



**AGENDA**  
**REGULAR BOARD OF DIRECTORS MEETING**  
**WEDNESDAY, JUNE 7, 2023 – 10:00 AM.**  
GCTD ADMINISTRATIVE FACILITY  
1901 AUTO CENTER DRIVE  
OXNARD, CA 93036-7966  
[www.GoldCoastTransit.org](http://www.GoldCoastTransit.org)

**The meeting will be IN PERSON.**  
**Hybrid / Remote Participation for the Public is available via ZOOM Webinar**  
<https://us02web.zoom.us/j/85227743702>

**CALL TO ORDER**

**ROLL CALL**

Chair – Matt LaVere, County of Ventura  
Vice Chair – Mike Johnson, City of Ventura  
Director – Rachel Lang, City of Ojai  
Director – Bryan MacDonald, City of Oxnard  
Director – Martha McQueen-Legohn, City of Port Hueneme

**CEREMONIAL CALENDAR**

- **Pledge of Allegiance**
- **Employee Recognition**
  - **Juan Avila, Bus Operator – 10 years**
  - **Antonio Reza-Ocampo – 10 years**
  - **Angel Vasquez – 10 years**
  - **Angela Baca, Bus Operator – 20 years**
  - **Manny Barajas, Operations Supervisor – 30 years**

**GENERAL PUBLIC COMMENT PERIOD**

The GCTD Board of Directors will consider public comments for business matters that are not on the agenda. Each speaker is limited to three (3) minutes. The presiding officer shall enforce the time limit. Such matters cannot be discussed by the Board at the time of presentation but may be referred to the general manager/secretary for administrative action or public report at a later meeting or scheduled on a subsequent agenda for consideration. This rule shall not prohibit a member of the Board, at this time, from briefly responding to a public statement or question, or proposed initiative, as provided in Government Code Section 54954.2. Speakers are requested to complete a green speaker form from the Clerk of the Board and file it with the Clerk before speaking.

**BOARD OF DIRECTORS' REPORTS**

**AGENDA REVIEW** - Any changes to the agenda may be made at this time.

**GOLD COAST TRANSIT DISTRICT**

**Gold Coast Transit District**

Board of Directors Meeting

June 7, 2023

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**CONSENT AGENDA**

1. [Consider Approval of Minutes of May 3, 2023, Board of Directors Meeting](#)
2. [Consider Approval of Expenditures for April 2023](#)
3. [Consider Approval of Money Transfers April 2023](#)
4. [Consider Approval of Treasurer's Report for April 2023](#)
5. [Consider Approval of Budget vs. Income Statement for April 2023](#)
6. [Report of Contracts Awarded – Marlena Kohler, Purchasing Manager & DBE Officer](#)
7. [Consider Authorizing General Manager to Award a Contract to Creative Bus Sales for the Purchase of Two \(2\) BraunAbility for GCTD's On Demand GO NOW Fleet - Marlena Kohler, Purchasing Manager & DBE Officer & Margaret Schoep, Paratransit & Special Projects Manager](#)
8. [Consider Adoption of Resolution No. 2023-04 Authorize Staff to File Annual Claim for FY 2024 Transportation Development Act \(TDA\) Funds – Dawn Perkins, Director of Finance](#)

**GENERAL MANAGER'S REPORT**

9. [General Manager's Report – Vanessa Rauschenberger, General Manager](#)

**FORMAL ITEMS - PUBLIC COMMENTS ON AGENDA ITEMS**

The GCTD Board of Directors will consider public comment on any item appearing on the agenda at the time that agenda item has been called by the presiding officer and after the staff report has been given. Each speaker is limited to five (5) minutes of comment total on all agenda items. Speakers are requested to complete a green speaker form, available from the Clerk of the Board or on the speaker's podium, and file it with the Clerk before speaking.

10. [Receive and File Presentation of the TDA Triennial Review for Fiscal Year 2020- 2022 as Prepared by Moore & Associates – Cynthia Torres Duque, Director of Planning and Marketing](#)
11. [Receive Presentation of Draft Operating Budget for FY 2024 and 10-Year Capital Plan– Christine Feng, Chief Financial Officer/AGM & Dawn Perkins, Director of Finance](#)
12. [Receive Presentation on Final Draft GCTD's Strategic Plan – Vanesa Rauschenberger, General Manager](#)

**INFORMATIONAL ITEMS**

13. [Future Agenda Items – Vanessa Rauschenberger](#)

**CLOSED SESSION**

None

The next regular meeting of the GCTD Board of Directors will be held on **JULY 5, 2023, at 10:00 AM at 1901 Auto Center Drive, Oxnard, CA 93036**. Copies of administrative reports relating to the Board agenda are available online at [www.GoldCoastTransit.org](http://www.GoldCoastTransit.org) or from the Clerk of the Board, Gold Coast Transit District, 1901 Auto Center Drive, Oxnard, CA, 93036-7966.

IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT, IF YOU NEED SPECIAL ASSISTANCE TO PARTICIPATE IN THE MEETING, PLEASE CONTACT THE CLERK OF THE BOARD AT (805) 483-3959, Ext. 160, OR E-MAIL [adelgado@gctd.org](mailto:adelgado@gctd.org) OR THROUGH THE CALIFORNIA RELAY SERVICE AT 711. NOTIFICATION 72 HOURS PRIOR TO THE MEETING WILL ENABLE GCTD TO MAKE REASONABLE ACCOMMODATIONS TO ENSURE ACCESSIBILITY TO THE MEETING.

# EMPLOYEE RECOGNITIONS

May 2023





# Juan Avila,

## Bus Operator

### 10 Years Service Award



Juan is very quiet, but he always gets his work done.

When he is not here driving our bus, he is at home being a busy dad of two boys. Despite his busy schedule, he manages to find time to come in and helps us out on one of his days off too.

**Thank you, Juan, for your service.**



# Angelina Baca,

## Bus Operator

### 20 Years Service Award



Angela was a school bus driver before she came to SCAT 20 years ago. She always has a positive attitude, and she is a friend to everyone here including our customers. She cannot really take any vacation days because if she is not driving, her customers worry if everything is okay with her.

She has achieved over 90% of on-time performance, meaning that her bus is on schedule while providing customer service at the same times.

I would like to thank Angela for being great example of Gold Coast Transit Bus Operator.

**Thank you, Angelina, for your service.**



# Manny Barajas,

## Operation Supervisor

### 30 Years Service Award



Manny arrived at SCAT 30 years ago as a temporary service worker during the summer break. He made such a good impression that he was hired on full time at the end of the summer. Right away, he was promoted to Mechanic I. Then he became a Bus Operator for 15 years. In 2020, he was promoted to be an Operations Supervisor.

He is always willing to assist those who are less fortunate than himself, by providing jackets and food, but never ask for any recognition.

We are blessed to have someone like him in our team.

**Thank you, Manny, for your service.**



# Antonio Reza-Ocampo,

## Bus Operator

### **10 Years Service Award**



Antonio recently won the employee of the quarter for being an outstanding team player.

He is very dependable and always willing to help us. He is well liked from our customers for being polite and having a positive attitude.

**Thank you, Antonio, for your service.**



# Angel Vasquez,

## Bus Operator

### 10 Years Service Award



Angel brings fun to everywhere he goes. When you are tired or cranky, talk to Angel and he'll put a smile on your face.

Recently, his daughter, Angelina, joined our team. They are the only dad and daughter duos we've got at this point.

**Thank you, Angel, for your service.**





Item #1

**MINUTES OF THE REGULAR BOARD OF DIRECTORS MEETING  
WEDNESDAY, MAY 3, 2023 – 10:00 AM  
THIS MEETING WAS HELD IN PERSON & VIA ZOOM (HYBRID)**

**Call to Order**

Vice Chair Johnson called the Regular Board of Directors of Gold Coast Transit District meeting to order at 10:02 am at the GCTD Administrative Facility, 1901 Auto Center Drive, Oxnard, California.

**Roll Call**

Chair – Matt LaVere, County of Ventura - *Absent*  
Vice Chair – Mike Johnson, City of Ventura  
Director – Rachel Lang, City of Ojai  
Director – Bryan MacDonald, City of Oxnard  
Director – Martha McQueen-Legohn, City of Port Hueneme

**Staff Present**

Vanessa Rauschenberger, General Manager  
Alex Zaretsky, Director of Human Resources  
James Beck, Director of Operations & Maintenance  
Cynthia Torres Duque, Director of Planning & Marketing  
Robert Lucio, Mobility Management Coordinator  
Marlena Kohler, Purchasing Manager & DBE Officer  
Martin Rodriguez, Transit Planner  
Margaret Heath-Schoep, Paratransit & Special Projects Manager  
Austin Novstrup, Planning Manager  
Andrea Meza, Communications  
Angie Delgado, Clerk of the Board  
Tanya Hawk, Buyer  
Matt De La Rosa, IT Technician

**Ceremonial Calendar**

Vice-Chair Johnson led the pledge of allegiance.

**Employee Recognition**

None

**General Public Comment**

Doug Overton spoke during the public comment.

**Board of Directors Reports**

Director MacDonald provided an update on LOSSAN, Amtrac Rail Service from San Luis Obispo to San Diego. A landslide struck the San Clemente area, causing another delay. Bus transfers are in place to keep the service going while it is being repaired.

**GOLD COAST TRANSIT DISTRICT**

CITY OF OJAI | CITY OF OXNARD | CITY OF PORT HUENEME | CITY OF VENTURA | COUNTY OF VENTURA  
1901 AUTO CENTER DRIVE, OXNARD, CA 93036-7966 | P 805.483.3959 | F 805.487.0925 | GCTD.ORG

Vice-Chair Johnson spoke about the Transit Funding Cliff, which will likely happen with the State Budget Deficit—Vice-Chair Johnson expressed his concern and stated he would follow up and report more on this because of its critical issue to Ventura County Transportation Commission (VCTC), GCTD, and Ventura.

### **Consent Agenda**

1. [Consider Approval of Minutes of April 1, 2023, Board of Special Directors Meeting](#)
2. [Consider Approval of Expenditures for March 2023](#)
3. [Consider Approval of Treasurer’s Report for March 2023](#)
4. [Consider Approval of Financial Statements & Money Transfers – Month of February 2023](#)
5. [Consider Approval of Financial Statements & Money Transfers – Month of March 2023](#)
6. [Resolution 2023-03 to Claim Annual Low Carbon Operations Transportation Program Funds](#)
7. [Report of Contracts Awarded – Tanya Hawk, Buyer](#)

Director McQueen-Legohn moved to approve Consent Agenda Items 1 through 7. Director Lang seconded the motion.

**The motion passed unanimously.**

### **GENERAL MANAGER’S REPORT**

8. [General Manager’s Report – Vanessa Rauschenberger, General Manager](#)

Ms. Rauschenberger welcomed Director Lang, City of Ojai, to the board.

Three employees were nominated by their peers and selected by a panel for the Employee of the Quarter. Victor Rubio, Maintenance Administrative Supervisor, Daniel Galvan, Bus Operator, and Frank Martinez were nominated for their outstanding teamwork, positive work ethic, and strong ability to handle any challenging situation.

Ms. Rauschenberger recognized the Operations Team; GCTD has five new Operators, Angelina Vasquez, Christopher Martinez, Juan Munoz, and Abel Paniagua, who have completed the training course, getting GCTD back up to the staffing levels.

Our Human Resources Coordinator position has been filled. Maylee Murillo began her career at GCTD as an HR Intern for a year. She will be graduating from California Lutheran University in Business Administration this month.

We also Welcome Monica Gonzales Jimenez, Transit Planner I. She has her BA from UC Davis and is completing her Masters in Urban and Regional Planning from UCLA.

Vanessa made an announcement of the hiring of Christine Feng, Chief Financial Officer/Assistant General Manager, start date of Monday, May 1, 2023, who will be working remotely for the first month during the transition of relocating to California. Ms. Rauschenberg plans to introduce Ms. Feng at the June Board Meeting. Ms. Feng has extensive experience in the Transit area, payroll, and grants and has her CPA. She started meeting with the finance team 1:1 to begin the processes of the GCTD systems.

Ms. Rauschenberger thanked the board for participating in the Special Board Meeting and Strategic Workshop and all the staff, union steward, and maintenance staff that brought it all together. Staff is developing SMART goals and key action items for each strategic priority identified to get a draft plan to present to the next board meeting.

This year, GCTD is Turning 50! To celebrate the Anniversary, a commemorative celebration and BUS ROAD-EO will be held on July 15, 2023, at Gold Coast Transit District, including friendly competitions of driving, maintenance, and customer service skills. In addition, a special web page with historical photos and articles about the evolution of transit in Western Ventura County will be created to share with the community.

## **FORMAL ITEMS - PUBLIC COMMENTS ON AGENDA ITEMS**

The Gold Coast Transit District Board of Directors will consider public comment on any item appearing on the agenda when the presiding officer has called the agenda item and after the staff report has been given. Each speaker is limited to three (3) minutes of comment on all agenda items. Public members must submit their request by email to the Clerk of the Board before 9 am on the day of the Board Meeting.

### **9. [Receive Update on Draft Budget Assumptions for FY 2023-24 – Vanessa Rauschenberger, General Manager](#)**

Ms. Rauschenberger thanked Ms. Perkins for her assistance with the Draft Budget Assumptions and noted that GCTD is in the process of filling a key staff position: Chief Financial Officer (CFO/AGM), anticipated to begin May 1st.

A presentation was given to the board members on budget assumptions. The GCTD budget primary costs include the operation of the transit service, and the majority of the budget is labor. GCTD has 144 employees in Operations, including Operators and Supervisors, 34 Maintenance employees that maintain and clean buses, 28 Administrative staff, and 40+ Contracted Staff with MV Transportation who operate the ACCESS service. All that combined, in 2022, GCTD provided over 2 million boardings, 184 thousand hours of service to the public, and over 2 million miles of service.

GCTD's new CFO and GM will work with the Department Directors on a detailed budget; however, it is possible that a final budget will not be ready to be presented until after June 30th. In that event, staff will present the Board with a request for an extension to provide spending authorization while a complete budget is prepared and finalized.

Vice-Chair Johnson stated that with potential shifts and demands, what conversations have you had with the members' cities over housing that is about to come online?

Ms. Rauschenberger stated that she is scheduled to meet with the Ventura Housing Authority staff next week to speak about the issue. In addition, as the board approved earlier in the year, GCTD is kicking off a Short-Range Transit Plan, and part of that plan is to meet with each city to identify where housing is expected to come online so that GCTD can plan accordingly.

Funding is the main question; the fiscal cliff many transportation agencies face prevents them from adding the service where housing is coming. In addition, the funding from the State and Federal is not keeping up with the cost increases that we are seen in gas pricing and wages, and when those two don't match, that becomes the main limiting factor for GCTD.

The first step is to meet with the cities to know where services are needed and build them into the short-range transit plan. Then, if additional funding is received, GCTD can develop the plan in a variety of ways to assist the community.

Vice-Chair Johnson thanked Vanessa and asked about the gas and natural gas status. Ms. Rauschenberger stated that last month's bill was 60 thousand dollars, which is a considerable decrease of over 500 thousand dollars; 60 thousand dollars is still high compared to where it was two years ago when bills were 30-40 thousand dollars a month.

GCTD received notice from So Cal Gas that they are planning a permanent gas increase. Without any control over the price volatility or locked-in pricing GCTD has to plan for the potential that it could be a gas spike every winter.

