



# 2020-2021 FISCAL YEAR BUDGET & CAPITAL PLAN



## MISSION STATEMENT

GOLD COAST TRANSIT DISTRICT'S MISSION IS TO PROVIDE SAFE, RESPONSIVE, CONVENIENT, EFFICIENT, AND ENVIRONMENTALLY RESPONSIBLE PUBLIC TRANSPORTATION THAT SERVES THE DIVERSE NEEDS OF OUR COMMUNITY.

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# STATEMENT FROM THE GENERAL MANAGER

To the Gold Coast Transit District Community,

The proposed budget for Gold Coast Transit District (GCTD) for fiscal year 2020- 2021 reflects the unprecedented economic impact brought about by the ongoing COVID-19 pandemic. GCTD's traditional funding sources, passenger fares, state grants from Gas Taxes, Local Transportation Funds (LTF) which typically comprise 80% of GCTD Operating budget are anticipated to be significantly reduced in the coming year. As a result, this budget is built around assumptions that are subject to potential significant change throughout the year as the financial outlook evolves.

In response to this public health and economic crisis, the Federal government passed the CARES-Act to provide a "life-line" to transit agencies to continue to provide essential service. The \$13.8 million allocation of federal CARES Act funding to the District will help us avoid what would otherwise be a fiscal emergency requiring severe cutbacks. The CARES Act relief is sufficient to fully balance the District's operating budget in FY20-21.

This FY 2020-21 budget is a product of collaboration among departments and is a representation of the priorities of the District for the coming year. The Budget plans for FY 20-21 prioritize three goals: **preserving jobs, ensuring continuity of operations** and **restoring service to core essential destinations** in our community. Following are the key assumptions used in the development of the budget.

- The collection of fares in buses will resume by the end of the year, with the addition of protective shields and a focus on contactless fare collection
- Service levels will be 8% lower than FY-19-20 levels, but will increase gradually
- TDA revenue is down 40% compared to the prior year's budgeted amount
- Support staffing and preservation of jobs will enable GCTD to maintain core services

GCTD is committed to the protection of public investments through sound financial practices. This commitment is reflected throughout the process from budget development to final adoption. Monthly reports on the actual vs budgeted expenses are reported monthly to the Board of Directors.

While the economic effects of COVID-19 on our traditional funding sources have been significant, staff has developed a FY 2020-21 budget that is balanced and strengthens our ability to serve the community and solve new challenges.

*Steven P. Brown*

**General Manager**

# **I. OPERATING BUDGET**

## **1. ORGANIZATION**

### **GOLD COAST TRANSIT DISTRICT**

In October 2013, Governor Brown signed into law Assembly Bill AB 664, which formed the Gold Coast Transit District. The district legislation was initiated in response to Senate Bill SB 716, which required that all TDA funds in Ventura County be used solely for public transit purposes. Formation of a transit district allows GCTD's Board of Directors and staff greater flexibility in implementing service improvements in the District by looking beyond jurisdictional borders in order to efficiently and effectively meet the public's transit needs.

### **BOARD OF DIRECTORS 2020**

Gold Coast Transit District is governed by a Board of Directors. Each of GCTD's five member jurisdictions appoints one elected official from its governing body to serve on the Board of Directors and a second to serve as an alternate member.

**City of Port Hueneme** – Councilmember Will Berg, Chair  
**City of Ojai** - Councilmember Randy Haney, Vice Chair  
**City of Ventura** - Councilmember Cheryl Heitmann, Director  
**City of Oxnard** - Councilman Bryan A. MacDonald, Director  
**County of Ventura** - Supervisor John C Zaragoza, Director

### **MANAGEMENT TEAM**

GCTD's General Manager is appointed by, and reports to, the Board of Directors. The General Manager is charged with carrying out the Board's policies and directives and has full charge of the operation of GCTD's services, facilities, and administration of business affairs. GCTD's Management Team is comprised of:

**Steven P. Brown, General Manager**  
*vacant, Assistant General Manager*  
James Beck, Director of Operations and Maintenance  
Michelle Pierret, Finance Manager (Acting Director of Finance)  
Vanessa Rauschenberger, Director of Planning and Marketing  
Debbie Williams, Director of Human Resources

### **EMPLOYEES**

GCTD has nearly 200 employees, the majority of whom operate or maintain buses. Service Employees International Union Local 721 represents all bus operators, most maintenance employees, and five administrative staff members. International Brotherhood of Teamsters Local 186 represents supervisors. GCTD Contracts with MV Transportation for the operation of ACCESS Paratransit.

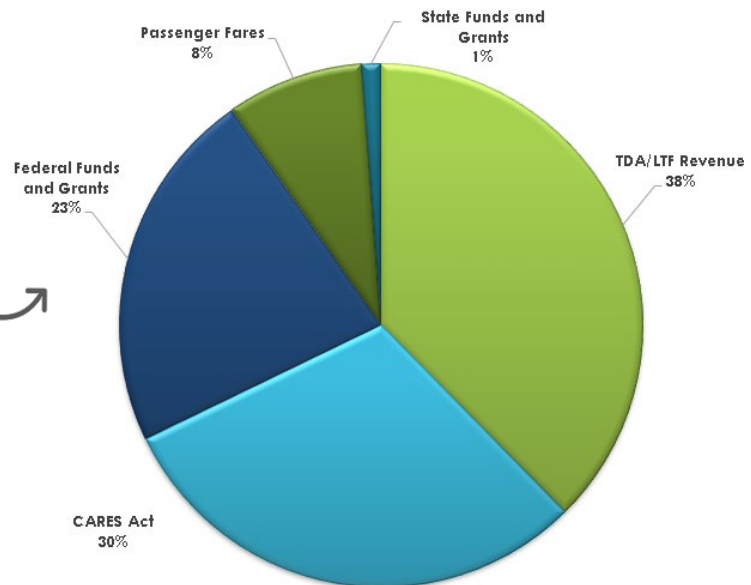
## 2. BUDGET SUMMARY

The FY 2020-21 budget was jointly prepared by Finance and Planning staff in consultation with the GCTD General Manager and the GCTD Management Team. A preliminary budget report was presented to the Board of Directors on June 3, 2020 and a budget review was held with the GCTD Technical Advisory Committee (TAC) in May and June of 2020. Public and member agency input is solicited during the annual budget review.

### REVENUE SOURCES

Current year revenue budget totals \$31,043,891 million, including \$11.4 million from LTF, \$6.8 million in Federal grant funds, \$9.1 million in CARES Act, \$2.6 million in passenger fares, \$0.7 million in local & other revenues, and \$0.3 million in state funds.

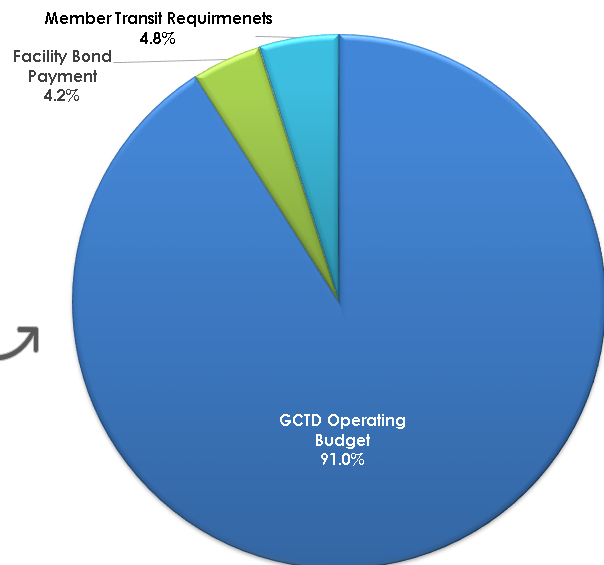
REVENUE SOURCES	
TDA/LTF Revenue	\$11,407,393
CARES Act	\$9,168,667
Federal Funds and Grants	\$6,830,831
Passenger Fares	\$2,568,100
Local & Other Revenue	\$710,100
State Funds and Grants	\$358,800
<b>Total Revenue</b>	<b>\$31,043,891</b>



### REVENUE USES

The uses for just over \$31.0 million in total revenue are \$28.2 million for the operating budget, \$1.3 million for the debt service budget and \$1.5 million for members' transit requirements. Approximately \$4 million of CARES Act funds will carry over to FY 2021-22.

