

# Management Plan FY2026

Board of Directors

June 4, 2025



# Management Plan

- Agency's high-level goals and strategic initiatives
- Key element of annual plans
- Based on 2021-2025 Strategic Plan
- Developed by Senior Leadership Team with support from Pendoley Strategies + Communications and Anrab Associates



# Five Year Strategic Plan

## Our Vision

**Omnitrans provides innovative mobility solutions that connect our region and strengthen the economy.**

## Our Mission

**Omnitrans connects our community with coordinated and sustainable transit service.**

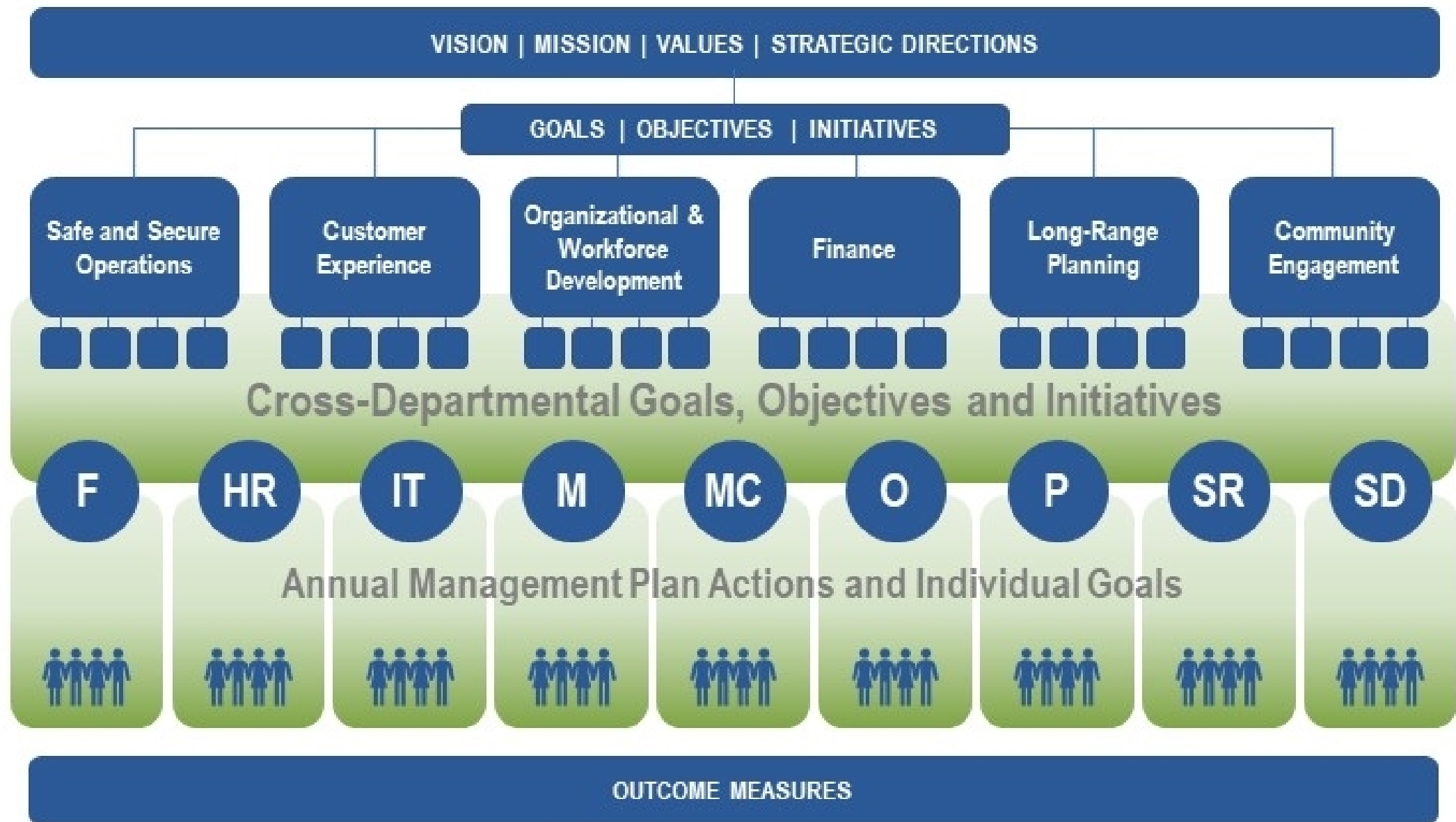
## Our Values

**Safety | Customer-Focused | Performance | Integrity  
Innovation | Diversity | Collaboration | Leadership**



#### DEPARTMENTS

- *Lead Department by Goal*
- SR Safety & Regulatory Compliance
- O Operations
- MC Marketing & Communications
- HR Human Resources
- SD Strategic Development
- M Maintenance
- F Finance
- IT Information Technology
- P Procurement