Vice-Chair Johnson asked if there were any options to buy any futures in natural gas. Ms. Rauschenberger stated that GCTD would look into it.

### **RECOMMENDATION**

This item is for information only.

#### **10. Receive Presentation and Provide Input on GCTD's Preliminary Service Plan for FY 2023-24 - Austin Novstrup, Planning Manager**

Mr. Novstrup states that the staff is developing GCTD's fixed route and flexible Fiscal Year 2023-24 service plans. The plan includes minor service reductions, minor route schedule adjustments to improve on-time performance, and new flexible service pilot projects, including expanding the Late-Night Safe Rides Program (Sunrise Service) and the GO Now On Demand Service implementation.

Director MacDonald stated that Oxnard Union High School is bringing a new High School in the Rose Ave area and was informed that many students from the Channel Islands will be transitioning to the new school, and asked if GCTD is anticipating impacts to ridership.

Mr. Novstrup stated that Route 17, coming from South Oxnard, would be a route to the new school on Rose. Part of the SRTP will be to evaluate the latest development to ensure the routes are coordinated. With the new development, a bus stop will be placed closer to the new high school. GCTD will have to evaluate the impact on Route 17 as it comes online.

### **RECOMMENDATION**

It is recommended that the GCTD Board of Directors file this report and presentation and provide any feedback to staff.

#### **11. Consider Adoption of Resolution 2023-02 to Execute Voucher Agreement with the Clean Mobility Options Pilot Program– Martin Rodriguez, Transit Planner**

Mr. Rodriguez stated that GCTD staff submitted an application to the Clean Mobility Options (CMO) Voucher Pilot Program in November 2022. California Climate Investments Funds (CMO) is a statewide program that empowers under-resourced communities across California to understand better and overcome mobility obstacles with vouchers that fund community-based projects. GCTD partnered with Nyeland Promise, a local community-based non-profit organization, to receive a voucher to conduct a Community Transportation Needs Assessment in the community of Nyeland Acres.

The project team includes Gold Coast Transit District as the lead applicant and project manager, Nyeland Promise as a sub-applicant who will lead the community engagement plan, and Transportation Management & Design (TM&D) as a sub-contractor who will conduct the transportation data analysis and will draft the final report and project recommendation. The CTNA will complement GCTD's upcoming Short Range Transit Plan, which TM&D will also prepare.

Director MacDonald stated he is very pleased with GCTD working with Nyeland Promise; the program is very actively involved with the community.

Ms. Rauschenberger thanked Mr. Rodriguez for his work on getting the voucher and grant put together. Mr. Rodriguez also worked on the Route Restoration Planning Grant, with these grants, we will help the Planning team do a complete evaluation to restore ridership and meet the peak demands, identify ways

to meet the hard to serve areas that have been historically lower performing. In addition, working with the consultant will provide a good road map for the next five years on projects we can apply for grants.

Vice-Chair Johnson thanked Mr. Rodriguez and GCTD. Mr. Johnson stated he appreciates being part of an organization that reached out to the Nyeland Promise and the community to figure out a solution to provide service to that community.

### **RECOMMENDATION**

Consider adoption of Resolution 2023-02 to execute a Voucher Agreement with the Clean Mobility Options Pilot Program.

Director McQueen-Legohn moved to approve the Adoption of Resolution 2023-02 to Execute Voucher Agreement with the Clean Mobility Options Pilot Program. Director Lang seconded the motion.

### **12. Consider Updating of Job Description for Mechanic I to Change the Minimum Age from 21 to 19 – James Beck, Director of Operations & Maintenance**

Mr. Beck stated to the board that to increase the recruitment of qualified entry-level mechanics, GCTD is proposing to update the Mechanic I job description to lower the minimum age requirement from 21 to 19 years old.

Currently, GCTD collaborates with many local community colleges and high schools that have graduates ready to apply for GCTD positions; however, the age requirement prevents them from applying. GCTD hopes to attract a wider pull of qualified entry-level mechanics by changing the age requirements.

GCTD Staff has met and conferred with SEIU, who concurs with this change. GCTD has also consulted with insurance providers, who have indicated that it will not affect our insurance rates.

Director MacDonald stated that reducing the minimum age requirement is a great idea to get them through our door.

Director McQueen-Legohn stated that many companies are struggling with the pipeline, and it's a great decision that GCTD lowered the age requirement to allow them the opportunity.

Director Lang agreed with the decision regarding the age requirement. She stated that many youths are deciding not to attend college/vocational schools. Still, lowering the age requirement offers many a career path to start and settle into stability as young mechanics.

Vice-Chair Johnson stated that Mr. Beck had previously mentioned the difficulty with the age requirement 21 and appreciated that it is being fixed.

### **RECOMMENDATION**

It is recommended that the Board of Directors approve updating the job description for the Mechanic I position to reduce the minimum age from 21 to 19 years old.

Director MacDonald moved to approve Updating of Job Description for Mechanic I to Change the Minimum Age from 21 to 19. Director Lang seconded the motion.

### **INFORMATIONAL ITEMS**

### **13. Receive and File FY 2022-23 3<sup>rd</sup> Quarter Ridership & Performance Report – Austin Novstrup, Planning Manager, Margaret Heath-Schoep, Paratransit & Special Projects Manager**

**The report was filed and received.**

**14. [Receive Presentation on Monthly Operations & Maintenance Report - James Beck, Director of Operations & Maintenance](#)**

**The report was filed and received.**

**15. [Future Agenda Items – Vanessa Rauschenberger](#)**

**The report was filed and received.**

Went into Closed Session at 11:41 am. No public comments.

**CLOSED SESSION**

**CONFERENCE WITH LABOR NEGOTIATORS**

Agency designated representatives: **Chair and General Counsel**

Unrepresented employee: **General Manager**

**OPEN SESSION**

Vice-Chair Johnson stated that during the closed session, the topic was Conference with Labor Negotiators regarding the unrepresented employee, Vanessa Rauschenberger, General Manager.

The board discussed an amendment to the General Manager's employment contract.

Director MacDonald motioned a 5% salary increase in addition to one year added to the length of the contract. Director McQueen-Legohn seconded the motion.

Ms. Rauschenberger thanked the board members and stated that it is an honor to be in the position and to serve the district. She thanked the board members for the contract extension and shared she looks forward to being at GCTD for many years to see the future goals be accomplished.

**There being no further business, Vice-Chair Johnson adjourned the Board of Directors meeting at 12:17 pm.**

Minutes recorded by: Angie Delgado, Clerk of the Board of Directors

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Vanessa Rauschenberger  
Secretary of the Board of Directors

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Chair Matt LaVere  
Board of Directors

Unless otherwise determined by the Board of Directors, the GCTD Board of Directors' next meeting will be **June 7, 2023, at 10:00 am**. Copies of administrative reports relating to the Board agenda are available online at [www.gctd.org](http://www.gctd.org) or from the Clerk of the Board, Gold Coast Transit District, 1901 Auto Center Drive, Oxnard, CA 93036.



Item #2

**DATE** June 7, 2023  
**TO** GCTD Board of Directors  
**FROM** Dawn Perkins, Director of Finance *dp*  
**SUBJECT** Consider the Approval of Expenditures for the Month of April 2023.

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Attached is a list of expenditures for the month of April 2023 from the various GCTD Accounts.

If any member of the Board wishes to review a particular item, please contact me to have the necessary documentation on hand for the meeting.

Attachments:  
Accounts Payable Disbursement List – April 2023

**GENERAL MANAGER'S CONCURRENCE**

A handwritten signature in black ink, appearing to read 'Vanessa Rauschenberger', is written over a horizontal line.

Vanessa Rauschenberger  
General Manager

**GOLD COAST TRANSIT DISTRICT**

# Accounts Payable Disbursement List

Vendor #	Name	Check #	Date	Amount	Voided	Comments
80168-E1320	EMPOWER RETIREMENT	ACH	4/7/2023	\$1,350.00	<input type="checkbox"/>	DEFERRED COMPENSATION CONT.
80168-M0926	MISSIONSQUARE RETIREMENT	ACH	4/7/2023	\$2,853.40	<input type="checkbox"/>	DEFERRED COMPENSATION CONT.
80168-S0518	SERVICE EMPLOYEES INT'L UNION LOC	ACH	4/7/2023	\$4,805.53	<input type="checkbox"/>	P/R DEDUCTION
80171-C0121	CALIFORNIA PUBLIC EMPLOYEES RET.	ACH	4/11/2023	\$231,624.15	<input type="checkbox"/>	HEALTH INSURANCE
80171-C0133	CAL PERS	ACH	4/11/2023	\$84,967.41	<input type="checkbox"/>	PENSION CONTRIBUTIONS
80171-U2003	USCM/WEST	ACH	4/11/2023	\$7,908.00	<input type="checkbox"/>	P/R DEDUCTION
80716-LTFCFSB	CITY OF SAN BUENAVENTURA	ACH	4/27/2023	\$27,826.00	<input type="checkbox"/>	LOCAL TRANSPORTATION FUNDS
80716-LTFCV	COUNTY OF VENTURA	ACH	4/27/2023	\$99,760.00	<input type="checkbox"/>	LOCAL TRANSPORTATION FUNDS
80716-LTFGCT	GOLD COAST TRANSIT DISTRICT	ACH	4/27/2023	\$1,902,426.00	<input type="checkbox"/>	LOCAL TRANSPORTATION FUNDS
80716-LTFOJAI	CITY OF OJAI	ACH	4/27/2023	\$13,360.00	<input type="checkbox"/>	LOCAL TRANSPORTATION FUNDS
80716-LTFOXN	CITY OF OXNARD	ACH	4/27/2023	\$39,848.00	<input type="checkbox"/>	LOCAL TRANSPORTATION FUNDS
80718-C0133	CAL PERS	ACH	4/20/2023	\$89,997.62	<input type="checkbox"/>	PENSION CONTRIBUTIONS
80718-C1904	BENEFIT COORDINATORS COMPANY	ACH	4/20/2023	\$10,255.14	<input type="checkbox"/>	LONG TERM DISABILITY PREMIUMS
80727-E1320	EMPOWER RETIREMENT	ACH	4/21/2023	\$1,350.00	<input type="checkbox"/>	DEFERRED COMPENSATION CONT.
80727-M0926	MISSIONSQUARE RETIREMENT	ACH	4/21/2023	\$3,453.40	<input type="checkbox"/>	DEFERRED COMPENSATION CONT.
80727-S0518	SERVICE EMPLOYEES INT'L UNION LOC	ACH	4/21/2023	\$4,814.13	<input type="checkbox"/>	P/R DEDUCTION
80727-U2003	USCM/WEST	ACH	4/21/2023	\$7,883.00	<input type="checkbox"/>	P/R DEDUCTION
A0918	AIRGAS USA, LLC	85892	4/26/2023	\$116.31	<input type="checkbox"/>	MAINTENANCE SUPPLIES
A1219	ERICH KREIG	85798	4/12/2023	\$990.00	<input type="checkbox"/>	SERVICES
A1308	AMERICAN MOVING PARTS	85799	4/12/2023	\$1,167.19	<input type="checkbox"/>	BRAKE SHOES
A1308	AMERICAN MOVING PARTS	85850	4/19/2023	\$2,910.98	<input type="checkbox"/>	BRAKE SHOES
A1801	ARAMARK UNIFORM & CAREER APPAR	85800	4/12/2023	\$182.96	<input type="checkbox"/>	UNIFORMS
A1801	ARAMARK UNIFORM & CAREER APPAR	85851	4/19/2023	\$182.96	<input type="checkbox"/>	UNIFORMS
A1900	ASBURY ENVIRONMENTAL SERVICES	85801	4/12/2023	\$65.00	<input type="checkbox"/>	HAZ MAT DISPOSAL SERVICES
A2020	AT&T	85893	4/26/2023	\$369.14	<input type="checkbox"/>	TELEPHONE SERVICES
B0211	BEST BEST & KRIEGER LLP	85802	4/12/2023	\$14,363.50	<input type="checkbox"/>	GENERAL COUNSEL SERVICE
B0503	BECNEL UNIFORMS	85803	4/12/2023	\$110.74	<input type="checkbox"/>	UNIFORMS
B0902	LOS ANGELES TRUCK CENTERS, LLC	85804	4/12/2023	\$6,315.43	<input type="checkbox"/>	PARTS/SERVICE
B0902	LOS ANGELES TRUCK CENTERS, LLC	85852	4/19/2023	\$1,700.00	<input type="checkbox"/>	PARTS/SERVICE
B1750	BRADY INDUSTRIES OF CALIFORNIA LL	85805	4/12/2023	\$332.55	<input type="checkbox"/>	JANITORIAL SUPPLIES
B1750	BRADY INDUSTRIES OF CALIFORNIA LL	85894	4/26/2023	\$133.95	<input type="checkbox"/>	JANITORIAL SUPPLIES
B1808	BRINK'S, INCORPORATED	85853	4/19/2023	\$679.54	<input type="checkbox"/>	ARMORED CAR SERVICES
C0103	CALIFORNIA HOSE, INC	85806	4/12/2023	\$1,851.02	<input type="checkbox"/>	PARTS
C0113	CALTIP	85854	4/19/2023	\$248,863.29	<input type="checkbox"/>	LIABILITY INSURANCE
C0113	CALTIP	85895	4/26/2023	\$1,114.30	<input type="checkbox"/>	LIABILITY INSURANCE