REVENUE USES	
GCTD Operating Budget	\$28,201,603
Facility Bond Payment	\$ 1,338,862
Member Transit Requirements	\$ 1,503,426
<b>Total</b>	<b>\$ 31,043,891</b>



### BUDGET ASSUMPTIONS

Following is a description of the major assumptions included in the FY 20-21 budget:

- Wage and benefit increase for represented employees subject to existing labor agreements approved by the GCTD Board of Directors
- No wage increases for non-represented at this time

- Service restoration on core routes that serve essential destinations, with lower performing segments and stops consolidated to make service more effective
- Additional janitorial and support staff to ensure enhanced cleaning, and ensure continuity of operations in essential functions such as Finance, IT, Paratransit
- Critical business system upgrades & capital needs included in the Fleet Management Plan

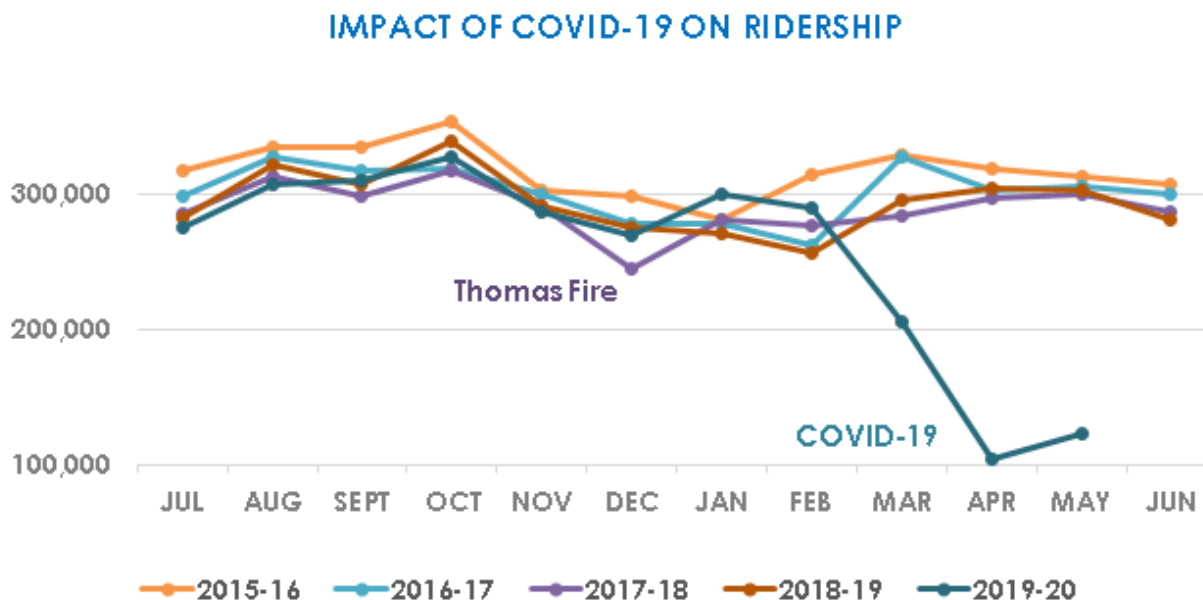
## SERVICE LEVELS

Fixed-Route service levels planned for FY 2020-21 include 188,000 in planned revenue hours. Planned service changes may change in the event of unforeseen factors, such as re-emergence of COVID-19 in the Fall, changes in stay at home orders, school and college schedule changes, and operator availability. The FY 2020-21 budget plan will require 128 bus operators. Service levels included in the FY 20-21 Budget include:

- Restoration of service frequency to full levels on core Routes 1, 6, 17, 21 (in July)
- Residential non-core routes continuing to operate as at reduced span of service
- Addition of the Ventura Road (Rt 23) (Subsidized by federal and state grant funds)
- Rt 3/9 combined into one route (routes restructured)
- Discontinuation of segments on neighborhood street to avoid redundant service
- Bus stop consolidation to improve speeds on Route 1

## RIDERSHIP & FARE REVENUE TRENDS

Due to COVID-19, fixed-route boardings in FY 2019-20 are anticipated to end the year at 2.9 million, or 20% down from the previous year which was 3.5 million. For FY 2020-21, the budget premise is 2.6 million boardings. We estimate that ridership will increase gradually as the County of Ventura reopens, however this could change depending on local public health orders or resurgence of COVID-19.





### 3. REVENUE SOURCES

#### PASSENGER FARES

In March 2020, to help prevent the spread of COVID-19, GCTD took several actions including enhanced cleaning, distribution of PPE, implementing rear door boarding, and discontinuation of fare collection on all services. These measures continue to be in effect. It is estimated that between March 20th and June 30th, 2020, GCTD will forgo collection of nearly \$1 million in passenger fares in order to implement these measures. Staff is planning to add additional protective measures such as placing a shield between operators and the farebox before resuming fare collection.

GCTD also receives fare revenue from VCTC's College Ride Transit Fare Promotion Project (funded by State LCTOP funds) and uses its LCTOP funds to subsidize the Token Transit (digital fare media sales) program. When GCTD restores fare collection, the use of contactless fare collection will be strongly encouraged.

GCTD's passenger fares for FY 2020-21 include an assumption that ridership and onboard fares will be significantly reduced. GCTD projects \$2,085,400 in fixed route fare sales, \$252,700 in paratransit fare sales.

##### **FIXED-ROUTE Fares**

Adult & Youth - \$1.50

Seniors 65+, Disabled and Veterans- \$0.75

Seniors 75+ - FREE

Children under 45" - FREE

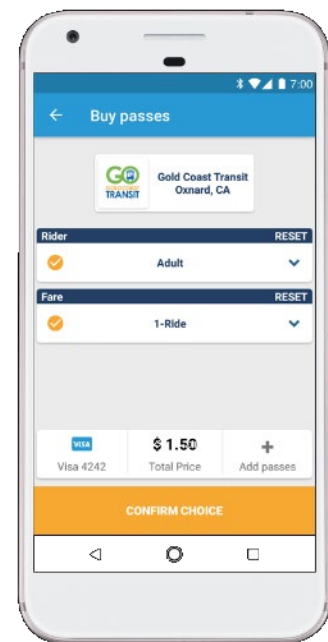
Transfers - FREE (Transfers are valid for two hours.)

##### **ACCESS Fares**

Cash Fare One Way - \$3.00 (ADA certified or Senior)

Book of 10 Tickets - \$30.00 (ADA certified or Senior)

Senior Nutrition Site - Free / Donation suggested



#### LOCAL TRANSPORTATION FUNDS (LTF)

On October 3, 2013, Governor Brown signed into law Assembly Bill AB 664, which formed the Gold Coast Transit District. The District legislation was initiated in response to Senate Bill SB 716, which required that all TDA funds in Ventura County be used solely for public transit purposes as of July 2014. Also in 2013, a Memorandum of Understanding (MOU) was established in eastern Ventura County for the operation and coordination of transportation services, fares and hours of service. As of July 1, 2014, the Gold Coast Transit District became a direct recipient of TDA funds to operate public transportation in western Ventura County.



GCTD receives the full amount of LTF allocated based on its members' population share. For FY 2020-21, the most current estimate is that GCTD's gross share will be \$11,407,393 million before allocation to member agencies.

Member agencies may use LTF to fund recurring transit-related activities and transit related capital items in their jurisdictions. Requests are submitted annually and reviewed by the Technical Advisory Committee. GCTD members may request funding for their recurring transit-related activities (not to exceed 10% above the baseline) based on funding in FY 2014-15, adjusted by the annual CPI.

For FY 2020-21 GCTD members have submitted to GCTD requests for \$1.5 million in LTF funding for their recurring and capital transit-related activities. Each member will receive their request less amounts not expended from prior years per audited financials. Funding these programs, net of carryover from members' prior year funding and returned capital funds, leaves GCTD with \$9.9 million in FY 2020-21 LTF for use in the operating budget.

## **STATE FUNDING**

Based on the most current State Controllers estimate, GCTD's State Transit Assistance (STA) budget for FY 2020-21 is \$300,000. The Operating budget also includes \$58,800 in LCTOP state grant funds to provide matching funds for the Ventura Road (Route 23).

## **FEDERAL CARES Act**

The CARES-Act provides a one-time allocation of \$13.8 million to GCTD. The FTA considers all expenses normally eligible under the Section 5307 and 5311 programs that are incurred on or after January 20, 2020 to be in response to economic or other conditions caused by COVID-19 eligible under the CARES Act. To cover anticipated funding shortfalls caused by the economic impacts of COVID-19, GCTD anticipates using \$9.1 million in CARES Act Funds in FY 2020-21. Unused CARES ACT funds would be carried over to ensure continuation of essential services in FY 2021-22.

## **FEMA FUNDING**

GCTD will be seeking FEMA funding for the costs of PPE, cleaning supplies, and other eligible costs directly associated with the emergency response. Because the amount of reimbursement is unknown, we did not include a dollar amount in the revenue assumptions.

## **FEDERAL ALLOCATION 5307/5339 (POP)**

GCTD's FY 2020-21 federal transit funding is authorized by the Fixing America's Surface Transportation (FAST) Act 2015 legislation. The FY 2020-21 proposed Program of Projects (POP) from Ventura County's Federal Transit Administration (FTA) apportionment, showed GCTD's allocation for FY 2020-21 is \$5,638,431. Of that amount, \$4,108,504 of Section 5307 is planned to be used for eligible costs such as Operating Assistance, Preventive Maintenance, Planning Assistance and Facility COP (bond) payments. The amount of \$503,242 is Section 5339 formula funding and will be used to help pay for GCTD's COP

(bond) payments. Additionally, \$954,685 in federal funds will be programmed for ADA services.

### **FEDERAL GRANTS / CMAQ / 5310**

GCTD will be allocating to its FY2020-21 operating budget \$1,112,400 in route-specific federal CMAQ grant funds for the Ventura Road Route (Route 23) scheduled to begin service in FY 2020-21.

### **FUEL CREDITS**

GCTD has in place since 2014 a contract agreement whereby the District receives a discount on its natural gas and generates and sells both Low Carbon Fuel Standard (LCFS) credits (State of California) and Renewable Identification Number (RIN) credits (U.S. EPA) from its use of renewable natural gas to fuel the fleet. GCTD projects receiving over \$525,000 from credit sales in FY 2020-21.

### **ADVERTISING & OTHER REVENUE**

The District's advertising sales revenue rebounded in FY 2019-20. However due to COVID-19, several advertisers have reduced ad buys for the coming year. The proposed FY 2020-21 budget is \$140,000. Other budgeted revenue line items are sale of surplus materials and interest.



## 4. EXPENDITURES

The FY 2020-21 expenses are comprised of the areas listed below. The largest driver of the budget is operating expenses directly associated with personnel involved in operating service and maintaining our fleet. GCTD continually looks for ways to streamline expenses to ensure we are able to function as a more efficient organization.