# Management Plan Structure

## For Each of the 6 Goals:

- Goal name and Objective Statement
- Lead and Supporting Departments
- Strategic Initiatives Supported
- FY2026 Management Plan Actions
- Outcome Measures
- Key FY2025 Results



**MANAGEMENT PLAN** **FY2026**

**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 Plan 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 transition plan	5:bcd	4:b 5:ab	X	X	X	X	
Implement the zero-emissions bus	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	

**Outcome Measures**

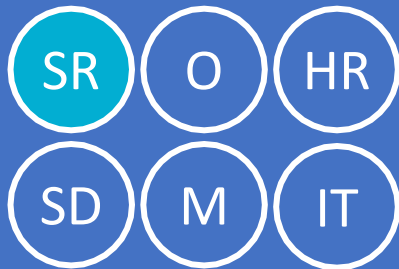
- a) Contributed to advocacy-based changes
- b) Increased partnership-driven service
- c) Advanced implementation of zero-emission vehicles
- d) Identified technology-based opportunities for agency to

**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)

# Goal 1

## Safe & Secure Operations

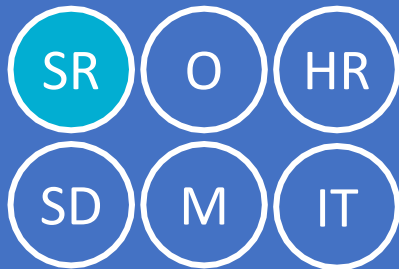


## FY2026 Actions

1. Implement additional cybersecurity hardening measures
2. Expand coordination with public safety agencies to strengthen transit system safety and security
3. Elevate elements of Agency Safety Plan including Safety Management System
4. Develop and implement a new front-line training program focused on safety, customer service, and zero-emission buses.
5. Install additional bus stop amenities to support customer experience and safety at bus stops
6. Enhance agency resiliency through participating in regional emergency management preparation, training exercises, and continuity of operations planning

# Goal 1

## Safe & Secure Operations



## FY2026 Actions

7. Conduct ongoing safety compliance reviews, implement enhanced safety measures, and enhance after-action response
8. Review and update all safety and emergency response plans ensuring roles are clearly defined and training is completed
9. Create a Safety Scorecard to enhance safety, augment training and reduce risk
10. Prepare for sbX Purple line start of revenue service including training, system integration, and substantial completion of West Valley Yard construction.



## Goal 2

# Customer Experience

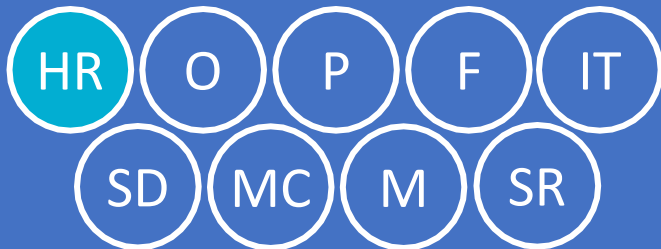


## FY2026 Actions

1. Ensure reliability of customer-facing technology, maintain infrastructure in near-new condition, and sustain “new bus standard”
2. Enhance system reliability to elevate customer experience and increase ridership by optimizing service delivery, refining transfers, expanding connectivity, and improving regional connections
3. Deploy new technology to improve customer journey, ease of use, and communication
4. Implement the “Customer Experience 2.0” framework
5. Strengthen regional transit and rail partnerships
6. Focus on core brand promotion by evaluating vehicle advertisements
7. Fully implement & evaluate the Transit Ambassador Program