Vendor #	Name	Check #	Date	Amount	Voided	Comments
C0149	CANON FINANCIAL SERVICES INC	85896	4/26/2023	\$682.37	<input type="checkbox"/>	PRINTING SERVICES
C0511	CENTRAL COAST FILTER & SUPPLY INC.	85855	4/19/2023	\$3,240.36	<input type="checkbox"/>	PAINT
C0822	JENEE CHANDLER	85856	4/19/2023	\$1,000.00	<input type="checkbox"/>	TOOL ALLOW/EXP REIM
C0922	CITI CARDS	85807	4/12/2023	\$1,443.08	<input type="checkbox"/>	OFFICE SUPPLIES
C1202	CLEAN ENERGY	85808	4/12/2023	\$457,150.35	<input type="checkbox"/>	REPAIRS
C1504	COASTAL OCCUPATIONAL MEDICAL G	85809	4/12/2023	\$3,720.01	<input type="checkbox"/>	PHYSICALS/DRUG SCREENS
C1504	COASTAL OCCUPATIONAL MEDICAL G	85857	4/19/2023	\$3,085.00	<input type="checkbox"/>	PHYSICALS/DRUG SCREENS
C1550	LYNETTE COVERLY	85810	4/12/2023	\$2,041.25	<input type="checkbox"/>	PROFESSIONAL SERVICES
C1903	PUBLIC RISK INNOVATION SOLUTIONS	85858	4/19/2023		<input checked="" type="checkbox"/>	WORKER'S COMP/EAP PROVIDER
C1903	PUBLIC RISK INNOVATION SOLUTIONS	85859	4/19/2023		<input checked="" type="checkbox"/>	WORKER'S COMP/EAP PROVIDER
C1903	PUBLIC RISK INNOVATION SOLUTIONS	85860	4/19/2023	\$332,898.89	<input type="checkbox"/>	WORKER'S COMP/EAP PROVIDER
C2115	CUMMINS PACIFIC LLC	85811	4/12/2023	\$720.00	<input type="checkbox"/>	PARTS
C2115	CUMMINS PACIFIC LLC	85861	4/19/2023		<input checked="" type="checkbox"/>	PARTS
C2115	CUMMINS PACIFIC LLC	85862	4/19/2023	\$2,535.31	<input type="checkbox"/>	PARTS
D0114	DANIELS TIRE SERVICE	85812	4/12/2023	\$5,275.53	<input type="checkbox"/>	TIRES/SERVICES
D0122	DAVMAR	85863	4/19/2023	\$371.45	<input type="checkbox"/>	CNG COMPRESSOR
D0500	MATTHEW DE LA ROSA	85864	4/19/2023	\$138.00	<input type="checkbox"/>	TUITION AND BOOK REIMBURSEMENT
D0928	WEX HEALTH, INC.	85865	4/19/2023	\$307.35	<input type="checkbox"/>	FSA ADMINISTRATION FEE
E0320	ECOLANE	85813	4/12/2023	\$28,056.43	<input type="checkbox"/>	PARATRANSIT SCHEDULING SOFT
E0409	EDISON CO.	85814	4/12/2023	\$0.00	<input checked="" type="checkbox"/>	ELECTRICAL POWER
F0505	FEDERAL EXPRESS CORP.	85815	4/12/2023	\$20.09	<input type="checkbox"/>	MAIL SERVICES
F0505	FEDERAL EXPRESS CORP.	85897	4/26/2023	\$20.04	<input type="checkbox"/>	MAIL SERVICES
F0520	CHRISTINE FENG	85816	4/12/2023	\$2,062.55	<input type="checkbox"/>	HR RECRUITMENT SERVICES
F1815	FRONTIER COMMUNICATIONS	85866	4/19/2023	\$1,513.69	<input type="checkbox"/>	INTERNET PRVDER - PTSIT CNTOR
F1815	FRONTIER COMMUNICATIONS	85898	4/26/2023	\$181.64	<input type="checkbox"/>	INTERNET PRVDER - PTSIT CNTOR
G0120	THE GAS COMPANY	85817	4/12/2023	\$35,063.85	<input type="checkbox"/>	NATURAL GAS
G0120	THE GAS COMPANY	85899	4/26/2023	\$1,042.08	<input type="checkbox"/>	NATURAL GAS
G0912	GILLIG LLC	85818	4/12/2023		<input checked="" type="checkbox"/>	PARTS
G0912	GILLIG LLC	85819	4/12/2023		<input checked="" type="checkbox"/>	PARTS
G0912	GILLIG LLC	85820	4/12/2023	\$14,879.91	<input type="checkbox"/>	PARTS
G0912	GILLIG LLC	85867	4/19/2023		<input checked="" type="checkbox"/>	PARTS
G0912	GILLIG LLC	85868	4/19/2023	\$3,743.37	<input type="checkbox"/>	PARTS
G1220	GLORIA G SALAZAR	85821	4/12/2023	\$471.17	<input type="checkbox"/>	FINANCIAL CONSULTING
G1225	GMH INC	85900	4/26/2023	\$545.00	<input type="checkbox"/>	HVAC
G1801	GRAINGER	85822	4/12/2023	\$653.53	<input type="checkbox"/>	MISC. PARTS/SUPPLIES
I1414	IRON MOUNTAIN, INC.	85869	4/19/2023	\$250.65	<input type="checkbox"/>	SHREDDING SERVICES
I1423	INTERSTATE BATTERIES	85870	4/19/2023	\$3,231.27	<input type="checkbox"/>	BATTERIES

Vendor #	Name	Check #	Date	Amount	Voided	Comments
J1504	J N DESIGNS	85823	4/12/2023	\$218.50	<input type="checkbox"/>	PRINTING/GRAPHICS SERV
J1511	JOHNSON CONTROLS INC	85824	4/12/2023	\$4,714.19	<input type="checkbox"/>	HVAC
K0113	KAMAN INDUSTRIAL	85825	4/12/2023	\$9.91	<input type="checkbox"/>	REPAIR PARTS/SUPPLIES
K0135	KDC INC	85871	4/19/2023	\$1,589.00	<input type="checkbox"/>	ELECTRICAL REPAIRS
K0511	KELLY CLEANING & SUPPLS, INC.	85826	4/12/2023	\$3,306.00	<input type="checkbox"/>	JANITORIAL SERVICES
K0915	KIMBALL MIDWEST	85827	4/12/2023	\$1,788.02	<input type="checkbox"/>	PARTS
L0127	LAWSON PRODUCTS	85872	4/19/2023	\$90.24	<input type="checkbox"/>	MAINTENANCE SUPPLIES
L0907	LIFT-U-INC.	85873	4/19/2023	\$266.37	<input type="checkbox"/>	WHEEL CHAIR PARTS
L0908	LIGHTGABLER	85828	4/12/2023	\$90.00	<input type="checkbox"/>	LEGAL SERVICES
L1527	LOWE'S	85829	4/12/2023	\$296.74	<input type="checkbox"/>	SUPPLIES
M0104	MACVALLEY OIL COMPANY	85874	4/19/2023	\$624.31	<input type="checkbox"/>	FUEL
M0104	MACVALLEY OIL COMPANY	85901	4/26/2023	\$405.63	<input type="checkbox"/>	FUEL
M2116	MUNCIE RECLAMATION AND SUPPLY C	85830	4/12/2023	\$118.96	<input type="checkbox"/>	PARTS
M2116	MUNCIE RECLAMATION AND SUPPLY C	85875	4/19/2023	\$637.60	<input type="checkbox"/>	PARTS
M2220	MV TRANSPORTATION, INC.	85902	4/26/2023	\$301,294.22	<input type="checkbox"/>	GCT ACCESS SERVICE
N0132	NATURAL GREEN LANDSCAPE INC.	85831	4/12/2023	\$4,480.00	<input type="checkbox"/>	LANDSCAPING SERVICES
N0529	THE AFTERMARKET PARTS COMPANY,	85832	4/12/2023		<input checked="" type="checkbox"/>	PARTS/BUSES
N0529	THE AFTERMARKET PARTS COMPANY,	85833	4/12/2023	\$2,463.32	<input type="checkbox"/>	PARTS/BUSES
N0529	THE AFTERMARKET PARTS COMPANY,	85876	4/19/2023		<input checked="" type="checkbox"/>	PARTS/BUSES
N0529	THE AFTERMARKET PARTS COMPANY,	85877	4/19/2023	\$5,850.36	<input type="checkbox"/>	PARTS/BUSES
O0912	OILFIELD ELECTRIC & MOTOR	85878	4/19/2023	\$507.00	<input type="checkbox"/>	SERVICE
O1805	FIRST CALL AUTO PARTS	85834	4/12/2023	\$158.71	<input type="checkbox"/>	PARTS
O2402	VENTURA COUNTY AUTO SUPPLY	85835	4/12/2023	\$164.49	<input type="checkbox"/>	PARTS
O2413	CITY OF OXNARD	85879	4/19/2023	\$1,907.89	<input type="checkbox"/>	MONTHLY RENT OTC
O2414	CITY OF OXNARD	85880	4/19/2023	\$2,628.12	<input type="checkbox"/>	UTILITIES/TRASH
O2418	WEST VENTURA COUNTY BUSINESS AL	85903	4/26/2023	\$790.00	<input type="checkbox"/>	MEMBERSHIP
P0119	PARKHOUSE TIRE, INC.	85836	4/12/2023	\$8,984.53	<input type="checkbox"/>	TIRES
P1201	PLAZA DEL NORTE BUSINESS ASSOCIAT	85837	4/12/2023	\$13,242.90	<input type="checkbox"/>	BUSINESS CENTER ASSOCIATION
P1601	PLATINUM TOW AND TRANSPORT INC.	85838	4/12/2023	\$1,050.00	<input type="checkbox"/>	TOWING SERVICES
P1602	PLEXUS GLOBAL	85881	4/19/2023	\$285.50	<input type="checkbox"/>	BACKGROUND & DRUG SCREENING
P1821	PROFORMA	85839	4/12/2023	\$1,042.25	<input type="checkbox"/>	ADVERTISING SERVICES
P1821	PROFORMA	85882	4/19/2023	\$66.64	<input type="checkbox"/>	ADVERTISING SERVICES
P2114	THE PUN GROUP	85883	4/19/2023	\$80,706.25	<input type="checkbox"/>	FINANCIAL AUDIT SERVICES
R0126	RAYNE WATER CONDITIONING	85840	4/12/2023	\$230.30	<input type="checkbox"/>	WATER COOLER BREAK ROOM
R0504	RED WING SHOE STORE	85904	4/26/2023	\$237.01	<input type="checkbox"/>	SAFETY SHOES
R1400	ACCONTEMPS A ROBERT HALF COMP	85884	4/19/2023	\$643.03	<input type="checkbox"/>	TEMPORARY HELP
S0044	S & A SYSTEMS INC	85841	4/12/2023	\$163.88	<input type="checkbox"/>	CONTRACT SERVICES

Vendor #	Name	Check #	Date	Amount	Voided	Comments
S0810	SHI INTERNATIONAL CORP.	85885	4/19/2023	\$3,245.83	<input type="checkbox"/>	FIREWALL
S0908	MIKE REESE	85886	4/19/2023	\$183.84	<input type="checkbox"/>	BUS GRAPHICS
S2000	STAPLES ADVANTAGE	85842	4/12/2023	\$812.68	<input type="checkbox"/>	OFFICE SUPPLIES
S2119	SUPERIOR SANITARY SUPPLIES	85843	4/12/2023	\$1,167.72	<input type="checkbox"/>	SUPPLIES
S2119	SUPERIOR SANITARY SUPPLIES	85887	4/19/2023	\$1,992.48	<input type="checkbox"/>	SUPPLIES
S2119	SUPERIOR SANITARY SUPPLIES	85905	4/26/2023	\$598.17	<input type="checkbox"/>	SUPPLIES
S2126	SUPERIOR PRINTING & GRAPHICS, INC	85844	4/12/2023	\$1,902.05	<input type="checkbox"/>	PRINTING SERVICES
T0415	3D OF OXNARD SUPPLY	85845	4/12/2023	\$801.69	<input type="checkbox"/>	SUPPLIES
T0503	TEAMSTERS LOCAL 186	85888	4/19/2023	\$1,283.00	<input type="checkbox"/>	PAYROLL DEDUCTION
T0503	TEAMSTERS LOCAL 186	85906	4/26/2023	\$200.00	<input type="checkbox"/>	PAYROLL DEDUCTION
T0515	TELENET VOIP, INC.	85907	4/26/2023	\$270.00	<input type="checkbox"/>	MONITORING
T1506	GREG'S PETROLEUM SERVICE, INC	85846	4/12/2023	\$2,770.95	<input type="checkbox"/>	OIL SUPPLIER
T1910	TST PRIVATE SECURITY	85847	4/12/2023	\$6,900.60	<input type="checkbox"/>	SECURITY SERVICES
U1210	UnCOMPLICATE HR INC	85848	4/12/2023	\$1,680.00	<input type="checkbox"/>	HR CONSULTANT
U1423	UNITED WAY OF VENTURA CO.	85889	4/19/2023	\$72.00	<input type="checkbox"/>	P/R DEDUCTION
U1903	US BANK	85890	4/19/2023	\$1,825.00	<input type="checkbox"/>	DEBT SERVICE PAYMENT
V0523	VENTURA HOSE-MAN	85849	4/12/2023	\$773.64	<input type="checkbox"/>	REPAIR PARTS/SUPPLIES
V1525	VOYAGER	85908	4/26/2023	\$265.81	<input type="checkbox"/>	CNG FUEL FOR ACCESS
V1809	VERIZON	85891	4/19/2023	\$2,046.02	<input type="checkbox"/>	PHONE SRVC - CSC
W0517	WESTERN EXTERMINATOR CO.	85909	4/26/2023	\$245.00	<input type="checkbox"/>	PEST CONTROL SERVICES

**Total: \$4,192,363.21**



Item #3

**DATE** June 7, 2023  
**TO** GCTD Board of Directors  
**FROM** Dawn Perkins, Director of Finance *dp*  
**SUBJECT** **Consider Approval of Schedule of Money Transfers for April 2023.**

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Attached for the Board's approval is a copy of GCTD's Schedule of Money Transfers covering the period ending April 30, 2023.

Attachments

**GENERAL MANAGER'S CONCURRENCE**

A handwritten signature in black ink, appearing to read 'Vanessa Rauschenberger', is written over a horizontal line.

Vanessa Rauschenberger  
General Manager

**GOLD COAST TRANSIT DISTRICT**

**Gold Coast Transit District  
Schedule of Money Transfers  
For the Month of April 2023**

Date	Description	Accounts		Amount
		From	To	
4/5/2023	Transfer for Payroll 4/07/2023	UB Money Market 2	UB General Account	474,965.86
4/13/2023	Transfer for AP Check Run	UB Money Market 2	UB General Account	659,461.70
4/19/2023	Transfer for AP & Payroll 4/24/2023	UB Money Market 2	UB General Account	1,262,407.01
4/25/2023	Transfer for Replenish Payroll	UB Money Market 2	UB Payroll Account	6,000.00
4/27/2023	Transfer for AP Check Run	UB Money Market 2	UB General Account	308,510.67
				2,711,345.24

**Gold Coast Transit District  
Payroll Information**

<b>Pay Date</b>	<b>Period End</b>	<b>Gross Earnings</b>	<b>Net Pay</b>	<b>Payroll Tax</b>	<b>Non-tax Deductions</b>
7-Apr-23	1-Apr-23	\$ 547,874.51	\$ 391,800.72	\$ 7,888.24	\$ 87,373.18
21-Apr-23	15-Apr-23	\$ 513,596.08	\$ 368,742.21	\$ 7,403.22	\$ 84,525.07
		<b>\$ 1,061,470.59</b>	<b>\$ 760,542.93</b>	<b>\$ 15,291.46</b>	<b>\$ 171,898.25</b>



Item #4

**DATE** June 7, 2023  
**TO** GCTD Board of Directors  
**FROM** Dawn Perkins, Director of Finance *dp*  
**SUBJECT** Consider Approval of the Treasurer's Report as of April 30, 2023.

Following is a recap of GCTD cash, investment and special fund accounts as of April 30, 2023

**Cash Accounts**

Petty Cash	\$	500.00
Cash on Hand	\$	170.00
General	\$	(2,319,399.55)
Payroll	\$	118,421.05
Union Bank Money Market 2	\$	4,930,497.95
Local Agency Investment Funds	\$	101,404.11
<b>Total Cash on Hand</b>	<b>\$</b>	<b>2,831,593.56</b>

**Other Investments**

Special Capital Reserve Funds		
Ventura County Treasurer		
Gold Coast Transit District	\$	2,830,078.54
Member Transit Dist	\$	130,000.00
Market Valuation of Fund	\$	(49,109.65)
	\$	<u>2,910,968.89</u>

**Special Funds**

STA / SGR / LCTOP	\$	<u>35,221.28</u>
2017 Certificates of Participation		
Payment Fund	\$	900,580.19
Project Fund	\$	289,841.71
Reserve Fund	\$	1,315,736.06
	\$	<u>2,506,157.96</u>

Note: County Treasurer's Report of Investments is available for review.