### WAGES & BENEFITS

Wage and benefit increases, for represented employees are included in the FY 2020-21 Budget. These increases reflect contractual obligations with SEIU and TEAMSTERS. Wage increases for non-represented employees are not planned in this draft budget. These may be added as part of the final budget, subject to Board/ GM approval.

Benefit contributions increased 3% in FY 20-21 in accordance with the MOUs. GCTD's CalPERS employer pension contribution will also increase in FY 2020-21.

In FY 2019-20 due to a shortage of staffing of operators, absenteeism and DMV challenges related to COVID-19, GCTD expects costs associated with covering shifts which include overtime to be close to \$500,000. When a bus operator misses work, GCTD is still required to operate the run. Typically, this is done using extra-board operators. Another contributing factor in overtime costs is related to the Expanded FMLA allowed under the Families First Coronavirus Relief Act. Eligible leave under this policy is expected to be used until December 2020.



### FIXED-ROUTE SERVICE LEVELS

Since the start of the COVID-19 Stay at Home Orders, service levels were reduced to modified Sunday levels which reflected a -60% to -70% decrease in ridership and fluctuations in staff availability. As the county reopens and ridership increases, GCTD will utilize additional operators as standby to run peak shuttle trips during peak times to help alleviate loads and gradually restore service on routes. Restoration of service levels to pre-COVID-19 levels will take place gradually as our workforce returns and the county resumes functions.

Service levels planned for FY 2020-21 includes 188,000 in planned revenue hours. This reflects a decrease from FY 2019-20 budget which was 195,000 planned revenue hours. Planned service changes may change in the event of unforeseen factors, such as re-emergence of COVID-19 in the fall, changes in stay at home orders, school and college schedule changes, and operator availability.

The FY 2020-21 planned service levels will require 128 bus operators. Planned service adjustments include:

- Restoration of service frequency to full levels on core Routes 1, 6, 17, 21 (in July)
- Residential non-core routes continuing to operate as at reduced span of service
- Addition of the Ventura Road (Rt 23) (Subsidized by federal and state grant funds)
- Rt 3/9 combined into one route (routes restructured)
- Discontinuation of segments on neighborhood street to avoid redundant service
- Bus stop consolidation to improve speeds on Route 1

### **ADA & SENIOR PARATRANSIT/DEMAND RESPONSE**

The 2019-20 actual GCTD Paratransit Services contract is projected to be approximately \$550,000 lower than the FY 2019-20 budget, primarily due to lower ridership. Since March, GCTD has partnered with Area Agency on Aging to provide meal delivery services, operating under an exemption from the FTA that allows us to provide this service under emergency authorization. GCTD's paratransit contract includes the flexibility to continue this partnership, as well as other services such as microtransit service in the future.



### **CLEANER/JANITORIAL & SUPPORT STAFF ADDITIONS**

The COVID-19 public health emergency has highlighted the need for ensuring a higher standard of cleaning and disinfecting. It also highlighted a need to ensure core functional areas have some depth in order to ensure continuity of operations. Salary savings from senior level staff retirements, executive level positions that will not be filled this year, and other staff alignments at the senior level are used to offset support staff additions. Grant funding will be used to partially offset the costs of janitorial and cleaning costs and will be covered with CARES Act.

GCTD is proposing the discontinuation of outside janitorial contract services and transition resources to hire five "Cleaner/Janitor" positions. These positions would ensure continuation of enhanced cleaning and disinfecting of GCTD buses, in-route cleaning, and cleaning GCTD facilities. By bringing these positions in-house, it provides GCTD greater ability to provide oversight as well as creates a pathway for entry level jobs in our Operations and Maintenance Department. In addition, four support staff positions in Payroll, Accounting, Information Technology and Paratransit are planned. These will support current single-employee functions while enabling knowledge sharing, thereby ensuring continuity of the function in these core areas.



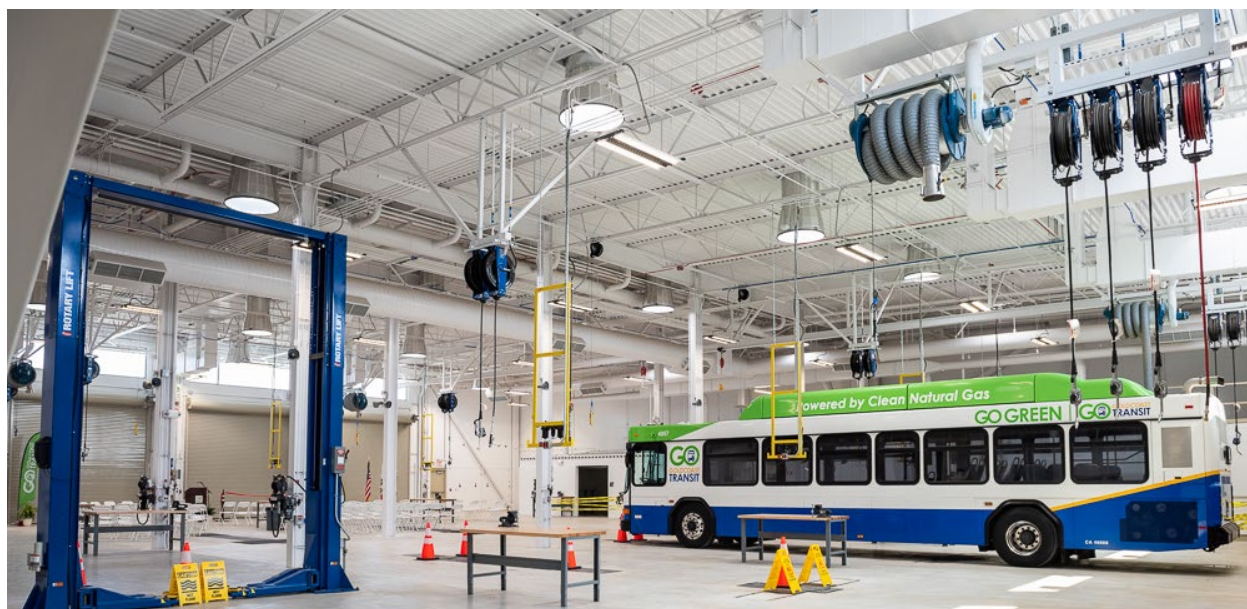


## DEBT SERVICE

Last year marked a key milestone in the history of Gold Coast Transit District as the District relocated to the new Facility in early summer of 2019. The larger and more functional facility allows GCTD a base of operations to support public transit in the county. To fund the facility, the District secured commitments for over 50% of the total project cost in Federal and State grants, with the remainder coming from a \$22 million Certificates of Participation (COPs) and GCTD's Capital Reserve. GCTD approached this undertaking in a strong financial position for an agency of its size in a county without a dedicated transit tax.

In March 2017, GCTD issued 30-year Certificates of Participation (COPs) to raise \$22,000,000 required to complete funding to construct the new GCTD Operations and Administration Facility in North Oxnard. GCTD has been making debt obligation payments since 2017.

In FY 2020-21, GCTD will require interest and principal payments totaling \$1.3 million. The District anticipates having adequate Federal 5307 and 5339 funding and matching local funds to meet its debt obligation in June 2020 and through the end of FY 2020-21.



## **5. FUTURE BUDGET CONSIDERATIONS**

With the ongoing health pandemic and corresponding negative impact on the local economy, there are increased challenges to future fiscal planning. The next few months will likely bring improved stability and enable projections with more confidence, which will be included as part of the more frequent Board financial updates.

At the June 2020 Board meeting, the staff was instructed to bring back as a future item a discussion about cash reserves policy. GCTD plans to bring back the Board a discussion item on a potential District Reserves Policy at a future meeting, once the staff positions of Director of Finance and Accounting Manager positions are filled.

### **FAREBOX RECOVERY**

California TDA regulations require that a transit service claimant for TDA funds realize a system wide farebox recovery ratio (FBRR), the ratio of fares plus local revenues to operating cost, of at least 20%; or that the claimant realize a FBRR of 20% for fixed route service and 10% for paratransit service. GCTD has consistently met this benchmark. Due to discontinuation of fare collection in response to COVID-19, GCTD does not expect to meet this benchmark, however, GCTD anticipates that statewide relief from this requirement will be provided in the next year.

## **6. TDA/LTF TO MEMBER JURISDICTIONS**

Local Transportation Funding (LTF) is typically single largest source of GCTD funding for operating costs. The funds are generated through a state quarter-cent sales tax authorized by the state Transportation Development Act (TDA). LTF funds are allocated by VCTC to each local jurisdiction through a population-based formula.

As a transit district, the District claims all of the LTF allocated to its member jurisdictions. In accordance with GCTD's enabling legislation, GCTD members may claim from GCTD a portion of those funds for transit services or the operation and maintenance of locally supported transit facilities. The district's by-laws provide for this process, by which each member may submit to GCTD its LTF funding requests. Requests for non-recurring expenses will be assessed and either funded in the current year or incorporated into the capital planning process.

For FY 2020-21, the full LTF allocation to GCTD is \$11,407,393. Members' claims for recurring transit services costs total \$1,503,426. The FY 2020-21 budget allocates an additional net \$6,000 in LTF to members for new transit capital projects, primarily bus benches. A total of prior year capital improvement projects with time extensions granted includes \$499,123 for bus stop shelters and other transit related projects in member jurisdictions. This leaves \$9,903,967 for GCTD operating purposes. A summary of FY 2020-21 LTF revenue and funding detail for members' recurring and non-recurring transit services items is shown on the following page.

