Complete FY 2026-2032 Short Range Transit Plan	Plan			X	X
	Action	No planned action this quarter			
Advocate for transit investment as part of a potential regional, state, and federal funding measures	Plan	X	X	X	X
	Action	With SBCTA, meet with city managers (in June & Aug) to discuss future BRT/express bus corridors. Measure I funding is available and can be used to bring in federal grants. Still in discussion with SBCTA for next steps.			

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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

Supporting: Operations

Goal 6 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

Actions		Q1	Q2	Q3	Q4
Expand and support Regional Mobility Partnerships (RMPs)	Plan	X	X	X	X
	Action	Contracts executed following award of \$6.3 million in Measure I CTSA funds to RMP during the last quarter of FY2025. New partner VIP has begun offering service under the RMP program.			
Advance marketing initiatives to promote Agency impact	Plan	X	X	X	X
	Action	New Resident campaign, 56,900 reach; West Valley Connector Construction campaign, 300+ passes redeemed.			
Utilize evergreen campaigns to enhance service awareness among key audiences	Plan	X	X	X	X
	Action	Back to School campaign, 90,300 reach, ridership up 34%; ONT Connect, 73,100 reach.			

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Prioritize and implement outreach to key market segments (i.e., students)	Plan	X	X	X	X
	Action	Participated in 20 events in 8 cities during quarter, including multiple Back to School events, a Veterans Fair, and the Route 66 Cruisin' Reunion.			
Implement strategic outreach to the Board of Directors and JPA members including chambers of commerce and business groups	Plan	X	X	X	X
	Action	Participated in Chino Valley Chamber Business Expo and two Supervisor Open Houses.			
Advance corporate pass program	Plan			X	X
	Action	Nothing planned this quarter.			