**GENERAL MANAGER'S CONCURRENCE**

*Vanessa Rauschenberger*

Vanessa Rauschenberger  
 General Manager

**GOLD COAST TRANSIT DISTRICT**



Item #5

**DATE** June 7, 2023  
**TO** GCTD Board of Directors  
**FROM** Dawn Perkins, Director of Finance *dlp*  
**SUBJECT** **Consider Approval of Budget Income Statement for the Month Ending April 30, 2023**

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Attached for the Board's approval is a copy of GCTD's Budget Income Statement covering the period ending April 30, 2023.

Attachment

**GENERAL MANAGER'S CONCURRENCE**

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Vanessa Rauschenberger  
General Manager

**GOLD COAST TRANSIT DISTRICT**



Gold Coast Transit District  
Actual to Budget Income Statement  
For the Month Ending April 30, 2023

Title	April 30, 2023	Year to Date	Monthly Budget	Year to Date Budget	Annual Budget	Actual/Budgeted YTD
<b>REVENUES</b>						
PASSENGER FARES	105,992.74	1,915,369.55	175,080.00	1,750,800.00	2,100,960.00	91.2%
SPECIAL TRANSIT FARES	137,982.00	553,688.35	41,457.58	414,575.90	497,491.00	111.3%
AUXILIARY TRANSPORTATION REVENUE	10,175.86	248,642.25	21,250.00	212,500.00	255,000.00	97.5%
NONTRANSPORTATION REVENUES	757.26	306,218.43	46,125.00	461,250.00	553,500.00	55.3%
LOCAL GRANTS AND REIMBURSEMENTS	1,902,426.00	16,178,834.95	1,544,659.58	15,446,595.90	18,535,915.00	87.3%
STATE GRANTS AND REIMBURSEMENTS	✦ 0.00	113,086.60	38,769.75	387,697.50	465,237.00	24.3%
FEDERAL GRANTS & REIMBURSEMENT	✦ 0.00	3,296,751.00	1,024,855.67	10,248,556.60	12,298,268.00	26.8%
<b>TOTAL REVENUES</b>	<b>2,157,333.86</b>	<b>22,612,591.13</b>	<b>2,892,197.58</b>	<b>28,921,975.90</b>	<b>34,706,371.00</b>	<b>65.2%</b>
<b>EXPENSES</b>						
LABOR	1,059,558.93	11,678,373.99	1,180,570.75	11,805,707.50	14,166,849.00	82.4%
FRINGE BENEFITS	555,496.94	6,788,728.38	631,371.75	6,313,717.50	7,576,461.00	89.6%
SERVICES	150,640.30	3,141,021.33	396,469.00	3,964,690.00	4,757,628.00	66.0%
MATERIALS AND SUPPLIES	198,902.99	2,977,607.55	176,487.75	1,764,877.40	2,117,853.00	140.6%
UTILITIES	25,378.72	299,943.37	14,833.33	148,333.40	178,000.00	168.5%
CASUALTY AND LIABILITY COSTS	282,500.91	491,671.38	107,720.08	1,077,200.90	1,292,641.00	38.0%
MISCELLANEOUS EXPENSE	28,402.86	354,885.18	44,649.17	446,491.60	535,790.00	66.2%
INTEREST EXPENSE	0.00	6,430.55	1,500.00	15,000.00	18,000.00	35.7%
LEASES	1,907.89	35,994.39	1,166.67	11,666.70	14,000.00	257.1%
TANGIBLE DEPN AND AMORTIZATION	0.00	68,812.27	0.00	0.00	0.00	-
MISCELLANEOUS FEES	1,336.40	17,487.80	1,200.00	12,000.00	14,400.00	121.4%
<b>TOTAL EXPENSES</b>	<b>2,304,125.94</b>	<b>25,860,956.19</b>	<b>2,555,968.50</b>	<b>25,559,685.00</b>	<b>30,671,622.00</b>	<b>84.3%</b>
<b>PROFIT/LOSS</b>	<b>-146,792.08</b>	<b>-3,248,365.06</b>	<b>336,229.08</b>	<b>3,362,290.90</b>	<b>4,034,749.00</b>	<b>-80.5%</b>

✦ Federal and State Grants and Reimbursements have not been drawn down.



June 7, 2023

Item #6

**TO** GCTD Board of Directors  
**FROM** Tanya Hawk, Buyer *JH*  
**SUBJECT** Report of Contracts Awarded

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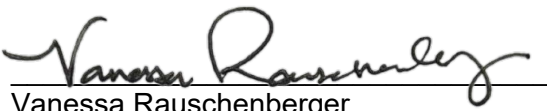
**SUMMARY**

As requested by the Board of Directors on December 2, 2020, and in accordance with the GCTD Purchasing Resolution, staff is to provide a monthly report of all purchases issued by this agency. The attached report lists all purchase orders awarded since the May 2023 Board meeting.

**RECOMMENDATION**

**It is recommended that the Board of Directors receive and file this report.**

**GENERAL MANAGER'S CONCURRENCE**

  
\_\_\_\_\_  
Vanessa Rauschenberger  
General Manager

PO#	Vendor Name	Item Description	City	State	Cost
<b>PROCUREMENT</b>					
A0010310	FEDERAL EXPRESS CORP.	PACKAGE TO CF	PASADENA	CA	\$64.80
B0020106	DESTIN THOMAS COMMUNICATIONS &	FOR REPAIRS ON MI-550	VENTURA	CA	\$187.50
D0090042	RUBBER NECK SIGNS	GRAPHICS, AND INSTAL GO ACCESS GRAPHICS GO NOW LOGO	OXNARD	CA	\$1,049.47
H0000019	LEWIS BRISBOIS BISGAARD & SMITH LLP	LEGAL SERVICES	LOS ANGELES	CA	\$11,893.11
H0000020	KL2 CONNECTS LLC	FEES for INVOICE #4.7.23	WEAVERVILLE	NC	\$25,800.00
P0030285	WINEBRENNER PRODUCTIONS	VIDEO PRODUCTION	SANTA BARBARA	CA	\$1,600.00
P0030286	RINCON CONSULTANTS INC.	PHASE II ESA	VENTURA	CA	\$14,947.25
P0030287	WANDERLUST CONTENT STUDIO LLC	MAGAZINE 2023-2025 1 PAGE CUSTOM CONTENT	LOS ANGELES	CA	\$2,003.00
<b>Procurement Total</b>					<b>\$57,545.13</b>

<b>PARTS</b>					
M0049905	LOS ANGELES TRUCK CENTERS, LLC	PARTS	PASADENA	CA	\$76.23
M0049907	GRAINGER	2032 BATTERIES (PACK OF 5),RAIDATOR HOSE - 225	PALATINE	IL	\$233.90
M0049908	3D OF OXNARD SUPPLY	RED THUNDER DEGREASER	OXNARD	CA	\$253.37
M0049909	VENTURA COUNTY AUTO SUPPLY	FITTINGS	OXNARD	CA	\$46.47
M0049910	CUMMINS PACIFIC LLC	TUBE, LUBRICATING OIL DRAIN, UPPER HEAT EXCHANGE HOSE (COOLER),UPPER HEAT EXCHANGE HOSE (COOLER),THERMOSTAT - NEW	LOS ANGELES	CA	\$429.86
M0049911	LOS ANGELES TRUCK CENTERS, LLC	RECTANGULAR RING,ECM (VENDOR P/N 5654089RX),ECM CORE CHARGE	PASADENA	CA	\$3,837.90
M0049912	MUNCIE RECLAMATION AND SUPPLY COMPANY	FILTER, DEFROSTER	MINNEAPOLIS	MN	\$41.53

M0049913	THE AFTERMARKET PARTS COMPANY, LLC	VALVE, SINGLE CHECK,CYLINDER, REAR ACCESS DOOR,SHOCK ABSORBER, FRONT,WIPER, OIL SEAL, OUTER,BELT, W/C SHOULDER/LAP,BOLT, HUB, BALVE, PARKING BRAKE	MINNEAPOLIS	MN	\$1,543.46
M0049914	GILLIG LLC	SLIDE, DRIVERS SEAT,SOLENOID, INTERMITTENT WIPER, SOLENOID A/C COOLANT VALVE 24V, SWITCH, RHEOSTAT ELECTRONIC DIMMER,CAP, COOLANT RECOVERY TANK,SWITCH, PUSH BUTTON, ENGINE START,CHAMBER, REAR BRAKE,REAR BRAKE LINE,PRESSURE WAVE SWITCH	LOS ANGELES	CA	\$1,912.83
M0049916	ASBURY ENVIRONMENTAL SERVICES	WOSC USED OIL SERVICE CHARGE	WEST SACRAMENTO	CA	\$65.00
M0049917	LIFT-U-INC.	DRIVE SHAFT,SPROCKET, 17 TOOTH,CHAIN STRAND,COUPLING INSERT,DRIVE SHAFT WELDMENT,BUSHING, 3/4" ID, 1/4" L,BUSHING, 5/8" ID, 1/4" L	ESCALON	CA	\$340.55
M0049918	GILLIG LLC	BELT, WHEELCHAIR,BEEPER, WARNING ALARM (RAMP), BELT, WHEELCHAIR, HORN BRUSH KIT, A/C HOSE, SUCTION STRIKE, WINDOW ASSEMBLY, MODULE, LOW COOLANT LEVEL, PRESSURE WAVE SWITCH	LOS ANGELES	CA	\$2,946.91
M0049919	CUMMINS PACIFIC LLC	OIL DRAIN TUBE,EGR COOLER SENSOR, POSITION,4388999D POSITION SENSOR CORE CHARGE,4388999D POSITION SENSOR CORE CHARGE	LOS ANGELES	CA	\$5,617.89

M0049920	LOS ANGELES TRUCK CENTERS, LLC	GROMMET,O-RING,SENSOR, POSITION,SCREW, BANJO CONNECTOR HOSE, EGR WATER PLUMBING, 45 COUPLING, PLAIN PIPE SEAL, O-RING HOSE, PLAIN	PASADENA	CA	\$273.68
M0049921	GILLIG LLC	STEERING SHAFT ASM, U-JOINT KIT	LOS ANGELES	CA	\$840.10
M0049922	THE AFTERMARKET PARTS COMPANY, LLC	MOUNT, FRONT ENGINE,MOUNT, FRONT ENGINE LAMP, GREEN EXIT DOOR LAMP ASSEMBLY, CURB, EXIT BELT, W/C SHOULDER/LAP TENSIONER, W/P BELT BRACKET, ROLLER PULLEY TENSIONER ASSY. HD BEARING GLASS, BOTTOM CONVEX	MINNEAPOLIS	MN	\$1,388.41
M0049925	VENTURA COUNTY AUTO SUPPLY	BOXED MINI BULBS, OIL FILTER, TOYOTA TUNDRA,AIR FILTER, CABIN (NISSAN LEAF)	OXNARD	CA	\$40.21
M0049926	CUMMINS PACIFIC LLC	PCV MOLDED HOSE	LOS ANGELES	CA	\$722.58
M0049927	GREG'S PETROLEUM SERVICE, INC	VALVOLINE PREMIUM BLUE 9200 15W-40, STATE RECYCLING FEE, REGULATORY COMPLIANCE FEE	DELANO	CA	\$3,908.29
M0049928	AIRGAS USA, LLC	RENT CYL IND LARGE ACETYLENE, RENT CYL IND LARGE NITROGEN,RENT CYL IND LARGE OXYGEN, HAZMAT	PASADENA	CA	\$113.34
M0049929	RAYNE WATER CONDITIONING	REVERSE OSMOSIS RENTALS	VENTURA	CA	\$196.16
M0049930	FEDERAL EXPRESS CORP.	FEDEX GROUND SERVICES	PASADENA	CA	\$15.00
M0049931	PLATINUM TOW AND TRANSPORT INC.	4032 TOW SERVICE	CAMARILLO	CA	\$350.00
M0049932	VENTURA COUNTY AUTO SUPPLY	BRAKE PARTS CLEANER,UNIVERSAL CONTACT CEMENT	OXNARD	CA	\$55.36
M0049933	LOS ANGELES TRUCK CENTERS, LLC	ORING, VALVE COVER,FILTER OIL, SPARK PLUG	PASADENA	CA	\$3,266.66

M0049934	VALLEY POWER SYSTEMS, INC.	TERMINAL (VENDOR P/N W10047T),TRANS GASKET VALVE BODY UPPER, HARNESS, TRANS VALVE BODY	SAN FRANCISCO	CA	\$235.24
M0049935	LOS ANGELES TRUCK CENTERS, LLC	GASKET, EGR VALVE INTAKE,FILTER, AIR,FILTER, COOLANT	PASADENA	CA	\$562.79
M0049936	THE AFTERMARKET PARTS COMPANY, LLC	LIGHT, LICENSE PLATE, LED, CHR, HOSE HUMP	MINNEAPOLIS	MN	\$97.00
M0049937	GILLIG LLC	FILTER, HYDRAULIC	LOS ANGELES	CA	\$1,210.34
M0049940	3D OF OXNARD SUPPLY	915SHP SHINE PLUS 12 OZ 1 CASE 12PK	OXNARD	CA	\$120.16
M0049941	CALIFORNIA HOSE, INC	BULKHEAD, FP4	OXNARD	CA	\$54.57
M0049942	GRAINGER	SQUARE KEY	PALATINE	IL	\$4.55
M0049944	GILLIG LLC	SENSOR, COOLANT LEVEL,PUMP, WASHER ASM,DECAL, EMERGENCY INSTRUCTION'S LOCATION CYLINDER AS ISOLATOR, MOUNT UPPER & LOWER (SET)	LOS ANGELES	CA	\$1,193.07
M0049947	PLATINUM TOW AND TRANSPORT INC.	TOW SERVICE (4029)	CAMARILLO	CA	\$350.00
M0049948	PLATINUM TOW AND TRANSPORT INC.	TOW SERVICE (4059)	CAMARILLO	CA	\$350.00
M0049949	LOS ANGELES TRUCK CENTERS, LLC	AIR DRYER DESICCANT CARTRIDGE,AIR DRYER DESICCANT CARTRIDGE BELT, WATER PUMP (VENDOR P/N 5690199) R107794-CORE CHARGE	PASADENA	CA	\$1,309.68
M0049951	GRAINGER	V-BELT 84IN	PALATINE	IL	\$116.41
M0049952	VENTURA COUNTY AUTO SUPPLY	GLASS CLEANER 19OZ	OXNARD	CA	\$170.17
				<b>Parts Total</b>	<b>\$34,213.44</b>
				<b>Grand Total</b>	<b>\$91,758.57</b>
				<b>Local (Ventura County)</b>	<b>\$18,170.69</b>



**DATE** June 7, 2023 **Item #7**

**TO** GCTD Board of Directors

**FROM** Marlena Kohler, Purchasing Manager/DEB Officer  
Margaret Schoep, Paratransit & Special Projects Manager

**SUBJECT** Consider Authorizing General Manager to Award a Contract to Creative Bus Sales for the Purchase of Two (2) BraunAbility Vans for GCTD's On Demand GO NOW Fleet

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**I. EXECUTIVE SUMMARY**

Award a contract to Creative Bus Sales (CBS) in the amount of \$165,999.96 for the purchase of two (2) BraunAbility vans in accordance with the California Association for Coordinated Transportation (CALACT) purchasing cooperative to be used in Gold Coast Transit District's GO NOW project.