## TDA / LTF Funding to Member Jurisdictions

### TDA - LTF REVENUE PROJECTIONS

#### June 2020 LTF Allocation

		<u>TOTAL</u>	<u>OJAI</u>	<u>OXNARD</u>	<u>PORT HUENEME</u>	<u>VENTURA</u>	<u>VENTURA COUNTY</u>
		<u>\$11,407,393</u>	<u>\$196,461</u>	<u>\$5,364,573</u>	<u>\$613,716</u>	<u>\$2,762,878</u>	<u>\$2,469,759</u>
<u>TRANSIT REQUIREMENTS</u>							
Ojai Trolley Operations & Maintenance	Ojai	\$124,666	\$124,666				
OTC Operation & Maintenance / Transit Services	Oxnard	\$450,000		\$450,000			
OTC Operation & Maintenance / Transit Services: Assistant Public Works Director & Administration	Oxnard	\$80,000		\$80,000			
Operation & Maintenance at VTC /AMTRAK/ Metrolink Station/ Bus Stops	Ventura	\$271,978				\$271,978	
Recurring Bus Stop Maintenance	Oxnard / V.C.	\$85,000		\$60,000			\$25,000
County Transit Services Management & Oversight	Ventura County	\$195,000					\$195,000
Transit Service - Heritage Valley	Ventura County	\$40,595					\$40,595
Transit Service - Ojai Trolley	Ventura County	\$220,000					\$220,000
Transit Service - T.O. D-A-R / Unincorporated Area	Ventura County	\$110,000					\$110,000
Transit Service - ECTA D-A-R	Ventura County	\$37,000					\$37,000
Transit Service - Kanan Road Shuttle	Ventura County	\$322,000					\$322,000
<b>TOTAL - RECURRING TRANSIT REQUIREMENTS</b>							
		<b>\$1,936,239</b>	<b>\$124,666</b>	<b>\$590,000</b>	<b>\$0</b>	<b>\$271,978</b>	<b>\$949,595</b>
Less: Credit for FY 2018-19 Operating Carryover		<b>(\$438,813)</b>	<b>\$0</b>	<b>(\$188,620)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$250,193)</b>
Net LTF Funding for FY 2020-21 Recurring Transit Requirements		<b>\$1,497,426</b>	<b>\$124,666</b>	<b>\$401,380</b>	<b>\$0</b>	<b>\$271,978</b>	<b>\$699,402</b>
<u>REQUESTED MEMBER CAPITAL IMPROVEMENT PROJECTS</u>							
		<u>TOTAL</u>	<u>OJAI</u>	<u>OXNARD</u>	<u>PORT HUENEME</u>	<u>VENTURA</u>	<u>VENTURA COUNTY</u>
Ten Bus Benches	Ventura	\$6,000				\$6,000	
<b>TOTAL CAPITAL IMPROVEMENTS</b>		<b>\$6,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$0</b>
<b>TOTAL NET MEMBER FUNDING REQUIREMENTS</b>		<b>\$1,503,426</b>	<b>\$124,666</b>	<b>\$401,380</b>	<b>\$0</b>	<b>\$277,978</b>	<b>\$699,402</b>
<b>TOTAL NET MEMBER FUNDING REQUIREMENTS</b>		<b>\$1,503,426</b>	<b>\$124,666</b>	<b>\$401,380</b>	<b>\$0</b>	<b>\$277,978</b>	<b>\$699,402</b>
<b>Available LTF Funding for GCTD Operations</b>		<b>\$9,903,967</b>					
<u>PRIOR YEAR CAPITAL IMPROVEMENT PROJECTS - TIME EXTENSION REQUESTS</u>							
Oxnard Transit Center Capital Improvements (FY2018-19 and earlier)	Oxnard	\$205,550		\$205,550			
Bus Stop Enhancement Projects (FY 2018-19 and earlier)	Port Hueneme	\$107,120			\$107,120		
Upgrade Bus Stops and Shelters (FY2017-18)	Ventura County	\$126,092					\$126,092
Route 22 Bus Stops Local Match (FY2017-18)	Ventura County	\$23,413					\$23,413
Automatic AVA System - Kanan Shuttle (FY2017-18)	Ventura County	\$29,000					\$29,000
Sound Wall Protection Devices @ Trolley Parking Area (FY 2018-19 and earlier)	Ojai	\$7,948	\$7,948				
<b>TOTAL CAPITAL PROJECTS FOR TIME EXTENSION (NO ADDITIONAL FUNDS)</b>		<b>\$499,123</b>	<b>\$7,948</b>	<b>\$205,550</b>	<b>\$107,120</b>	<b>\$0</b>	<b>\$178,505</b>



## II. CAPITAL PLAN

### 1. CAPITAL PROJECT FUNDING

GCTD capital projects are typically funded by a combination of Federal, State and local matching funds. Historically, most of GCTD's capital funding has come from federal transit grants, which generally cover 80% of cost and require a 20% local match component, however the past few years have seen substantial support and activity for increased transit funding at the state level. GCTD will need to identify a major source of funding to meet these needs over the coming decade.

**FEDERAL 5307/5339/CMAQ** - FTA Section 5307 funds are provided on a formula basis and may be programmed for capital projects, typically at 80% of the cost, with a 20% required local match. Section 5339 funds may be programmed to replace, rehabilitate and purchase buses and related equipment and to construct bus-related facilities, including technological changes or innovations to modify low or no emission vehicles or facilities, typically at 80% of the cost, with a 20% required local match. GCTD is specifically authorized by FTA to use 5307 or 5339 formula funds to make its COP payments.

For certain qualifying projects, Congestion Mitigation and Air Quality (CMAQ) funds or Section 5339 funds may also be programmed. CMAQ funding may be programmed for funding new bus service or the purchase of alternative fuel buses (such as CNG); most of GCTD's CMAQ grants cover 88.5% of the project cost with the remainder made up from local matching funds.



**STATE PTMISEA** - GCTD received numerous grant awards for state funds for capital projects under the Public Transportation Modernization, Improvement, and Service Enhancement Account Program (PTMISEA), created by Proposition 1B, the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006. This was a ten-year program that has completed its final funding phase; GCTD is still expending the last of its PTMISEA grants funds. PTMISEA-funded projects do not require a matching funds component.

**LOCAL MATCH** - Local matching funds for federal grants are provided through the GCTD Capital Reserve, historically funded from GCTD's LTF allocation. The capital reserve allows funding for major capital projects to be planned and funded in advance without placing sudden or excessive demands on local funding sources. The District has historically contributed to the capital reserve as part of the budgeting process as circumstances and funding allow. With the District's resources presently allocated to operations and debt service for its COP issue, the FY 2020-21 budget does not include a capital reserve contribution.

**FEMA** - Due to the Covid-19 outbreak in early 2020, GCTD expects to fund projects that aim to protect the health of its passengers and employees. The Federal Emergency Management Agency (FEMA), through CalOES, reimburses the cost of eligible projects

started or completed beginning January 20, 2020 until the Covid-19 emergency declaration is closed. Although not guaranteed, this may provide relief for costs incurred part of the response. Reimbursement of costs is contingent on approval of FEMA Project Reimbursement Request.

**FACILITY FUNDING** - The construction of the new Administration and Operations Facility is complete. The new facility ribbon cutting ceremony was held on July 13, 2019 and the relocation of GCTD operations was timed to coincide with the July 28, 2019 service adjustments. The Administration and Operations Facility debt is presented separately from the Ten-Year Capital Project Plan. The Administration and Operations Facility project budget was \$53 million. GCTD used \$27.8 million in grant funding for this project, including \$16.1 million in Federal grants and nearly \$11.7 million in State grant funds, including PTMISEA funds and Proposition 1B Safety & Security funds. In March 2017, GCTD successfully issued 30-year Certificates of Participation (COP) financing to raise \$22 million plus earned interest for the Project Fund (as well as almost \$1.4 million for a required Reserve Fund). The few remaining items being completed in FY 19-20 will be covered by GCTD's LTF funds.

## 2. PLANNING FOR THE FUTURE OF ZERO EMISSIONS

In January 2020, the Board approved GCTD's Fleet Management Plan, which includes a list of vehicle replacements needed over the next 10 years help GCTD comply with CARB's Innovative Clean Transit rule that requires all transit agencies to have a plan to transition to zero emissions by 2040.

In order to realize this goal, GCTD will need to dedicate staff time and resources to aggressively compete for grant funding, from local, state and federal programs, as well as develop a strategic plan for achieving the zero emissions goal. It is imperative that GCTD begin planning for this as soon as possible.

CARB requires that all transit agencies to develop and adopt a zero-emissions fleet transition plan by 2023. This budget includes use \$268,504 in federal funds to be used for planning assistance to help with the development of GCTD's Zero-Emissions Strategic Transition Plan (ZEST).



## 3. TEN-YEAR CAPITAL PLAN

The 10-Year Capital Project Plan incorporates information from other GCTD planning documents, including the Short-Range Transit Plan and the Fleet Management Plan, TAM Plan. GCTD uses the Capital Plan as the basis for applying for grant funds such as TIRCP, Lo No, CMAQ etc. Significant items on the ten-year capital project plan include provision of replacement vehicles as identified in GCTD's Fleet Management Plan. Other items include bus fleet refurbishment to extend the useful life of largest fleet, periodic replacement of our current bus, paratransit and service vehicle fleets, and additions to

the District's technology in support of more efficient transit service and a more productive workforce. The 10-year capital project plan has been developed to ensure that:

- GCTD plans for the necessary fleet, facilities and equipment to provide service in a safe and cost-efficient manner;
- Capital costs are identified and programmed in advance and distributed throughout a number of fiscal cycles to avoid sudden demand on local funding sources;
- A capital reserve is established to allow for major procurements without sudden or excessive demand on funding sources. Although most of GCTD's major capital investments are made using grant funding, many grants (including most federal grants) require the agency to provide matching funds;
- Long lead times required for certain tasks are understood and accommodated. The development of specifications and the required competitive procurement process for selecting a bus manufacturer can take six to twelve months, and may take the manufacturer another one to two years to build and deliver a transit bus.