# Goal 3

## Organizational and Workforce Development

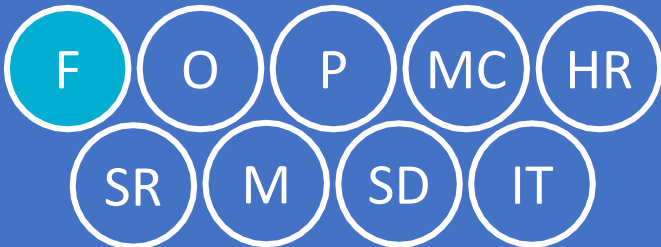


## FY2026 Actions

1. Focus the professional development program on succession planning to elevate career paths and support effective knowledge transfer between employees
2. Prioritize recruitment efforts across the agency on attracting and retaining top talent
3. Implement engagement, culture, and recognition programs that celebrate employee accomplishments and contributions and increase employee retention and engagement
4. Expand apprenticeship and internship programs to introduce future workers to transit careers
5. Evaluate approaches to continue coach operator mentoring program to improve onboarding and retention of operators
6. Improve agency and union relationships through joint labor management meetings and seek opportunities for agency/union partnerships

# Goal 4

## Finance

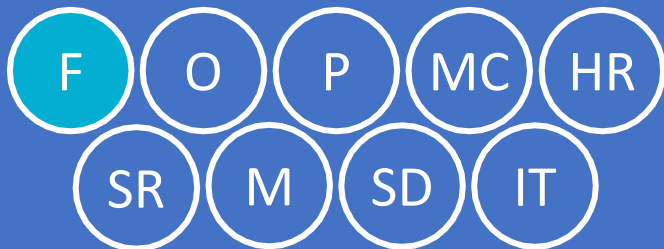


## FY2026 Actions

1. Evaluate existing Enterprise Resource Planning system for potential upgrade or procurement of new system while ensuring significant employee feedback is considered
2. Procure Computer-Aided Dispatch / Automated Vehicle Locator system
3. Engage with industry partners to advocate for transit funding and regulatory relief and share best practices
4. Pursue grant funding opportunities
5. Develop a budget book and formalize position control process
6. Enhance risk management practices and reduce liability costs through organization-wide collaboration

# Goal 4

## Finance

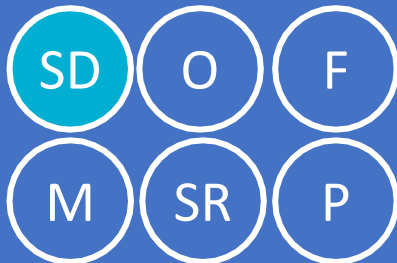


## FY2026 Actions

7. Procure and implement new fare collection technologies and equipment
8. Implement best practices that support innovation, efficiency, and cost savings
9. Execute annual Internal Audit Plan
10. Maintain state of good repair of Agency assets
11. Complete annual and triennial regulatory compliance reviews
12. Review and implement at least one automation or artificial intelligence deployment in each department

# Goal 5

## Long-Range Planning



### FY2026 Actions

1. Develop the FY2026-2030 Strategic Plan
2. Review and respond to development reviews to support cities and partner with cities to support planning efforts
3. Support city/county grant applications that align transit, transit amenities and housing
4. Implement the zero-emissions bus transition plan
5. Complete FY2026-2032 Short Range Transit Plan
6. Advocate for transit investment as part of a potential regional, state, and federal funding measures
7. Support long-term regional projects including Cucamonga Station, ONT Connector, and Brightline, and major regional events such as LA28 Olympics and 2026 World Cup.
8. Evaluate paratransit service delivery and prepare to release RFP to support service enhancements and efficiencies.

# Goal 6

## Community Engagement



### FY2026 Actions

1. Conduct the Regional Mobility Partnerships (RMPs) call for projects to expand the program.
2. Advance marketing initiatives to promote Agency impact including the agency's 50th anniversary
3. Utilize evergreen campaigns to enhance service awareness among key audiences
4. Prioritize and implement outreach to key market segments (i.e., students, seniors)
5. Participate in strategic events with the federal and state delegations, the Board of Directors, and JPA members
6. Implement strategic outreach to partner agencies, business groups, chambers of commerce, etc.
7. Advance corporate pass program



# Plan Implementation

## Senior Leadership Team:

- Monthly progress reports
- Team meetings

## Board of Directors:

- Quarterly progress reports

### 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

# Conclusion

## Recommend Adoption of the FY2026 Management Plan

### Focused on:

- Excellence
- Collaboration
- Innovation
- Efficiency



# Thank You