**II. BACKGROUND**

The Ventura County Transportation Commission (VCTC) recently completed a call for projects using California state funding, specifically the ACCESS FOR ALL (AFA) program. AFA funding is derived from a 10-cent surcharge passed through Uber/Lyft trips provided in the county. The purpose of AFA is to expand on-demand opportunities to mobility-impaired individuals who would require the use of wheelchair-accessible vehicles (WAVs).

GCTD submitted a project to fund the purchase of two (2) BraunAbility vans as part of GCTD's GO NOW pilot project in South Oxnard. The GO NOW project provides service within thirty minutes of being requested in the South Oxnard service area. The GO NOW project operates similarly to Uber/Lyft, however, it expands on-demand opportunities to customers who need WAVs to travel.

The VCTC approved funding the project in the amount of \$131,246. As a member of the California Association for Coordinated Transportation (CALCT), GCTD has access to purchase a variety of transit vehicles from the CALACT/MBTA purchasing cooperative. The CALACT/MBTA contract provides Federal and state-compliant competitive pricing and is restricted to FTA grantees geographically located within the state of California. After reviewing all available models, staff

**GOLD COAST TRANSIT DISTRICT**

recommends the purchase of two (2) BraunAbility vans to replace up to two aging MV-1 vans.

The total cost of the two vehicles is \$158,095.20 which will be funded with CA state AFA monies received through the VCTC along with California Local Transportation Funds (LTF) in the amount of \$26,849.20.

### **III. RECOMMENDATION**

**It is recommended the Board of Directors authorize General Manager to purchase two (2) BraunAbility Vans from Creative Bus Sales in the amount of \$79,047.60 per vehicle for a total cost of \$158,095.20 for both vans and authorize up to an additional 5% for each van (\$3,952.38) to cover minimal specification adjustments for a grand total of \$165,999.96.**





**DATE:** June 7, 2023

**Item #8**

**TO:** GCTD Board of Directors

**FROM:** Dawn Perkins, Director of Finance

*dlp*

**SUBJECT:** Consider Adoption of Resolution No. 2023-04 Authorizing Staff to File a Claim for Transportation Development Act (TDA) Funds

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## SUMMARY

The Gold Coast Transit District (GCTD) FY 2023-24 budget is funded from numerous sources, including local, state and federal funds, passenger fares, advertising revenue, interest income and gain on disposed property. The local share of funding is provided through the use of Transportation Development Act (TDA) funds. Within the GCTD budget there are typically two components which are included in the TDA Claim—(1) Local Transportation Funds (LTF) and (2) State Transit Assistance funds (STA). STA now also includes funds generated by SB1, including State of Good Repair (SGR) funds.

As a transit district, GCTD is entitled to claim all LTF funds allocated by VCTC to its member agencies based on population. As part of GCTD's budget process, District members may, in turn, claim from GCTD a portion of the funds for recurring expenses associated with transit services for the operation and maintenance of locally supported transit facilities. LTF funds in the claim are typically used by GCTD to support operations and capital projects.

GCTD's Local Transportation Fund (LTF) funding, to be approved by the Ventura County Transportation Commission (VCTC) on June 2, 2023, to be \$21,382,371. Of that amount, a net amount of \$1.7 million is allocated to member transit requirements and capital projects, and the remainder of \$19.7 million is allocated to GCTD.

The State Controller's Office has provided an allocation amount for GCTD's FY 2023-24 State Transit Assistance (STA) in the amount of \$350,687 with an additional \$47,109 for State of Good Repair (SGR). The resolution authorizes filing of a claim for 100% of available LTF, STA and SGR funds.

## RECOMMENDATION

IT IS RECOMMENDED that the Board of Directors adopt Resolution No. 2023-04, authorizing the filing of a TDA claim for the appropriate amount.

General Manager's Concurrence

Vanessa Rauschenberger

## GOLD COAST TRANSIT DISTRICT

**RESOLUTION No. 2023-04**

**A RESOLUTION OF THE BOARD OF DIRECTORS OF GOLD COAST TRANSIT DISTRICT  
AUTHORIZING THE FILING OF A CLAIM WITH THE VENTURA COUNTY  
TRANSPORTATION COMMISSION FOR ALLOCATION OF TRANSPORTATION  
DEVELOPMENT ACT FUNDS FOR FISCAL YEAR 2023-24**

WHEREAS, the Transportation Development Act (TDA), as amended (Public Utilities Code Section 99200 et seq.), provides for the allocation of funds from the Local Transportation Fund (LTF) and the State Transit Assistance Fund for use by eligible claimants for various transportation and transit purposes as allowed by TDA; and,

WHEREAS, pursuant to the provisions of the TDA, as amended, and pursuant to the applicable rules and regulations hereunder (California Code of Regulations Sections 6600 et seq.), a prospective claimant wishing to receive an allocation from the Local Transportation Fund and the State Transit Assistance fund shall file its claim with the Ventura County Transportation Commission (VCTC).

NOW, THEREFORE LET IT BE RESOLVED, that Gold Coast Transit District Is authorized to execute and file an appropriate claim pursuant to the applicable rules and regulations promulgated hereunder, together with all necessary supporting documents, with the Ventura County Transportation Commission for an allocation of TDA funds in Fiscal Year FY 2023-24.

BE IT FURTHER RESOLVED that the authorized claim includes 100% of available Article 4 for transportation purposes for public transit expenditures. (PUC 99260).

BE IT FURTHER RESOLVED that the authorized claim includes 100% of available State Transit Assistance (STA) funds according to the allocations published by the State Controller's Office for local transportation planning and mass transportation purposes (PUC 99301).

BE IT FURTHER RESOLVED that the authorized claim includes 100% of available State of Good Repair funds according to the amounts published by the State Controller's Office (PUC 99313 and PUC 99314).

BE IT FURTHER RESOLVED that a copy of this resolution be transmitted to the Ventura County Transportation Commission in conjunction with the filing of the claim.

PASSED AND ADOPTED THIS 7th DAY OF JUNE 2023.

\_\_\_\_\_  
Matt LaVere  
Board Chair

ATTEST:

I HEREBY CERTIFY that the foregoing Resolution was duly adopted by the Board of Directors of Gold Coast Transit District at a regular meeting thereof held on the 7<sup>th</sup> day of June 2023.

\_\_\_\_\_  
Vanessa Rauschenberger  
Secretary of the Board



## GENERAL MANAGER'S UPDATE – June 2023

### New Service in South Oxnard! GO NOW On-Demand Service Launches / Free Rides

GCTD is excited to announce the launch of our newest service for the South Oxnard community. Starting in June, customers can travel anywhere in the GO NOW zone for just \$2 each way. Simply download the TransLoc app and book your ride! The GO NOW vehicle will come to you in thirty minutes or less!

Transportation is available from 7 AM to 7 PM on weekdays through June. Service will expand to being offered daily later this summer. Similar to Uber/Lyft, book travel when you need it using the TransLoc app during service hours, and transportation will arrive in 30 minutes or less. The \$2 fare is accepted digitally through the [TransLoc app](#) and in exact cash.

GCTD received funding for the micro-transit pilot program from Federal 5310 funds to support employment transportation and California Energy Commission (CEC) funds to support clean transportation. GCTD plans to test public reaction and use of the service in South Oxnard for one year. The project includes the use of an electric revenue vehicle, providing clean energy transportation, and a first in Ventura County public transit services. More details on this service can be found [here](#).



### California Transit Association Executive Committee & Legislative Conference

Last month, I participated in California Transit Association's Executive Committee – as a “small-agency” representative and attended the CTA Legislative Conference. As a member of the Executive Committee, I met with other transit leaders involved in setting policies on behalf of the Association's members. In short, the industry is facing funding shortfalls ahead. At the conference, Assemblymember Steve Bennett (Ventura County) spoke about his efforts to support funding for transit.



While the CTA has made great progress in advocating on behalf of members, the Governor has not advanced any new funding for transit operations in the current budget. Unless this changes, many transit agencies, including GCTD, will likely face challenging decisions in the coming year about meeting the needs of growing ridership while keeping up with rising costs.

*Photo CTA: Assemblymember Steve Bennett, Senator Scott Weiner - San Francisco, Senator Maria Elena Durazo, CTA Executive Director Michael Pimentel*

## 50<sup>th</sup> Anniversary Road-eo

I am pleased to announce the launch of a new internal newsletter, temporarily named "Road-eo Times," to help spread the word about the upcoming 50<sup>th</sup> Anniversary Rodeo and share employees' news and events across the organization. This year, GCTD will celebrate the 50<sup>th</sup> Anniversary of the merger of Oxnard Municipal Bus Lines and Ventura Citizens Transit in July 1973, which formed South Coast Area Transit; this agency is now Gold Coast Transit District.

To celebrate our Anniversary, we invite you to join us for a commemorative celebration and **BUS ROAD-EO on July 15, 2023**, including a friendly driving competition!



## Quarterly Safety Day

Safety Awards go to bus operators, maintenance staff, and supervisors with safe driving records during the review period. This quarterly event reinforces our commitment to safety in all aspects of the work we do. Congratulations to all of the recipients! Additionally, the team celebrated reaching 60 days without a preventable accident. Thank you for keeping us safe! To celebrate, the team enjoyed Toppers Pizza and other treats.

## General Manager Activities

- May 3 – Board Meeting
- May 9 – Coffee with GM – Afternoon with Operations
- May 10 – Meeting with MV Transportation
- May 11 – Joint Labor Meeting SEIU
- May 12 – Attended VCTC Commission Meeting
- May 15 – Attended CTA Executive Committee Meeting (Sacramento, CA)
- May 16 – Attended CTA Legislative Conference (Sacramento, CA)
- May 16 – Attended ARCHES Hydrogen Stakeholder Meeting
- May 17 – Hydrogen Kick-off Meeting at GCTD Facility with CTE
- May 18 – Held Quarterly Safety Awards Day
- May 18 – Attended Pacific Coast Business Times Legacy Awards Event
- May 19 – Met with 301 Development Project Team
- May 23 – Strategic Plan Workshop and All Staff Meeting
- May 24 – Facility Tour with Supervisor Gorrell and Martin Erickson
- May 26 – Meeting with Ventura Housing Authority Staff to discuss Land Use and Transportation Plans for future
- May 31 – Meeting & Tour with Port Director Decas to Discuss Zero Emission Planning
- June 1 – Short Range Transit Plan Kick-Off Meeting with Consultant Team

## "Like Us" and Follow Us on Facebook, Twitter, and Instagram

Stay up to date on the latest news in real-time. "Like Us" on Facebook @GCTransit - "Follow Us" on Twitter @GoldCoastBus - or "Follow Us" on Instagram @GoldCoastTransit  
**Sign up online for GCTD's monthly "News on the GO" Newsletter.**



**Date:** June 7, 2023 **Item #10**  
**To:** Board of Directors  
**From:** Cynthia Duque, Director of Planning and Marketing  
**Subject:** **Receive and File Presentation of the VCTC TDA Triennial Review for Fiscal Year 2020- 2022 as Prepared by Moore & Associates**

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## **SUMMARY**

The California Public Utilities Code requires that all Regional Transportation Planning Entities (RTPEs) and transit agencies that receive funding under Article 4 of the Transportation Development Act (TDA) undergo an independent performance audit on a three-year cycle to maintain funding eligibility. The performance audits must be conducted on a triennial basis pursuant to a schedule established by the Ventura County Transportation Commission (VCTC). For this audit period, VCTC contracted with Moore & Associates to conduct all the triennial performance audits under their auspices, including the GCTD audit.

In completing this Triennial Performance Audit, the audit team identified findings and recommendations based on compliance and functional elements of the review. Findings and recommendations were divided into two categories: TDA Program compliance findings and recommendations and functional findings and recommendations. TDA program compliance findings and recommendations identify compliance issues and are intended to assist in bringing the operator into compliance with the requirements and standards of the TDA. Functional findings and recommendations are intended to address issues identified during the TPA that are not specific to TDA compliance.

Each operator and the RPTA was provided with a draft audit report and the opportunity to ask questions, provide additional information regarding findings and recommendations, and offer a management response to findings. This input was incorporated into the final audit reports.

## **BACKGROUND**

This TDA Triennial Performance Audit Report for FY 2020 – FY 2022 report was presented to the Transit Operators Advisory Committee (Transcom) for approval on May 10, 2023, and will be presented to the Ventura County Transportation Commission on June 2, 2023. The report will be issued in its final form once VCTC has accepted it.

Ms. Kathy Chambers of Moore and Associates, Moore & Associates' project partner, will present the draft audit report to the Board.

### **GOLD COAST TRANSIT DISTRICT**

June 7, 2023

Receive and File Presentation of the VCTC TDA Triennial Review for FY 2020-2022 as Prepared by

Moore & Associates

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Included in her report are functional findings and recommendations for Gold Coast Transit District. This includes reporting errors in the State Controller Transit Operator Financial Transaction Reports for each audit period. It is recommended that the District ensure data is reported correctly. Subsequently, GCTD staff has reviewed its internal processes and will ensure the errors reflected in this report are not repeated.

Additionally, the presentation will discuss audit results for the County of Ventura and the City of Ojai, since both District members receive TDA funds from GCTD to provide services that are subject to the audit.

## **CONCLUSION**

The final report of GCTD's TDA Triennial Performance Audit for FY 2020 - FY 2022 is attached to this report. Audit reports for District members are also attached.

## **RECOMMENDATION**

**For this item, Ms. Kathy Chambers of Moore and Associates, Moore & Associates' project partner, will present the draft audit report to the Board.**

**It is recommended that the Board receive and file the Transportation Development Act (TDA) Triennial Performance Audit Report for FY 2020 – FY 2022**



**General Manager's Concurrence**

Attachments:

GCTD FY 2020 – FY 2022 Audit Report, Final

County of Ventura FY 2020 – FY 2022 Audit Report, Final

City of Ojai FY 2020 – FY 2022 Audit Report, Final



DATE: June 7, 2023

Item #11

TO: GCTD Board of Directors

FROM: Vanessa Rauschenberger, General Manager  
Christine Feng, Chief Financial Officer/AGM

SUBJECT: Draft FY 2023-24 Operating & Capital Budget

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## I. EXECUTIVE SUMMARY

For this report staff will discuss and provide a presentation to the Board of Directors on the draft Operating and Capital Budget for FY 2023-24. The draft Budget Report is attached to this report. Staff plan to bring back a Final Budget for Adoption at the July 5th Meeting (Public Hearing).

## II. RECOMMENDATION

For this item staff will present an overview of the Proposed FY 23-24 Operating & Capital Budget.

### General Manager's Concurrence

Vanessa Rauschenberger  
General Manager

### GOLD COAST TRANSIT DISTRICT



# FISCAL YEAR 2024

(July 2023-June 2024)

*DRAFT*

## Operating and Capital Budget



**GOLD COAST TRANSIT DISTRICT**

CITY OF OJAI – CITY OF OXNARD – CITY OF PORT HUENEME – CITY OF VENTURA – COUNTY OF VENTURA



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## MESSAGE FROM THE GENERAL MANAGER

To Members of the Gold Coast Transit District community,

I am pleased to present to you the Operating & Capital budget for the Gold Coast Transit District (GCTD) for the fiscal year 2024.

The budget was developed to support overall agency goals of providing safe and reliable public bus transportation in western Ventura County, providing excellent customer service, and preserving and re-building ridership – all within estimated fiscal constraints. The budget reflects our commitment to exploring all service and financial alternatives necessary to meet the public transit needs of the citizens of western Ventura County.