The total projected cost for all items on the ten-year capital project plan is \$71.8 million, of which \$2.7 million is for projects for which funding has been identified over the next two years. A listing of the planned capital projects is shown below and on the following page.

### FY 2020-2022 Capital Project Plan Projects with Funding Identified

Description	Funding Type	Federal 2020-21 (planned)	State	Local Match	Total	Completion Year
Replacement Fixed Route Bus (CNG) - (3) (Formerly 12 Engine Replacemnets)	Federal CMAQ	\$ 1,451,095		\$ 200,000	\$ 1,651,095	2020-21
Website Redesign	Federal 5307	\$ 60,000		\$ 20,000	\$ 80,000	2020-21
Business Systems Upgrades (Finance ERP, Payroll, Planning, Servers)	Federal CARES	\$ 565,000	-	-	\$ 565,000	2020-2022
Bus Operator Protection Barriers	FEMA/CARES	\$ 90,000	-	\$ 30,000	\$ 120,000	2020-21
Expansion Demand Response	State PTMISEA	-	\$ 130,000	-	\$ 130,000	2020-21
Accessible Van	State PTMISEA	-	\$ 40,000	-	\$ 40,000	2020-21
Replacement Camera Systems	State PTMISEA	-	\$ 150,000	-	\$ 150,000	2020-21
Wheelchair Ramp Replacement	Federal 5307	\$ 53,549				
On Demand Software (Microtransit)	State PTMISEA	-	\$ 25,000	-	\$ 25,000	2020-21
<b>TOTAL</b>		<b>\$ 2,219,644</b>	<b>\$ 345,000</b>	<b>\$ 250,000</b>	<b>\$ 2,761,095</b>	

## GCTD Ten-Year Capital Project Plan Programmed Projects (Funded & Unfunded)

\*Vehicles listed based on Fleet Management Plan

\*\*Green Indicates Funding Identified

	Year 1	Year 2	Year 3	Year 4	Year 5
Budget Name	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25
Replacement Fixed Route Bus (CNG) - GILLIG	\$1,800,000	\$0	\$0	\$0	\$0
Replacement Fixed Route Bus (CNG)	\$5,400,000	\$5,508,000	\$4,994,000	\$0	\$0
Replacement Fixed Route Bus (ZEB)	\$0	\$0	\$0	\$19,315,000	\$0
Expansion Fixed Route Bus (CNG)	\$0	\$0	\$0	\$0	\$0
Expansion Fixed Route Bus (ZEB)	\$0	\$0	\$0	\$0	\$0
Replacement Demand Response	\$0	\$0	\$406,000	\$552,000	\$0
Replacement Demand Response	\$0	\$572,000	\$0	\$0	\$0
Expansion Demand Response (Microtransit)	\$0	\$133,000	\$0	\$0	\$282,000
Relief Car - Sedan	\$60,000	\$0	\$63,000	\$0	\$98,000
Accessible Van	\$40,000	\$0	\$42,000	\$0	\$44,000
Maintenance Truck	\$0	\$0	\$0	\$0	\$38,000
Solar Panels / Battery Storage	\$0	\$0	\$1,041,000	\$0	\$0
Replacement Camera Systems	\$150,000	\$0	\$0	\$0	\$0
Website Redesign	\$80,000	\$0	\$0	\$0	\$0
On Demand Software (Microtransit)	\$25,000	\$0	\$0	\$0	\$0
Business Systems Upgrades (ERP, Payroll, Planning)	\$565,000	\$577,000	\$0	\$0	\$0
Business Systems Upgrades Comp. & Servers Replc.	\$18,000	\$19,000	\$19,000	\$20,000	\$20,000
Bus Operator Protection Barriers	\$90,000	\$0	\$0	\$0	\$0
Fuel Station Upgrades (Hydrogen)	\$0	\$0	\$0	\$8,490,000	\$0
<b>TOTAL Unfunded</b>	<b>\$5,460,000</b>	<b>\$6,080,000</b>	<b>\$6,565,000</b>	<b>\$28,377,000</b>	<b>\$482,000</b>

	Year 6	Year 7	Year 8	Year 9	Year 10	
Budget Name	FY2025-26	FY2026-27	FY2027-28	FY2028-29	FY2029-30	Unfunded
Replacement Fixed Route Bus (CNG) - GILLIG	\$0	\$0	\$0	\$0	\$0	\$0
Replacement Fixed Route Bus (CNG)	\$0	\$2,703,000	\$2,757,000	\$0	\$0	\$21,362,000
Replacement Fixed Route Bus (ZEB)	\$0	\$0	\$0	\$0	\$0	\$19,315,000
Expansion Fixed Route Bus (CNG)	\$5,300,000	\$0	\$0	\$0	\$0	\$5,300,000
Expansion Fixed Route Bus (ZEB)	\$0	\$0	\$0	\$0	\$7,768,000	\$7,768,000
Replacement Demand Response	\$0	\$0	\$0	\$0	\$0	\$958,000
Replacement Demand Response	\$442,000	\$0	\$0	\$0	\$574,000	\$1,588,000
Expansion Demand Response (Microtransit)	\$0	\$147,000	\$0	\$686,000	\$0	\$1,248,000
Relief Car - Sedan	\$0	\$305,000	\$0	\$0	\$0	\$526,000
Accessible Van	\$0	\$0	\$0	\$0	\$0	\$86,000
Maintenance Truck	\$0	\$0	\$0	\$0	\$0	\$38,000
Solar Panels / Battery Storage	\$0	\$0	\$0	\$0	\$0	\$1,041,000
Replacement Camera Systems	\$0	\$0	\$0	\$0	\$0	\$0
Website Redesign	\$0	\$0	\$0	\$0	\$0	\$0
On Demand Software (Microtransit)	\$0	\$0	\$0	\$0	\$0	\$0
Business Systems Upgrades (ERP, Payroll, Planning)	\$0	\$0	\$0	\$0	\$0	\$577,000
Business Systems Upgrades Comp. & Servers Replc.	\$20,000	\$21,000	\$21,000	\$22,000	\$22,000	\$166,000
Bus Operator Protection Barriers	\$0	\$0	\$0	\$0	\$0	\$0
Fuel Station Upgrades (Hydrogen)	\$0	\$0	\$0	\$0	\$0	\$8,490,000
<b>TOTAL Unfunded</b>	<b>\$5,762,000</b>	<b>\$3,176,000</b>	<b>\$2,778,000</b>	<b>\$708,000</b>	<b>\$8,364,000</b>	<b>\$71,808,000</b>

## 4. DEPRECIATION

Capital assets are depreciated on a straight-line basis over the course of their useful life. The updated table for FY 20-21 is shown below.

### Depreciation Schedule

July 1, 2020 to June 30, 2021

#### Depreciation

<u>Item</u>	<u>FY18-19</u> <u>Budget</u>	<u>FY18-19</u> <u>Actuals</u>	<u>FY19-20</u> <u>Budget</u>	<u>Proposed</u> <u>Budget</u> <u>FY20-21</u>
Facility	881,000	22,229	1,146,131	18,976
Buses	4,120,000	1,380,660	1,826,235	1,434,059
Other Vehicles	18,000	10,023	65,496	21,383
Shop Equipment	239,900	9,507	65,122	14,261
Office/Other Equipment	390,300	81,931	243,312	112,307
OTC Improvements	23,400	11,703	23,406	17,554
Intangible Assets	0	0	0	0
Paratransit Revenue Vehicles	2,049,700	1,025,675	433,116	912,739
Paratransit Other Equipment	<u>517,700</u>	<u>219,592</u>	<u>21,315</u>	<u>336,839</u>
Total Depreciation	<u>\$8,240,000</u>	<u>\$2,761,320</u>	<u>\$3,824,133</u>	<u>\$2,868,118</u>

### III. DETAILED TABLES

**TABLE 1**  
**Operating Revenue by Source**  
**July 1, 2020 to June 30, 2021**

<u>Operating Revenues</u>	<u>FY18-19</u> <u>Budget</u>	<u>FY18-19</u> <u>Actuals</u>	<u>FY19-20</u> <u>Budget</u>	<u>Proposed</u> <u>Budget</u> <u>FY20-21</u>	<u>% +/-</u> <u>FY21 vs. FY20</u>
<b><u>FARES</u></b>					
Passenger Fares-Fixed Route	\$2,749,900	\$2,587,393	\$2,657,000	\$2,085,400	(21.5%)
Passenger Fares-Paratransit	\$319,600	\$364,212	\$335,100	\$252,700	(24.6%)
Special Transit Fares (FR) - Member Gov'ts	\$410,000	\$230,000	\$360,000	\$0	(100.0%)
Special Transit Fares (PT) - Member Gov'ts	\$0	\$0	\$0		N/A
LCTOP Fare Support Programs	\$241,500	\$336,173	\$258,000	\$230,000	(10.9%)
Medi-Cal Reimbursement / Paratransit	\$195,000	\$175,440	\$263,500	\$0	(100.0%)
<b><u>FEDERAL FUNDS</u></b>					
Operating Assistance-Federal	\$1,250,000	\$1,100,000	\$1,750,000	\$1,600,000	(8.6%)
Preventive Maintenance-Federal	\$2,201,173	\$2,031,173	\$2,792,168	\$1,600,000	(42.7%)
Paratransit Assistance-Federal	\$918,000	\$768,000	\$1,225,534	\$954,685	(22.1%)
Planning Assistance-Federal	\$0	\$0	\$0	\$268,504	+100.0%
CARES Act Operating Assistance-Federal	\$0	\$0	\$0	\$6,545,047	+100.0%
CARES Act Preventative Maintenance-Federal	\$0	\$0	\$0	\$1,000,000	+100.0%
CARES Act ADA Assistance-Federal	\$0	\$0	\$0	\$1,500,000	+100.0%
FEMA Operating Assistance-Federal			\$0	\$0	+100.0%
Mobility Grants - Federal	\$60,000	\$0	\$60,000	\$80,000	+33.3%
Demo Project - Ventura Road Route 23	\$0	\$0	\$450,000	\$1,112,400	+147.2%
Demo Project - Wells Center/Nyeland Acres	\$475,000	\$441,830	\$0	\$0	N/A
<b><u>STATE FUNDS</u></b>					
Operating Assistance-Local (LTF)	\$16,235,227	\$15,384,232	\$15,721,098	\$9,903,967	(37.0%)
Operating Assistance-State	\$440,000	\$373,069	\$352,000	\$300,000	(14.8%)
LCTOP Support for Route 23	\$0	\$0	\$58,800	\$58,800	+0.0%
<b><u>LOCAL/OTHER REVENUE</u></b>					
Advertising Income	\$160,000	\$210,949	\$230,000	\$140,000	(39.1%)
Energy Credit Revenue	\$646,500	\$659,580	\$495,700	\$525,100	+5.9%
Other	\$56,000	\$54,790	\$45,000	\$45,000	+0.0%
Other Local/State Assistance	\$0	\$0	\$0	\$0	N/A
<b>TOTAL</b>	<b><u>\$26,357,900</u></b>	<b><u>\$24,716,841</u></b>	<b><u>\$27,053,900</u></b>	<b><u>\$28,201,603</u></b>	<b><u>+4.2%</u></b>