Public transportation is essential, alleviates congestion, ensures mobility, promotes more livable communities, and provides accessible transportation for all members of our communities. The FY 2024 Operating Budget reflects the expectations of continued ridership recovery from the COVID-19 pandemic, and the continuation of grant funded demonstration service. The FY 2024 Capital Budget reflects the Agency's continued path forward on replacing our aging fleet and Zero Emission Bus (ZEB) transition.

Key activities that quantify the expected costs in the FY 2024 budget are identified below. It should be noted that some adjustments – positive or negative - to the requested budgets are possible after the commencement of FY 2024. If midyear changes occur which require a budget adjustment to be made, the changes will be brought back to the Board for consideration.

I want to thank the staff of our finance and administration staff for working to develop this budget and work to ensure we remain good stewards of the resources entrusted to us to fulfill our mission.

*Vanessa Rauschenberger*

**General Manager**

## ORGANIZATION OVERVIEW

### BOARD OF DIRECTORS

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

**County of Ventura** - Supervisor Matt LaVere, Chair  
**City of Ventura** - Councilmember Mike Johnson, Vice Chair  
**City of Ojai** - Councilmember Rachel Lang, Director  
**City of Port Hueneme** – Martha McQueen-Legohn, Director  
**City of Oxnard** - Councilman Bryan A. MacDonald, Director

### GCTD's MANAGEMENT

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:

Vanessa Rauschenberger, General Manager  
Christine Feng, CFO / Assistant General Manager  
James Beck, Director of Operations and Maintenance  
Dawn Perkins, CPA, Director of Finance  
Cynthia Torres Duque, Director of Planning and Marketing  
Alexander Zaretsky, Director of Human Resources

### EMPLOYEES

GCTD employs nearly 200 individuals, the majority of whom operate or maintain buses. Service Employees International Union Local 721 (SEIU) represents all bus operators, most maintenance employees and five administrative staff members. International Brotherhood of Teamsters Local 186 (Teamsters) represents supervisors. GCTD contracts with MV Transportation to operate the demand responsive services.

### DISTRICT STATISTICS

**Member Jurisdictions:** Ojai, Oxnard, Port Hueneme, Ventura & County of Ventura  
**Population Served:** 375,000  
**Average Daily Passengers:** (approx.) 7,000 (FY22)  
**Fixed-Route Annual Passengers:** (approx.) 2.2 million (FY 22)  
**Fixed-Route Annual Revenue Miles:** (approx.) 2 million (FY22)  
**ACCESS Paratransit Annual Passengers:** 90,000 (FY22)  
**Revenue Vehicles:** 88 (61 - fixed-route buses / 28 - paratransit buses/demand response vehicles)

## EXECUTIVE SUMMARY

Following is a discussion of the premises for each of the major components of GCTD's FY 2024 Operating Budget Revenue and Expenses.

### BUDGET DEVELOPMENT

The budget was developed by the Finance Department in consultation with GCTD's General Manager and Management Team. The draft budget report was presented to the Board of Directors on June 7, 2023, in addition to budget reviews conducted with GCTD's Technical Advisory Committee (TAC) in May and June of 2023. Public and member agency input is solicited during this process. Once approved, monthly updates comparing the approved budget versus actual financial information will be provided.

### SOURCES AND USES OF REVENUE

The fiscal year 2024 operating revenue sources total \$37.6 million, including \$21.8 million from LTF, \$10.0 million in Federal grant funds, \$3.4 million in passenger revenues, and \$2.3 million in State funds. The approximate \$37.6 million in total operating revenue will provide \$31.9 million for GCTD operating activities, and \$2.3 million for members' transit requirements. The budget summary is displayed in Table 1, Operating Budget Summary, and Table 3, Operating Budget – Functional Categories. Table 1 provides a summary of both revenues and expenses, categorized by expenditure type and department. Table 3 provides a major line-item breakout of the expenses by type.

### BUDGET ASSUMPTIONS

GCTD is committed to the protection of public investments through sound financial practices. This commitment is reflected throughout the budget development process to final adoption. The budget process takes into consideration several factors:

- A. Wage and benefit increase subject to existing labor agreements approved by the GCTD Board of Directors. GCTD and SEIU negotiated a Memorandum of Understanding (MOU) effective July 1, 2021 through June 30, 2024. Non-Represented Management personnel follow the terms of the current SEIU MOU with the Board's approval and if the budget will allow. This current budget year includes these terms.
- B. GCTD supervisory personnel are governed by the GCTD/Teamsters MOU effective through June 30, 2023. GCTD is currently in negotiations with the Teamsters.
- C. To mitigate the risk of material loss, appropriate insurance coverage is budgeted.
- D. Major capital items are specified in the Ten-Year Plan and anticipated in the capital reserve funding request to the extent feasible.

## FY 2024 REVENUE SOURCES

### OPERATING REVENUE

Funding for GCTD operating activities is derived from several sources, including passenger fares; local, state, and federal funds; energy credit sales, bus advertising sales, other local revenues, and interest income. Table 2 reflects the revenue for operating activities in FY 2024.

### PASSENGER FARES

GCTD's passenger fares projection for FY 2024 is increased to reflect the increasing ridership and recovery in transit use. In particular, the College Ride Free program GCTD receives fare revenue from VCTC's College Ride Transit Fare Promotion Project (funded by State LCTOP funds). GCTD projects \$2,341,230 in fixed route fare sales, \$496,675 in paratransit fare sales in FY 2024.

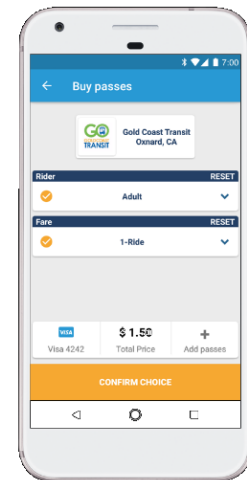
### Passenger Fare Structure

#### 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 Demand Response Fares

Fare each way - \$3.00 (ADA certified or Senior)  
Premium Direct Service to Camarillo - \$6.00 each way (ADA certified or Senior)  
LATE NIGHTS SAFE RIDES General Public Dial-A-Ride - \$2.00/ride  
Senior Nutrition Site - FREE



### LOCAL TRANSPORTATION FUNDS (LTF)

On October 3, 2013, Governor Brown signed into law Assembly Bill AB 664, which formed Gold Coast Transit District (GCTD). The District's 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, GCTD became a direct recipient of TDA funds to operate public transportation in western Ventura County.

Local Transportation Fund (LTF) revenues are derived from a ¼ cent of the general sales tax collected statewide. The State Department of Tax and Fee Administration, based on sales tax collected in each county, returns the general sales tax revenues to each county's LTF. The LTF funds GCTD receives reflect the full amount of its members' population shares. For FY 2024, the most current estimate from June 2023 indicate GCTD's

FY 2024 gross share will be \$21.8 million before allocations are distributed to member agencies.

**GCTD's LTF/TDA Apportionment by Jurisdiction**

Ojai	\$ 376,337
Oxnard	\$ 9,918,320
Port Hueneme	\$ 1,072,609
Ventura	\$ 5,391,222
County of Ventura	\$ 4,623,883
	<b>\$ 21,382,371</b>

*\*Estimated as of June 2023*

Member agencies may also request to use LTF to fund recurring transit-related activities and transit related capital items within their jurisdictions. Requests are submitted annually for review by GCTD's Technical Advisory Committee. GCTD member agencies may request funding for their recurring transit-related activities not to exceed 10% above the member's baseline based on funding for such activities starting in FY 2015, adjusted by the annual CPI.

GCTD member agencies have submitted requests for \$2,240,242 in LTF funding for their recurring transit-related activities and transit-related capital projects. GCTD received \$0 in net capital requests for FY 2024. Each member will receive their request less \$588,909 in funds allocated to members but not expended in FY 2022 per audited financials. Funding these programs, net of carryover from members' prior year funding and returned capital funds leaves GCTD with \$19.7 million in FY 2024 LTF for use in its Operating Budget. For FY 2024, the full LTF allocation to GCTD is \$21,382,371.

A summary of FY 2024 LTF Revenue and funding detail for members' recurring and non-recurring transit services items is shown in Table 5.

**STATE FUNDING**

Based on the most recent State Controllers estimate, GCTD's State Transit Assistance (STA) and State of Good Repair (SGR) is \$397,796. The Operating budget also includes \$72K in LCTOP funds to provide matching funds for the Ventura Road Route 23.

**FEDERAL CARES ACT FUNDS**

The CARES Act provided a one-time allocation of \$14.1 million to GCTD in response to economic and unprecedented loss of ridership and fare revenue caused by COVID-19. GCTD has \$800,000K remaining CARES Act funds, which will be re-allocated from Business Systems Upgrades to Operating purposes in FY 2024.

**FEDERAL ALLOCATION 5307**

GCTD's FY 2024 Federal transit funding Assistances are from section 5307 Federal funding that includes on Operating assistance (\$2,364,637), Preventive maintenance (\$2,700,000), ADA (paratransit service, \$1,249,514), JARC-South Oxnard Microtransit (\$140,000) , Bond payment (\$618,461), Cares-Payroll (\$30,000), Cares- Operating assistance (\$833,352), ARP-late night service (\$147,785), ARP-route planning assistance (\$113,100) and Section 5339 funding for Bond payment ( \$636,063).

## FEDERAL GRANTS CMAQ

GCTD will continue allocating CMAQ \$850,000 in route-specific Federal CMAQ grant funds to continue the Ventura Road Route (Route 23) pilot and \$370,232 in Youth Booster Service. LCTOP funds will be used to help provide local match.

## ADVERTISING REVENUE

Requests for advertising are beginning to re-appear as more entities begin post pandemic recoveries. The budget for FY 2024 Advertising Revenue is \$286,160.



## FY 2024 OPERATING EXPENSES

FY 2024 expenses cover many activities as described in this section. Operator and Maintenance wage and benefit expenses account for the largest portion of the operating budget. GCTD continues to look for ways to streamline expenses to ensure a more efficient organization.

## FIXED-ROUTE SERVICE LEVELS

At the May Board Meeting, staff presented the service plan for FY 2024, which includes a slight reduction in hours from FY 2023. As noted in the report, through FY 2023 GCTD has recorded unprecedented ridership growth on all routes. Despite this growth ridership is still only 90% of pre-pandemic level. As the report also noted, growth in ridership can largely be attributed to the implementation of the Youth Ride Free Program and that the rate of ridership growth is anticipated to slow significantly in FY 2024. GCTD fixed-route services are currently operating at approximately 97% of pre-pandemic service levels. Considering rising operating costs and sustained productivity loss GCTD is proposing the minor service reductions targeting unproductive service for the FY 2024 Budget.

- Route 1 – July 2023: Early morning and late evening frequency reduction (reduction from every twenty minutes to an average of every 35 minutes)
- Route 3, 5, 7, 21 – July 2023: Discontinued unproductive early morning and late evening trips
- All other schedules will remain the same

Service levels planned for FY 2024 include 189,542 planned Revenue Service Hours a 2.4% reduction from FY 2023.

## WAGES & BENEFITS

In FY 2023, GCTD budgeted for 130 bus operators. However, due to attrition GCTD currently has just 120 Operators. The ongoing labor shortage, absenteeism and COVID-related challenges will likely create overtime costs for GCTD. Based on a slight reduction of planned operating hours, the FY 2024 Budget plan includes a requirement for 126 bus operators. GCTD will continue to hire Operators, to work to get to at least 126 operators by the end of the year.

Salary and benefit increase for represented and non-represented employees are included in the FY 2024 Budget. These increases are largely due to contractual obligations with employees' represented by SEIU and Teamsters.

## ADA & SENIOR PARATRANSIT/DEMAND RESPONSE

The GCTD Paratransit Services contract forecast for FY 2024 is projected to be \$1.8 higher than the FY 2023 budget which includes several current and planned grant funded demonstration projects, i.e., **Late Nite Safe Rides (LNSR)**, **GO NOW micro-transit in South Oxnard**, **Sun Rise transportation** to be introduced in Fall 2023 along with unhoused transportation as part of the supportive housing projects that are scheduled to come online in and near downtown Oxnard in January 2024.



Other factors that contribute to a larger budget include continued ridership growth, significant and volatile fuel price increase, and the recently re-negotiated hourly rate with the Contractor, MV Transportation. The rates negotiated in the original contract were based on assumptions that included a relatively stable cost-of-living annual increase combined with a sustained increase in ridership, requiring more hours than had been consumed to this point in the current contract that was disrupted by the onset of the 2020 pandemic.

The ACCESS services include federally mandated ADA complimentary services. Approximately 45% of all ACCESS transportation provided is to individuals certified as unable to use the fixed route services for some or all of their trips. ACCESS also provides safe, accessible transportation for seniors, 65 years of age and older. The average age of the passenger on ACCESS (ADA and senior transportation) in 2023 is 83 years old. This public transportation enables mobility and helps members of the community sustain a higher quality and standard of life by providing access to vital services that will ensure the upkeep of mental and physical health, social and leisure activities, and employment.

GCTD introduced the Late-Night Safe Rides General Public DAR in May 2021, and recently introduced a demonstration micro-transit project in South Oxnard. National Transit Database reporting of these services falls under the Demand Response category along with ADA/Senior paratransit services. Ridership for the current fiscal year is anticipated to be approximately 82,000 trips provided on all demand response services,



including the two flexible services, (LNSR and GO NOW). The premise for the FY 2024 Budget is 12% higher, or 92,000 boardings.

## **DEBT SERVICE**

A key milestone in GCTD history occurred two years ago when the District relocated to the new Facility in July 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) issue 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 construction of the new GCTD Operations and Administration Facility in North Oxnard. The District realized capital funding in the amount of \$22,012,934 for the Project Fund and \$1,385,750 for the Reserve Fund. GCTD has been making debt obligation payments since 2017. In FY 2024, GCTD will require interest and principal payments totaling to approximately \$1.4 million.

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 has FTA authorization to use 5307 or 5339 formula funds to make its COP payments.

The District anticipates having adequate dedicated Federal funding and matching local funds to meet its debt obligation in June 2023 and through the end of FY 2024.



# FY 2024 CAPITAL PLAN

## TEN-YEAR CAPITAL PROJECT PLAN

The capital project plan incorporates information from other GCTD planning documents, including the Short-Range Transit Plan and the Fleet Management Plan. A 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 through several fiscal cycles to avoid sudden or excessive demand on local funding source.
- A plan for providing “non-federal” matching funds is established. Although most of GCTD’s major capital investments are made using grant funding, many grants (including most Federal grants) require matching funds.
- Helps plan for long lead times required for certain tasks, such as procurement, and delivery of buses, are understood and accommodated.
- Project inclusion in the Capital Plan helps GCTD apply for funding opportunities

The table below shows the Capital Projects planned for FY 2024 for which funding has been identified.

## CAPITAL PROJECT FUNDING

GCTD capital projects are typically funded by a combination of Federal, State and local matching funds. FTA Section 5307 funds are provided to GCTD on a formula basis and **may** be programmed for either operating or capital projects, usually at 80% of the cost, with a 20% required local match. However, GCTD relies heavily on the use of 5307 federal funding for Operating purposes. For certain qualifying projects, Congestion Mitigation and Air Quality (CMAQ) funds or Section 5339 funds may also be programmed.

More recently introduced State grant programs include the Transit and Intercity Rail Capital Program (TIRCP) and The Low Carbon Transit Operations Program (LCTOP) funded by the Greenhouse Gas Reduction Fund (SB862 – 2014 and SB9 – 2015). In 2017 the State passed SB1, which in addition to providing funds for State Transit Assistance (STA) provided additional funds for TIRCP. GCTD currently receives LCTOP funds for eligible programs and anticipates competing for TIRCP program funding.

### Zero Emissions Transition

In August 2022, GCTD was selected as a recipient of a grant award from the U.S. Department of Transportation’s Federal Transit Administration (FTA) in the amount of \$12,117,144 to purchase hydrogen fuel cell electric buses, install a new hydrogen fueling station, and implement a robust workforce development and training program.

The grant award – made under FTA’s Buses and Bus Facilities and Low and No-Emission Vehicle programs – is part of the FTA’s announcement to invest \$1.66 billion into 150 transit agencies across the nation, in efforts to meet President Biden’s goal of net-zero emissions by 2050.

Over the next several years, GCTD will be partnering with New Flyer and the Center for Transportation and the Environment (CTE) to deploy five (5) 40' New Flyer hydrogen fuel cell electric buses (FCEBs), construct a hydrogen fueling station that will support at least 50 buses which allows for future expansion, and complete maintenance facility upgrades to add hydrogen detection and alarming capabilities. While GCTD currently has several electric sedans and vans, this grant will fund the first heavy-duty zero-emission buses in the fleet.

### **Proposed Ten-Year Capital Projects**

Significant items on the ten-year capital project plan include: 1) Replacement of buses anticipated to reach the end of their useful life, 2) Procurement of zero emissions buses to comply with CARB's Innovative Clean Transit rule, 3) Periodic replacement of paratransit and service vehicle fleets, and 4) Additions to the District's technology to ensure the continuation of an efficient transit service.

### **Matching Funds for Capital Projects**

Historically most of GCTD's capital funding has come from federal transit grants, which generally cover 80% of the cost and require a 20% state or local match component.

Over the last several years, since the passage of SB1, a significant amount of STA/SGR funds are apportioned to Ventura County each year. FY 2024, GCTD will plan to use all of its SGR/STA for "non-federal match" purposes.

The District's budget has historically included contributions of operating funds into to the Capital Reserve as circumstances and funding permit, however due to the increases in Operating costs, GCTD does not plan to be able to do that in the foreseeable future. GCTD staff will work to identify state sources of funding to provide the requires match for projects going forward as much as possible.

The past few years have seen substantial support and activity for increased transit funding at the State level. California's TIRCP and LCTOP programs may provide increasing support for transit projects in future years. Additionally, the recently enacted SB1 legislation primarily provided funding for street and highway repair also provides for transit State of Good Repair funds, additional STA funds, and additional funding for the discretionary TIRCP grant program, all of which could benefit GCTD. As a result, future programmed projects for which funding has not yet been identified, the plan makes no assumptions about possible Federal-State-local splits, however GCTD will seek to use State funding when possible as match for Federal funds to preserve as much local funding for operating as possible.

The total projected cost for all items on the ten-year capital project plan is \$ 88.6million. This includes \$37.9 million for programmed projects (funding identified), Table 6, and \$50.7 million for programmed projects over the next ten years (funding unidentified), Table 7. A matrix showing programmed vehicles (funded and not yet funded) is shown in Table.

## GCTD Operating Budget Summary ( By Functional Categories)

<u>Operating Expenses</u>	<u>FY 2024 Budget</u>	<u>FY 2023 Budget</u>	<u>Difference +/-) FY 2024 vs. FY 2023</u>	<u>% +/-) FY 2024 vs. FY 2023</u>
<u>FUNCTIONAL CATEGORIES</u>				
Fixed Route	16,183,296	\$ 15,623,978	\$ 559,318	3.6%
Paratransit	5,370,369	3,474,695	1,895,674	54.6%
Maintenance	4,803,875	5,173,971	(370,096)	-7.2%
Administration	5,386,401	4,788,988	597,413	12.5%
Planning and Marketing	1,802,436	1,612,370	190,066	11.8%
<b>Subtotal</b>	<b>33,546,376</b>	<b>30,674,002</b>	<b>2,872,374</b>	<b>9%</b>
Bond Payment	1,384,813	1,380,938	3,875	0.3%
Member distribution	2,240,242	1,807,938	432,304	23.9%
<b>Subtotal</b>	<b>3,625,055</b>	<b>3,188,876</b>	<b>436,179</b>	<b>14%</b>
<b>TOTAL</b>	<b>37,171,430</b>	<b>\$ 33,862,878</b>	<b>\$ 3,308,553</b>	<b>9.8%</b>

**TABLE 2**

**Operating & Capital Funding Sources FY 2024**

(July 1, 2023 to June 30, 2024)

<b>Operating Budget</b>		<b>FY2024</b>
<b>LOCAL OPERATING REVENUE</b>		
Passenger Fares	\$	2,341,230
Paratransit & Special	\$	496,675
Advertising	\$	286,160
Non Operating Transportation revenues	\$	289,850
<b>Total Local Operating Revenues:</b>	<b>\$</b>	<b>3,413,915</b>
<b>LOCAL TRANSPORTATION FUNDS / TDA Allocation to GCTD</b>		
Ojai		\$376,337
Oxnard		\$9,918,320
Port Hueneme		\$1,072,609
Ventura		\$5,391,222
County of Ventura		\$4,623,883
<b>Total Local Transportation Funds / Transportation Development Act</b>	<b>\$</b>	<b>21,382,371</b>
<b>FEDERAL TRANSIT ADMINISTRATION</b>		
SECTION 5307 - OPERATING ASSISTANCE.	\$	2,364,637
SECTION 5307 - PREVENTATIVE MAINTENANCE	\$	2,700,000
SECTION 5307 - ADA (PARATRANSIT) ASSISTANCE	\$	1,249,514
SECTION 5307 JARC - SOUTH OXNARD MICROTRANSIT	\$	140,000
SECTION 5307 -BOND PAYMENT	\$	618,461
SECTION 5307 -CARES PAYROLL	\$	30,000
SECTION 5307 -CARES OPERATING ASSISTANCE	\$	833,352
CMAQ - DEMO PROJECT - VENTURA ROAD ROUTE 23	\$	850,000
CMAQ - DEMO PROJECT - YOUTH BOOSTER SERVICE	\$	370,232
ARP: LATE NIGHT SAFE RIDES CONTRACT	\$	147,785
ARP: ROUTE PLANNING ASSISTANCE	\$	113,100
CAPITAL - SECTION 5339 - BUSES & FACILITIES ( Bond Payment)	\$	636,063
<b>Total Federal Funds</b>	<b>\$</b>	<b>10,053,144</b>
<b>STATE FUNDS</b>		
Microtransit Operating	\$	900,000
LCTOP (Match RT 23)	\$	72,000
LCTOP (Youth Ridefree)	\$	1,200,000
LCTOP (College Ride)	\$	150,000
<b>Total State Operating</b>	<b>\$</b>	<b>2,322,000</b>
<b>Total Operating Revenues--Funding Sources</b>	<b>\$</b>	<b>37,171,430</b>
<b>Capital Budget</b>		<b>FY2024</b>
AARP Challenge Grant (Bus Stop)	\$	17,000.00
Capital Reserve (LTF/TDA)	\$	214,949.00
FTA- Capital Grants (CMAQ, LONO, 5310)	\$	4,436,455.00
State Assistance (STA/SGR)	\$	608,929.00
<b>Total Capital Revenues--Funding Sources</b>	<b>\$</b>	<b>5,277,333</b>
<b>Grand Total ---- Sources</b>	<b>\$</b>	<b>42,448,763</b>

**Table 3**  
**Operating & Capital Funding Uses FY 2024**  
 (July 1, 2023 to June 30, 2024)

<b>Operating Funding Uses</b>	<b>FY 2024</b>	
<b>OPERATING BUDGET</b>		
Wages/salaries	\$	14,284,000
Benefits	\$	7,659,806
Services (Includes Contract Services)	\$	5,796,977
Material/supplies	\$	3,557,297
Utilities	\$	330,729
Causality and Liability	\$	1,304,406
Misc.	\$	613,160
<b>Total Operating</b>	<b>\$</b>	<b>33,546,375</b>
<b>Bond Payment and Member distribution</b>		
Bond Payment	\$	1,384,813
Member distribution ( LTF)-Ojai	\$	142,728
Member distribution ( LTF)-Oxnard	\$	655,978
Member distribution ( LTF)-Port Hueneme	\$	-
Member distribution ( LTF)-City of Ventura	\$	348,514
Member distribution ( LTF)- Ventura County	\$	1,370,600
Credit carryover from prior years	\$	(277,578)
<b>Total Non-Operating</b>	<b>\$</b>	<b>3,625,055</b>
<b>Total Expenses:</b>	<b>\$</b>	<b>37,171,430</b>
<b>CAPITAL EXPENSES</b>		
4 Fixed Route Buses ( CNG)	\$	2,850,508
5 Medium Duty Vans ( Demand Response CNG/GAS)	\$	400,730
Expansion Demand Response (2 Braunabilities)	\$	158,095
Hydrogen Transition Project Management (CTE)	\$	181,000
Hydrogen Fuel Station Design& Construction	\$	1,500,000
2 Supervisor Vans	\$	70,000
UTA-APC System Replacement	\$	100,000
Bus Stop Amenities	\$	17,000
<b>Total Capital Expenditures</b>	<b>\$</b>	<b>5,277,333</b>
<b>Grand Total ---- Uses</b>	<b>\$</b>	<b>42,448,763</b>

**TABLE 4  
Personnel Levels FY 24**

<b>Position</b>	<b>FY 2023 Approved Budget</b>	<b>FY 2024 Proposed Budget Changes</b>	<b>FY 2024 Proposed Budget</b>
<b><u>Operations</u></b>			
Bus Operator	130.0	-4.0	126.0
<b>Operations Total</b>	<b>130.0</b>	<b>-4.0</b>	<b>126.0</b>
<b><u>Operations Mgmt.</u></b>			
Director of Operations & Maintenance	1.0	0.0	1.0
Operations Manager	1.0	0.0	1.0
Operations Safety & Training Supervisor	2.0	0.0	2.0
Operations Supervisors	9.0	0.0	9.0
<b>Operations Mgmt. Total</b>	<b>13.0</b>	<b>0.0</b>	<b>13.0</b>
<b><u>Paratransit</u></b>			
Paratransit & Special Projects Mgr.	1.0	0.0	1.0
Mobility Management Coordinator	1.0	0.0	1.0
<b>Paratransit Total</b>	<b>2.0</b>	<b>0.0</b>	<b>2.0</b>
<b><u>Fleet &amp; Facilities</u></b>			
Facilities Intern	0.5	0.0	0.5
Fleet Manager	1.0	0.0	1.0
Maintenance Supervisor	2.0	1.0	3.0
Maintenance Supervisor (Administration)	1.0	0.0	1.0
Facility & Equipment Mechanics I	1.0	0.0	1.0
Facility & Equipment Mechanic II	1.0	0.0	1.0
Maintenance Material Specialist	2.0	0.0	2.0
Mechanics	10.0	0.0	10.0
Mechanic I	4.0	0.0	4.0
Mechanic II	3.0	0.0	3.0
Mechanic III	2.0	0.0	2.0
E-Mechanic II	1.0	0.0	1.0
Bldg, Maintenance Worker	2.0	0.0	2.0
Service Worker	8.0	0.0	8.0
Service Worker I	6.0	0.0	6.0
Service Worker II	2.0	0.0	2.0
Facilities & Vehicle Cleaner-Sanitizer	4.0	-1.0	3.0
<b>Maintenance Total</b>	<b>32.5</b>	<b>0.0</b>	<b>32.5</b>
<b><u>Administration</u></b>			
General Manager	1.0	0.0	1.0
Assistant General Manager	1.0	0.0	1.0
Office Coordinator/Executive Assistant	1.0	0.0	1.0
Director of Finance	1.0	0.0	1.0
Accounting Manager	0.0	1.0	1.0
Finance Manager	1.0	-1.0	0.0
Payroll Analyst	0.0	0.0	0.0
Administrative (Accounts Payable) Specialist	1.0	0.0	1.0
Revenue Specialist	1.0	0.0	1.0
Finance Intern	0.5	0.0	0.5
Accounting Analyst	1.0	0.0	1.0
Finance Analyst	1.0	0.0	1.0
Payroll Specialist	2.0	0.0	2.0
I.T. Manager	1.0	-1.0	0.0
I.T. Technician	1.0	0.0	1.0
Purchasing Manager/DBE Officer	1.0	0.0	1.0
Buyer	1.0	0.0	1.0
<b>Administration Total</b>	<b>15.5</b>	<b>-1.0</b>	<b>14.5</b>
<b><u>Human Resources</u></b>			
Director of Human Resources	1.0	0.0	1.0
Human Resources Generalist	1.0	0.0	1.0
Human Resources Coordinator	1.0	0.0	1.0
Human Resource Intern	0.5	0.0	0.5
<b>Human Resources Total</b>	<b>3.5</b>	<b>0.0</b>	<b>3.5</b>
<b><u>Planning &amp; Marketing</u></b>			
Director of Planning & Marketing	1.0	0.0	1.0
Communications & Marketing Manager	1.0	0.0	1.0
Customer Service Supervisor	1.0	0.0	1.0
Customer Service Asst	3.0	-1.0	2.0
Transit Planning Manager	1.0	0.0	1.0
Transit Planner	2.0	0.0	2.0
P&M Intern	0.5	0.0	0.5
<b>Planning &amp; Marketing Total</b>	<b>9.5</b>	<b>-1.0</b>	<b>8.5</b>
<b>TOTAL</b>	<b>206.0</b>	<b>-6.0</b>	<b>200.0</b>
<b>Operators</b>	<b>130</b>	<b>-4</b>	<b>126</b>
<b>Non-Operators</b>	<b>76</b>	<b>-2</b>	<b>74</b>
<b>Total</b>	<b>206</b>	<b>-6</b>	<b>200</b>

TABLE 5

Gold Coast Transit District  
LTF Revenue and Members' Transit Services Funding – FY 2024