**TABLE 2**  
**Operating Expenses by Functional Categories**  
**July 1, 2020 to June 30, 2021**

<u>Operating Expenses</u>	<u>FY18-19 Budget</u>	<u>FY18-19 Actuals</u>	<u>FY19-20 Budget</u>	<u>Proposed Budget FY20-21</u>	<u>% +/- FY21 vs. FY20</u>
<b><u>FUNCTIONAL CATEGORIES</u></b>					
Employee Support	\$ 17,928,200	\$ 17,750,472	\$ 18,547,900	\$ 19,287,816	+4.0%
Service/Supplies - Operational	\$ 6,422,700	\$ 5,388,148	\$ 6,471,800	\$ 6,599,690	+2.0%
Service/Supplies - Support	\$ 2,007,000	\$ 1,578,221	\$ 2,034,200	\$ 2,314,097	+13.8%
<b>TOTAL</b>	<b><u>\$26,357,900</u></b>	<b><u>\$24,716,841</u></b>	<b><u>\$27,053,900</u></b>	<b><u>\$28,201,603</u></b>	<b>+4.2%</b>
<b><u>DEPARTMENT CATEGORIES</u></b>					
Fixed Route	\$ 13,156,600	\$ 13,449,775	\$ 13,579,700	\$ 13,930,100	+2.6%
Paratransit	\$ 4,063,400	\$ 3,650,310	\$ 3,948,100	\$ 4,043,800	+2.4%
Maintenance	\$ 4,426,000	\$ 3,198,285	\$ 4,487,600	\$ 4,864,968	+8.4%
Administration	\$ 3,493,100	\$ 3,319,551	\$ 3,806,000	\$ 4,088,615	+7.4%
Planning and Marketing	\$ 1,218,800	\$ 1,098,920	\$ 1,232,500	\$ 1,274,120	+3.4%
<b>TOTAL</b>	<b><u>\$26,357,900</u></b>	<b><u>\$24,716,841</u></b>	<b><u>\$27,053,900</u></b>	<b><u>\$28,201,603</u></b>	<b>+4.2%</b>
Total Fixed Route	\$22,294,500	\$21,066,531	\$23,105,800	\$24,157,803	+4.6%
Total Paratransit	\$4,063,400	\$3,650,310	\$3,948,100	\$4,043,800	+2.4%



**TABLE 3**  
**Employee Support**  
**July 1, 2020 to June 30, 2021**

<u>Employee Support</u>	<u>FY18-19</u> <u>Budget</u>	<u>FY18-19</u> <u>Actuals</u>	<u>FY19-20</u> <u>Budget</u>	<u>Proposed</u> <u>Budget</u> <u>FY20-21</u>	<u>% +/-</u> <u>FY21 vs. FY20</u>
Salaries	\$ 11,890,400	\$ 11,467,633	\$ 12,050,300	\$ 12,779,800	+6.1%
Health Benefits	\$ 1,916,000	\$ 2,011,329	\$ 2,041,200	\$ 2,175,400	+6.6%
WCI	\$ 1,136,700	\$ 1,247,445	\$ 1,306,000	\$ 1,306,000	+0.0%
Retirement	\$ 2,227,900	\$ 2,460,919	\$ 2,437,600	\$ 2,462,300	+1.0%
Other Benefits	\$ 314,800	\$ 252,383	\$ 290,800	\$ 287,300	(1.2%)
Uniforms	\$ 77,900	\$ 54,853	\$ 72,900	\$ 67,324	(7.6%)
Medical Exams	\$ 49,500	\$ 34,946	\$ 49,500	\$ 55,192	+11.5%
Safety & Training	\$ 125,000	\$ 91,191	\$ 131,100	\$ 88,000	(32.9%)
Employee Events	\$ 41,500	\$ 39,140	\$ 32,000	\$ 25,000	(21.9%)
Contract Support	\$ 148,500	\$ 90,633	\$ 136,500	\$ 41,500	(69.6%)
<b>TOTAL</b>	<b>\$17,928,200</b>	<b>\$17,750,472</b>	<b>\$18,547,900</b>	<b>\$19,287,816</b>	<b>+4.0%</b>

**TABLE 4**  
**Service & Supplies - Operational**  
**July 1, 2020 to June 30, 2021**

<u>Service/Supplies - Operational</u>	<u>FY18-19</u> <u>Budget</u>	<u>FY18-19</u> <u>Actuals</u>	<u>FY19-20</u> <u>Budget</u>	<u>Proposed</u> <u>Budget</u> <u>FY20-21</u>	<u>% +/-</u> <u>FY21 vs. FY20</u>
Fuel/Lubricants	\$ 696,300	\$ 755,398	\$ 852,200	\$ 795,800	(6.6%)
Tires	\$ 155,000	\$ 130,820	\$ 155,000	\$ 125,000	(19.4%)
Repair Parts	\$ 689,000	\$ 515,113	\$ 700,800	\$ 510,000	(27.2%)
CNG Fuel Station	\$ 75,000	\$ 33,325	\$ 75,000	\$ 75,000	+0.0%
Paratransit Service Contract	\$ 3,816,200	\$ 3,357,698	\$ 3,511,900	\$ 3,577,000	+1.9%
Contract Repair	\$ 350,100	\$ 158,712	\$ 375,000	\$ 595,000	+58.7%
Contract Services	\$ 169,800	\$ 180,109	\$ 359,900	\$ 388,190	+7.9%
Supplies	\$ 209,000	\$ 120,316	\$ 226,000	\$ 244,500	+8.2%
Tickets/Schedules	\$ 60,000	\$ 46,703	\$ 66,000	\$ 60,000	(9.1%)
Marketing	\$ 160,500	\$ 56,228	\$ 110,000	\$ 122,500	+11.4%
Interest Expense		\$ (2,657)			
OTC Facilities	\$ 14,000	\$ 12,347	\$ 14,000	\$ 14,000	+0.0%
Maintenance Agreements	\$ 27,800	\$ 24,036	\$ 26,000	\$ 92,700	+256.5%
<b>TOTAL</b>	<b>\$6,422,700</b>	<b>\$5,388,148</b>	<b>\$6,471,800</b>	<b>\$6,599,690</b>	<b>+2.0%</b>

**TABLE 5**  
**Service & Supplies - Support**  
**July 1, 2020 to June 30, 2021**

<u>Service/Supplies - Support</u>	<u>FY18-19</u> <u>Budget</u>	<u>FY18-19</u> <u>Actuals</u>	<u>FY19-20</u> <u>Budget</u>	<u>Proposed</u> <u>Budget</u> <u>FY20-21</u>	<u>% +/-</u> <u>FY21 vs. FY20</u>
Telephones/Utilities	\$ 225,600	\$ 190,084	\$ 235,200	\$ 423,252	+80.0%
Insurance	\$ 1,116,500	\$ 1,025,168	\$ 1,129,800	\$ 1,129,800	+0.0%
Contract Services	\$ 325,000	\$ 62,013	\$ 325,000	\$ 368,200	+13.3%
Supplies	\$ 153,400	\$ 83,279	\$ 153,200	\$ 201,845	+31.8%
Legal	\$ 71,000	\$ 113,218	\$ 81,000	\$ 81,000	+0.0%
Audit	\$ 35,000	\$ 40,866	\$ 35,000	\$ 35,000	+0.0%
Officers & Directors	\$ 24,500	\$ 14,602	\$ 20,000	\$ 20,000	+0.0%
Dues	\$ 56,000	\$ 48,991	\$ 55,000	\$ 55,000	+0.0%
<b>TOTAL</b>	<b>\$2,007,000</b>	<b>\$1,578,221</b>	<b>\$2,034,200</b>	<b>\$2,314,097</b>	<b>+13.8%</b>

**TABLE 6**  
**Personnel Budget**

<b>Position</b>	<b>FY19-20 Approved Budget</b>	<b>FY20-21 Proposed Budget Changes</b>	<b>FY20-21 Proposed Budget</b>
<b><u>Operations</u></b>			
Bus Operator	130.0	-2.0	128.0
<b><u>Operations Total</u></b>	<b>130.0</b>	<b>-2.0</b>	<b>128.0</b>
<b><u>Operations Mgmt.</u></b>			
Director of Operations & Maintenance	0.0	1.0	1.0
Operations Manager	1.0		1.0
Operations Safety & Training Supervisor	2.0		2.0
Operations Supervisors	9.0		9.0
<b><u>Operations Mgmt. Total</u></b>	<b>12.0</b>	<b>1.0</b>	<b>13.0</b>
<b><u>Fleet &amp; Facilities</u></b>			
Assistant General Manager	1.0	-1.0	0.0
Facilities Intern	0.5		0.5
Fleet Manager	1.0		1.0
Maintenance Supervisor	2.0		2.0
Maintenance Supervisor (Administration)	1.0		1.0
Facility & Equipment Mechanics I	2.0	-1.0	1.0
Facility & Equipment Mechanic II	0.0	1.0	1.0
Maintenance Material Specialist	2.0		2.0
Mechanics	10.0		10.0
Bldg. Maintenance Worker	2.0		2.0
Service Worker	8.0		8.0
Service Worker I	8.0	-1.0	7.0
Service Worker II		1.0	1.0
Janitorial	0.0	5.0	5.0
<b><u>Maintenance Total</u></b>	<b>29.5</b>	<b>4.0</b>	<b>34.5</b>
<b><u>Administration</u></b>			
General Manager	1.0		1.0
Office Coordinator/Executive Assistant	1.0		1.0
Director of Finance	1.0		1.0
Accounting Manager	1.0		1.0
Finance Manager	1.0		1.0
Payroll Analyst	0.0	1.0	1.0
Administrative Specialist	1.0		1.0
Accounting Intern	0.5	-0.5	0.0
Accounting Analyst	0.0	1.0	1.0
Finance Analyst	0.0	1.0	1.0
Payroll Specialist	1.0		1.0
I.T. Manager	1.0		1.0
I.T. Technician	0.0	1.0	1.0
Purchasing Manager/DBE Officer	1.0		1.0
Buyer	1.0		1.0
<b><u>Administration Total</u></b>	<b>10.5</b>	<b>3.5</b>	<b>14.0</b>
<b><u>Human Resources</u></b>			
Director of Human Resources	1.0		1.0
Human Resources & Risk Manager	1.0		1.0
Human Resources Generalist	1.0		1.0
Human Resources Coordinator	1.0		1.0
<b><u>Human Resources Total</u></b>	<b>4.0</b>	<b>0.0</b>	<b>4.0</b>
<b><u>Paratransit</u></b>			
Paratransit & Special Projects Mgr.	1.0		1.0
Mobility Management Coordinator	0.0	1.0	1.0
<b><u>Paratransit Total</u></b>	<b>1.0</b>	<b>1.0</b>	<b>2.0</b>
<b><u>Planning &amp; Marketing</u></b>			
Director of Planning & Marketing	1.0		1.0
Communications & Marketing Manager	1.0		1.0
Customer Service Supervisor	1.0		1.0
Customer Service Asst	3.0		3.0
Transit Planning Manager	1.0		1.0
Transit Planner	2.0		2.0
<b><u>Planning &amp; Marketing Total</u></b>	<b>9.0</b>	<b>0.0</b>	<b>9.0</b>
<b>TOTAL</b>	<b>196.0</b>	<b>7.5</b>	<b>204.5</b>

**TABLE 7**  
**Departmental - Fixed Route Operations**  
July 1, 2020 to June 30, 2021

<b><u>FIXED ROUTE</u></b>	<b><u>FY18-19</u></b> <b><u>Budget</u></b>	<b><u>FY18-19</u></b> <b><u>Actuals</u></b>	<b><u>FY19-20</u></b> <b><u>Budget</u></b>	<b><u>Proposed</u></b> <b><u>Budget</u></b> <b><u>FY20-21</u></b>	<b><u>% +/-</u></b> <b><u>FY21 vs. FY20</u></b>
<b><u>Employees</u></b>					
Salaries	\$ 8,053,500	\$ 7,958,657	\$ 8,094,000	\$ 8,232,200	+1.7%
Health Benefits	\$ 1,414,500	\$ 1,512,579	\$ 1,479,200	\$ 1,482,100	+0.2%
WCI	\$ 1,064,600	\$ 1,168,321	\$ 1,231,700	\$ 1,231,700	+0.0%
Retirement	\$ 1,497,800	\$ 1,725,060	\$ 1,658,800	\$ 1,621,100	(2.3%)
Other Benefits	\$ 190,700	\$ 157,592	\$ 176,800	\$ 172,300	(2.5%)
Uniforms	\$ 54,000	\$ 41,183	\$ 49,000	\$ 51,500	+5.1%
Medical Exams	\$ 40,000	\$ 29,034	\$ 40,000	\$ 48,000	+20.0%
Safety & Training	\$ 24,500	\$ 8,660	\$ 40,000	\$ 17,500	(56.3%)
<b><u>Service/Supplies - Operational</u></b>					
Fuel/Lube	\$ 590,200	\$ 631,560	\$ 581,200	\$ 626,000	+7.7%
Tires	\$ 80,000	\$ 83,425	\$ 80,000	\$ 125,000	+56.3%
Supplies	\$ 6,000	\$ 4,720	\$ 8,000	\$ 13,000	+62.5%
Maintenance Agreements	\$ 27,800	\$ 24,036	\$ 26,000	\$ 92,700	+256.5%
<b><u>Service/Supplies - Support</u></b>					
Telephones/Utilities	\$ 113,000	\$ 104,948	\$ 115,000	\$ 217,000	+88.7%
<b>TOTAL</b>	<b><u>\$13,156,600</u></b>	<b><u>\$13,449,775</u></b>	<b><u>\$13,579,700</u></b>	<b><u>\$13,930,100</u></b>	<b>+2.6%</b>

**TABLE 8**  
**Departmental – Maintenance (Fleet & Facilities)**  
July 1, 2020 to June 30, 2021

<b><u>FLEET &amp; FACILITIES</u></b>	<b><u>FY18-19</u></b> <b><u>Budget</u></b>	<b><u>FY18-19</u></b> <b><u>Actuals</u></b>	<b><u>FY19-20</u></b> <b><u>Budget</u></b>	<b><u>Proposed</u></b> <b><u>Budget</u></b> <b><u>FY20-21</u></b>	<b><u>% +/-</u></b> <b><u>FY21 vs. FY20</u></b>
<b><u>Employees</u></b>					
Salaries	\$ 1,711,000	\$ 1,479,408	\$ 1,711,900	\$ 2,006,200	+17.2%
Health Benefits	\$ 264,300	\$ 249,194	\$ 260,600	\$ 329,500	+26.4%
WCI	\$ 64,100	\$ 70,345	\$ 60,500	\$ 60,500	+0.0%
Retirement	\$ 321,700	\$ 321,827	\$ 332,700	\$ 364,000	+9.4%
Other Benefits	\$ 54,400	\$ 31,373	\$ 45,700	\$ 45,300	(0.9%)
Uniforms	\$ 22,000	\$ 11,816	\$ 22,000	\$ 15,824	(28.1%)
Medical Exams	\$ 7,700	\$ 4,471	\$ 7,700	\$ 5,992	(22.2%)
Safety & Training	\$ 30,000	\$ 13,494	\$ 40,000	\$ 22,000	(45.0%)
Contract Support	\$ 115,000	\$ 15,877	\$ 115,000	\$ 20,000	(82.6%)
<b><u>Service/Supplies - Operational</u></b>					
Fuel/Lubricants	\$ 31,500	\$ 10,094	\$ 32,500	\$ 32,500	+0.0%
Tires	\$ 75,000	\$ 47,395	\$ 75,000	\$ -	(100.0%)
Repair Parts	\$ 689,000	\$ 515,113	\$ 700,800	\$ 510,000	(27.2%)
CNG Fuel Station	\$ 75,000	\$ 33,325	\$ 75,000	\$ 75,000	+0.0%
Contract Repair	\$ 350,100	\$ 158,712	\$ 375,000	\$ 595,000	+58.7%
Supplies	\$ 200,000	\$ 114,884	\$ 218,000	\$ 231,500	+6.2%
<b><u>Service/Supplies - Support</u></b>					
Telephones/Utilities	\$ 90,200	\$ 61,601	\$ 90,200	\$ 183,452	+103.4%
Contract Services	\$ 325,000	\$ 62,013	\$ 325,000	\$ 368,200	+13.3%
<b>TOTAL</b>	<b><u>\$4,426,000</u></b>	<b><u>\$3,198,285</u></b>	<b><u>\$4,487,600</u></b>	<b><u>\$4,864,968</u></b>	<b>+8.4%</b>

**TABLE 9**  
**Departmental - Administration (Admin, Finance, IT, & HR)**  
**July 1, 2020 to June 30, 2021**

<b><u>ADMINISTRATION</u></b>	<b><u>FY18-19</u></b> <b><u>Budget</u></b>	<b><u>FY18-19</u></b> <b><u>Actuals</u></b>	<b><u>FY19-20</u></b> <b><u>Budget</u></b>	<b><u>Proposed</u></b> <b><u>Budget</u></b> <b><u>FY20-21</u></b>	<b><u>% +/-</u></b> <b><u>FY21 vs. FY20</u></b>
<b><u>Employees</u></b>					
Salaries	\$ 1,365,000	\$ 1,343,441	\$ 1,473,500	\$ 1,648,800	+11.9%
Health Benefits	\$ 142,100	\$ 137,573	\$ 186,200	\$ 227,100	+22.0%
WCI	\$ 4,500	\$ 4,938	\$ 9,000	\$ 9,000	+0.0%
Retirement	\$ 268,600	\$ 267,794	\$ 297,500	\$ 309,400	+4.0%
Other Benefits	\$ 54,400	\$ 51,376	\$ 52,900	\$ 54,000	+2.1%
Uniforms	\$ 900	\$ 560	\$ 900	\$ -	(100.0%)
Medical Exams	\$ 1,200	\$ 891	\$ 1,200	\$ 1,200	+0.0%
Safety & Training	\$ 46,000	\$ 54,876	\$ 34,100	\$ 35,000	+2.6%
Employee Events	\$ 41,500	\$ 39,140	\$ 32,000	\$ 25,000	(21.9%)
Contract Support	\$ 33,500	\$ 20,122	\$ 21,500	\$ 21,500	+0.0%
<b><u>Service/Supplies - Support</u></b>					
Telephones/Utilities	\$ 16,500	\$ 17,523	\$ 18,600	\$ 18,600	+0.0%
Insurance	\$ 1,116,500	\$ 1,025,168	\$ 1,129,800	\$ 1,129,800	+0.0%
Contract Services	\$ 87,500	\$ 62,524	\$ 219,600	\$ 244,870	+11.5%
Supplies	\$ 128,400	\$ 75,948	\$ 138,200	\$ 173,345	+25.4%
Legal	\$ 71,000	\$ 113,218	\$ 81,000	\$ 81,000	+0.0%
Interest Expense					
Audit	\$ 35,000	\$ 40,866	\$ 35,000	\$ 35,000	+0.0%
Officers & Directors	\$ 24,500	\$ 14,602	\$ 20,000	\$ 20,000	+0.0%
Dues	\$ 56,000	\$ 48,991	\$ 55,000	\$ 55,000	+0.0%
<b>Total</b>	<b><u>\$3,493,100</u></b>	<b><u>\$3,319,551</u></b>	<b><u>\$3,806,000</u></b>	<b><u>\$4,088,615</u></b>	<b>+7.4%</b>

**TABLE 10**  
**Departmental - Planning and Marketing / Paratransit**  
**July 1, 2020 to June 30, 2021**

<b><u>PARATRANSIT / PLANNING AND MARKETING</u></b>	<b><u>FY18-19 Budget</u></b>	<b><u>FY18-19 Actuals</u></b>	<b><u>FY19-20 Budget</u></b>	<b><u>Proposed Budget FY20-21</u></b>	<b><u>% +/- FY21 vs. FY20</u></b>
<b><u>Employees</u></b>					
Salaries	760,900	686,127	770,900	892,600	+15.8%
Health Benefits	95,100	111,983	115,200	136,700	+18.7%
WCI	3,500	3,841	4,800	4,800	+0.0%
Retirement	139,800	146,238	148,600	167,800	+12.9%
Other Benefits	15,300	12,042	15,400	15,700	+1.9%
Uniforms	1,000	1,294	1,000	0	N/A
Medical Exams	600	550	600	0	(100.0%)
Safety & Training	24,500	14,161	17,000	13,500	(20.6%)
<b><u>Service/Supplies - Operational</u></b>					
Paratransit Service Contract	3,816,200	3,357,698	3,511,900	3,577,000	+1.9%
Fuel/Lubricants	74,600	113,744	238,500	137,300	(42.4%)
Tickets/Schedules	60,000	46,703	66,000	60,000	(9.1%)
Marketing	150,000	50,242	101,000	103,000	+2.0%
Contracts	15,600	21,461	39,900	54,900	+37.6%
OTC Facilities	14,000	12,347	14,000	14,000	+0.0%
<b><u>Service/Supplies - Support</u></b>					
Telephones/Utilities	5,900	6,012	11,400	4,200	(63.2%)
Supplies	28,000	8,043	15,000	28,500	+90.0%
Contract Services	66,700	96,124	100,400	88,420	(11.9%)
<b>TOTAL</b>	<b><u>\$5,271,700</u></b>	<b><u>\$4,688,610</u></b>	<b><u>\$5,171,600</u></b>	<b><u>\$5,298,420</u></b>	<b>+2.5%</b>
PARATRANSIT	\$4,063,400	\$3,650,310	\$3,948,100	\$4,043,800	+2.4%
PLANNING AND MARKETING	\$1,218,800	\$1,098,920	\$1,232,500	\$1,274,120	+3.4%



## GLOSSARY

**Audit** – GCTD's annual financial record audit performed by an independent CPA firm.

**CNG Fuel Station** – Maintenance and upgrade expenses related to GCTD's onsite CNG fueling station.

**Contracted Paratransit Service** – Contract for the GCTD ACCESS paratransit service. This service is presently provided by MV Transportation.

**Contract Repair** – Expenses incurred to repair vehicles, equipment and facilities through outside vendors. Major overhauls of engines, transmissions, parts, painting, oil/fuel testing and other repairs are charged to this line item.

**Contract Services** – Expenses include computer hardware/software maintenance; office equipment maintenance, temporary help, janitorial, security, landscape and other services.

**Dues** – Fees associated with professional memberships or subscriptions, such as the American Public Transit Association, California Transit Association, National Safety Council and local Chambers of Commerce.

**Employee Events** – Includes the costs incurred by GCTD staff employees while attending approved meetings and conferences, as well as official employee events and functions sanctioned by the General Manager.

**Employee Support** – Includes: salaries, health benefits, worker's compensation insurance, retirement, life insurance, uniforms, medical exams and safety programs.

**Fuels/Lubricants** – CNG and lubricant products for GCTD revenue and non-revenue vehicles. Also included are fuel taxes - GCTD is required to pay State Excise taxes of \$.01/therms of CNG.

**Health Benefits** – GCTD portion of the health, dental and vision insurance premiums for employees.

**Insurance** – Liability insurance for vehicles, errors and omissions, bonding, property, crime, employer liability, etc.

**Legal** – Costs associated with legal services required by GCTD, including but not limited general counsel and labor/employment counsel services.

**Maintenance Agreements** – Maintenance agreements include the two-way radio, radio repeater, and coin counting machine.

**Medical Exams** – The MOU's provide for bi-annual physical examinations for all represented employees. Management and non-represented employees are provided an exam annually. New employees are given pre-employment exams and employees

absent from work for significant periods of time are examined prior to their return to work. Pre-employment physicals and exams of safety-sensitive personnel include a drug/alcohol screen, which is required by FTA regulations and GCTD policy.

**Officers & Directors** – Expenses related to Board of Directors attendance at board and committee meetings, conferences and travel/per diem while attending conferences or meetings. Included are the costs incurred by senior management employees while attending approved meetings and conferences.

**OTC Facilities** – The Customer Service Center (CSC) at the Oxnard Transportation Center (OTC), which provides route and schedule information and other services for transit passengers.

**Other Benefits** – GCTD's contribution for unemployment insurance, FICA/Medicare, Employee Assistance Program (EAP), life insurance for represented and non-represented employees and deferred compensation for the General Manager. The EAP is required as a part of GCTD's Drug and Alcohol Program and the represented employee MOUs.

**Repair Parts** – Repair parts are the materials, parts and components used in repairing vehicles and equipment.

**Retirement** – GCTD's contribution for its employees to the California Public Employee Retirement System (CalPERS).

**Risk Management** – Program to manage and reduce risk, especially industrial injuries.

**Safety Programs** – Annual safety awards function, safety awareness activities, incentive awards, training videos and similar activities.

**Salaries** – Salary and wages of all employees. For represented positions this includes current salary, agreed upon step increases, agreed upon longevity and bilingual pay. For non-represented positions this includes current wages, pay increases in accordance with the personnel policy, longevity and bilingual pay, and projected salary range increases, if any, as determined by the Board of Directors.

**Schedules/Marketing** – This includes the GCTD Bus Book, maps, tickets, passes and artwork for public information and promotional products. Also included are media advertising, printing of promotional brochures, participation in fairs, parades, promotions, Chamber of Commerce functions and other community outreach activities.

**Service/Supplies – Operational** – Items related to operations, including fuels/lubricants, tires, repair parts, CNG fuel station maintenance and upgrades, contracted paratransit service, contract repair, supplies, schedules/marketing, OTC facilities and maintenance agreements.

**Service/Supplies – Support** – Items related to the support of GCTD services, but which are not direct operational expenses. Includes telephones/utilities, insurance, contract services, supplies, legal, audit, officers and directors and dues.

**Supplies** – For fixed route, expenses includes cash handling supplies, repair of locks, gate openers, etc. For Maintenance, expenses includes miscellaneous repair parts, industrial gases, repair of farebox counting equipment, non-stock parts and other miscellaneous parts, printing materials, freight, mail/delivery services, non-vehicle maintenance, and janitorial supplies. Also included is the mechanics' tool allowance as per union contract. For administrative departments, expenses include office supplies, computer supplies, computer software/hardware, copier costs, postage, office printing, office furniture etc.

**Telephones/Utilities** – Costs associated with communications services, as well as electric, gas, water and refuse charges for the facility.

**Tires** –New tires are required for the front axles of all buses. Recapped tires are typically purchased for the rear axles of the buses.

**Uniforms** – Uniforms are provided by contract to the maintenance and operation employees. Bus Operators are provided three pairs of pants, five shirts and a cap annually. Every other year jackets/sweaters are provided. Operations supervisors are provided three pairs of pants, five shirts, a vest, a tie and a cap. Maintenance employees are provided rental uniforms cleaned and delivered by a vendor.

**Urbanized Area (UZA)** – The FTA has designated areas over 200,000 population as specific urbanized areas. GCTD's service area is part of the Oxnard UZA.

**Workers' Compensation Insurance** – Premium for the required workers' compensation insurance provided to GCTD by the California State Association of Counties-Excess Insurance Authority (CSAC-EIA).