TDA/LTF Funding to Member Jurisdictions							
<b>TDA - LTF REVENUE PROJECTIONS</b>		TOTAL	OJAI	OXNARD	PORT HUENEME	VENTURA	VENTURA COUNTY
June 2023 LTF Allocation		\$21,382,371	\$370,273	\$9,921,380	\$1,071,192	\$5,367,662	\$4,651,865
<b>FUNDING REQUESTS FOR RECURRING TRANSIT REQUIREMENTS</b>							
Ojai Trolley Operations & Maintenance	Ojai	\$ 142,728	\$ 142,728	\$ -	\$ -	\$ -	\$ -
OTC Operation & Maintenance / Transit Services	Oxnard	468,943		468,943			
OTC Operation & Maintenance / Transit Services: Assistant Public Works Director & Administration	Oxnard	87,035		87,035			
Recurring Bus Stop Maintenance	Oxnard	100,000		100,000			
Bus Shelters and benches	Port Hueneme	-			-		
Operation & Maintenance at VTC /AMTRAK/ Metrolink Station/ Bus Stops	Ventura	348,514				348,514	
Recurring Bus Stop Maintenance	County	25,000					25,000
County Transit Services Management & Oversight	County	150,000					150,000
Transit Service - Heritage Valley	County	265,000					265,000
Transit Service - Ojai Trolley	County	300,000					300,000
Transit Service - T.O. D-A-R / Unincorporated Area	County	39,500					39,500
Transit Service - ECTA D-A-R	County	1,000					1,000
Transit Service - Kanan Road Shuttle	County	590,100					590,100
<b>TOTAL - RECURRING TRANSIT REQUIREMENTS</b>		\$ 2,517,820	\$ 142,728	\$ 655,978	\$ -	\$ 348,514	\$ 1,370,600
<b>Credit for FY 2021-22 Operating Carryover</b>		\$ (598,909)	\$ -	\$ (96,185)	\$ -	\$ (67,708)	\$ (435,016)
<b>Net LTF Funding for FY 2023-24 Recurring Transit Requirements</b>		\$ 1,918,911	\$ 142,728	\$ 559,793	\$ -	\$ 280,806	\$ 935,584
<b>FY 23-24 Baseline</b>		\$ 3,130,396	\$ 142,728	\$ 655,978	\$ 72,157	\$ 327,988	\$ 1,931,545
<b>Under/(OVER) Baseline</b>			\$ -	\$ 96,185	\$ 72,157	\$ 47,182	\$ 995,961
<b>REQUESTED MEMBER CAPITAL IMPROVEMENT PROJECTS</b>							
<b>TOTAL CAPITAL IMPROVEMENTS</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Credit for FY 2021-22 Capital Carryover</b>		(\$244,117)	-	(\$205,550)	-	(\$38,567)	(\$47)
<b>FY2021-22 Capital Carryover to return to GCTD via Check/Direct Payment</b>		-	-	-	-	-	-
<b>Net LTF Funding for FY 2023-24 Capital Improvement Projects</b>		(\$244,164)	-	(\$205,550)	-	(\$38,567)	(\$47)
<b>TOTAL NET MEMBER FUNDING REQUIREMENTS</b>		\$ 1,674,747	\$ 142,728	\$ 354,243	\$ -	\$ 280,806	\$ 935,584
<b>Available FY 2023-24 LTF Funding for GCTD</b>		\$19,707,624					
		\$ 19,707,624	\$ 227,545	\$ 9,567,137	\$ 1,071,192	\$ 5,086,856	\$ 3,716,281
<b>PRIOR YEAR OPERATING ACTIVITIES - CARRYOVER FUNDS</b>							
<b>Funds to be Returned to GCTD by Credit</b>		TOTAL	OJAI	OXNARD	PORT HUENEME	VENTURA	VENTURA COUNTY
Transit Service - Heritage Valley	County	\$ (42,220)	\$ -	\$ -	\$ -	\$ -	\$ (42,220)
Transit Service - Ojai Trolley	County	(\$844)	-	-	-	-	(844)
Transit Service - T.O. D-A-R / Unincorporated Area	County	(\$97,410)	-	-	-	-	(97,410)
Transit Service - ECTA D-A-R	County	(\$35,617)	-	-	-	-	(35,617)
Transit Service - Kanan Road Shuttle	County	(\$12,676)	-	-	-	-	(12,676)
Bus Stop Maintenance	County	(\$12,184)	-	-	-	-	(12,184)
Operation & Maintenance at VTC /AMTRAK/ Metrolink Station/ Bus Stops	County	(\$234,065)	-	-	-	-	(234,065)
Ventura Transportation Center (VTC)	Ventura	(\$67,708)	-	-	-	(67,708)	-
Oxnard Transportation Center (OTC)	Oxnard	(\$96,185)	-	(96,185)	-	-	-
<b>Total - Funds to be Returned to GCTD by Credit</b>		\$ (598,909)	\$ -	\$ (96,185)	\$ -	\$ (67,708)	\$ (435,016)
<b>TOTAL - Operating Funds to be Returned by Credit or Direct Payment (via Check)</b>		(\$598,909)	\$0	(\$96,185)	\$0	(\$67,708)	(\$435,016)
<b>PRIOR YEAR CAPITAL IMPROVEMENT PROJECTS - PROJECT CANCELLATIONS / REDUCTIONS</b>							
<b>Funds to be Returned to GCTD by Credit</b>		TOTAL	OJAI	OXNARD	PORT HUENEME	VENTURA	VENTURA COUNTY
Oxnard Bus Stops Construction and Improvements	Oxnard	\$ (205,550)	\$ -	(\$205,550)	\$ -	\$ -	\$ -
VTC Wells Center Bus Stop Upgrades	Ventura	(28,352)	-	-	-	(28,352)	-
Truck Purchase	Ventura	(7,219)	-	-	-	(7,219)	-
VTC Bathroom Upgrade	Ventura	(2,996)	-	-	-	(2,996)	-
Bus stop Improvements	County	-	-	-	-	-	(47)
<b>Total - Funds to be Returned to GCTD by Credit</b>		(\$244,117)	\$ -	(\$205,550)	\$ -	(\$38,567)	(\$47)
<b>TOTAL - Capital Funds to be Returned by Credit or Direct Payment (via Check)</b>		\$ (244,117)	\$ -	(\$205,550)	\$ -	(\$38,567)	(\$47)



**TABLE 6**

**FY 2024 Capital Project Plan – Funded Projects**

Description	Federal	Federal	Federal	State	State	Local	Local	Total
	5307/CMAQ	5339 LO NO	5310/JARC	ACCESS FOR ALL	STR / SGR*	AARP Challenge	Capital Reserve**	
Replacement Fixed Route Bus (CNG) (GILLIGs) (Phase 1 - 4 of 9)	\$ 2,523,555				\$ 326,953			\$ 2,850,508
Replacement Demand Response (Gas) (BraunAbility) (Phase 1 - 5 of 9)			\$ 320,000		\$ 80,730			\$ 400,730
Expansion Demand Response (2 Braunabilities)				\$ 131,246			\$ 26,849	\$ 158,095
Hydrogen Transition Project Management (CTE)		\$ 162,900					\$ 18,100	\$ 181,000
Hydrogen Fuel Station Design & Construction		\$ 1,350,000					\$ 150,000	\$ 1,500,000
Non-Revenue Replacement Vehicles (2)					\$ 70,000			\$ 70,000
Business Systems - Computers & Services, UTA Upgrades	\$ 80,000						\$ 20,000	\$ 100,000
Bus Stop Ammenties (10)						\$ 17,000		\$ 17,000
<b>TOTAL</b>	<b>\$ 2,603,555</b>	<b>\$ 1,512,900</b>	<b>\$ 320,000</b>	<b>\$ 131,246</b>	<b>\$ 477,683</b>	<b>\$ 17,000</b>	<b>\$ 214,949</b>	<b>\$ 5,277,333</b>

**TABLE 7**

**Ten-Year Capital Project Plan – Programmed Projects  
(Funded and Unfunded)**

<b>10-Year Capital Plan Funding Needs</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Budget Name</b>	<b>FY2023-24</b>	<b>FY2024-25</b>	<b>FY2025-26</b>	<b>FY2026-27</b>	<b>FY2027-28</b>
Replacement Fixed Route Bus (CNG)	\$2,848,000	\$3,999,000	\$7,486,000	\$6,920,000	\$0
Replacement Fixed Route Bus (ZEB)	\$0	\$6,178,000	\$0	\$0	\$11,119,000
Expansion Fixed Route Bus (CNG)	\$0	\$0	\$0	\$0	\$0
Expansion Fixed Route Bus (ZEB)	\$0	\$0	\$0	\$6,682,000	\$0
Replacement Demand Response (CNG/GAS)	\$400,000	\$562,000	\$935,000	\$608,000	\$0
Replacement Demand Response (HYBRID/GAS)	\$0	\$0	\$0	\$0	\$0
Replacement Demand Response (ZEB)	\$0	\$0	\$1,168,000	\$0	\$0
Expansion Demand Response (CNG/GAS)	\$0	\$0	\$0	\$0	\$0
Expansion Demand Response (HYBRID)	\$0	\$0	\$70,000	\$37,000	\$0
Expansion Demand Response (ZEB)	\$0	\$0	\$0	\$0	\$0
Replacement Relief Sedan	\$0	\$0	\$0	\$110,000	\$342,000
Replacement Admin Van	\$0	\$45,000	\$0	\$49,000	\$0
Replacement Maintenance Truck	\$0	\$0	\$41,000	\$0	\$0
Replacement Supervisor Van	\$40,000	\$45,000	\$0	\$0	\$0
Replacement Admin Sedan	\$0	\$0	\$35,000	\$0	\$0
Solar Panels / Battery Storage	\$0	\$0	\$1,169,000	\$0	\$0
Business Systems Upgrades	\$0	\$0	\$0	\$0	\$0
Computers & Server Replacements	\$35,000	\$40,000	\$41,000	\$43,000	\$45,000
▼ Fuel Station Upgrades (Hydrogen)	\$1,500,000	\$3,595,000	\$4,206,000	\$0	\$0
UTA-APC System Replacement	\$65,000	\$0	\$0	\$0	\$0
Replacement Supervisor Sedan	\$30,000	\$102,000	\$0	\$0	\$0
Bus Stop Amenities	\$17,000	\$0	\$0	\$0	\$0
<b>TOTAL Funded by Year</b>	<b>\$4,935,000</b>	<b>\$14,374,000</b>	<b>\$11,692,000</b>	<b>\$6,920,000</b>	<b>\$0</b>
<b>TOTAL Unfunded by Year</b>	<b>\$0</b>	<b>\$192,000</b>	<b>\$3,459,000</b>	<b>\$7,529,000</b>	<b>\$11,506,000</b>
<b>10-Year Capital Plan Funding Needs</b>	<b>Year 6</b>	<b>Year 7</b>	<b>Year 8</b>	<b>Year 9</b>	<b>Year 10</b>
<b>Budget Name</b>	<b>FY2028-29</b>	<b>FY2029-30</b>	<b>FY2030-31</b>	<b>FY2031-32</b>	<b>FY2032-33</b>
Replacement Fixed Route Bus (CNG)	CNG not allowed	CNG not allowed	CNG not allowed	CNG not allowed	CNG not allowed
Replacement Fixed Route Bus (ZEB)	\$7,227,000	\$0	\$9,380,000	\$0	\$0
Expansion Fixed Route Bus (CNG)	\$0	\$0	\$0	\$0	\$0
Expansion Fixed Route Bus (ZEB)	\$0	\$0	\$9,380,000	\$0	\$0
Replacement Demand Response (CNG/GAS)	\$657,000	\$137,000	\$995,000	\$0	\$0
Replacement Demand Response (HYBRID/GAS)	\$0	\$0	\$0	\$0	\$0
Replacement Demand Response (ZEB)	\$0	\$0	\$0	\$0	\$0
Expansion Demand Response (CNG/GAS)	\$0	\$0	\$0	\$0	\$0
Expansion Demand Response (HYBRID)	\$0	\$0	\$0	\$0	\$0
Expansion Demand Response (ZEB)	\$0	\$0	\$0	\$0	\$0
Replacement Relief Sedan	\$0	\$0	\$0	\$0	\$0
Replacement Admin Van	\$0	\$0	\$0	\$0	\$0
Replacement Maintenance Truck	\$0	\$0	\$0	\$0	\$0
Replacement Supervisor Van	\$0	\$0	\$0	\$0	\$0
Replacement Admin Sedan	\$0	\$0	\$0	\$0	\$0
Solar Panels / Battery Storage	\$0	\$0	\$0	\$0	\$0
Business Systems Upgrades	\$0	\$0	\$0	\$0	\$0
Computers & Server Replacements	\$46,000	\$48,000	\$50,000	\$52,000	\$54,000
▼ Fuel Station Upgrades (Hydrogen)	\$0	\$0	\$0	\$0	\$0
UTA-APC System Replacement	\$0	\$0	\$0	\$0	\$0
Replacement Supervisor Sedan	\$0	\$0	\$0	\$0	\$0
Bus Stop Amenities	\$0	\$0	\$0	\$0	\$0
<b>TOTAL Funded by Year</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL Unfunded by Year</b>	<b>\$7,930,000</b>	<b>\$185,000</b>	<b>\$19,805,000</b>	<b>\$52,000</b>	<b>\$54,000</b>



DATE: June 7, 2023

Item #12

TO: GCTD Board of Directors

FROM: Vanessa Rauschenberger, General Manager

SUBJECT: Draft GCTD Strategic Plan

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## I. EXECUTIVE SUMMARY

In April, the Board convened a Special Strategic Planning Workshop to provide input to staff on opportunities and challenges facing the district. The Board's input along with employee input have resulted in a Strategic Plan to help guide GCTD.

For this report, staff will provide a presentation to the Board on the final draft Strategic Plan Priorities and Goals. Following this meeting, staff will incorporate any additional Board input, and the Strategic Plan will be shared for public & stakeholder input. A final plan will be brought back for final consideration and possible adoption in July.

## II. RECOMMENDATION

For this item staff seek the Board's input on the GCTD Mission, Vision, Priorities & Goals before finalizing the plan. The draft Strategic Plan is attached to this report.

### General Manager's Concurrence

Vanessa Rauschenberger  
General Manager

### GOLD COAST TRANSIT DISTRICT

# Gold Coast Transit District Strategic Plan

*Draft Final June 2023*



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## Letter from the General Manager

This year marks the anniversary of 50 years of public transit service by our organization. While we are proud of our past, we know that like our buses, we must continuously move forward and adapt our services to meet the changing needs of our riders and continue to attract, retain, and inspire our employees to do their best work.



Like many local transit agencies throughout the state, GCTD is currently experiencing increases in ridership, as recovery from COVID-19 continues. Thanks in large part to the Ventura County Transportation Commissions' successful Youth and College Ride Free programs, GCTD has seen record ridership increases quarter after quarter over the last year. While this has provided optimism for the future, we are keenly aware of the very real challenges we face with limited funding sources and our ability to meet growing demand and operating costs.

As we face the future, it is imperative we have a guiding plan to help us make informed decisions on where we go next. In March of 2022, we began an agency wide effort to develop a strategic plan for the first time in over a decade. The purpose of this plan is, first and foremost, to provide clarity around our mission. The plan also sets forth our vision for the future, and provides a series of strategies and goals for improving the rider experience, system safety, financial capacity, supporting employee engagement, and increasing awareness of our services and value within the community.

The development of this strategic plan was guided by our employees, leadership team as well as our Board of Directors who worked together to explore opportunities for the future and identify how we might address future challenges. This plan provides the GCTD team with a guiding set of values, goals, and a work plan to implement over the next three years to help us achieve our longer-term vision.

### **Giving our Riders a Great Experience**

GCTD operates 20 routes, 359 days, 7 days a week, with the first personnel arriving on site at 3:00 am and leaving at approximately 1:00 am. In Ventura County, GCTD's local buses carry almost two thirds of the transit trips in the County, highlighting the demand for transit in our communities. GCTD's diverse group of riders include students, seniors, essential workers, and others who rely on transit to access medical appointments, school, work, food and other resources. It is imperative that we work to provide these current and future riders with quality services to ensure they get where they need to go.



**Public transportation connects our communities to health, education, independence and a better quality of life.** GCTD's fixed route buses and demand response services, GO ACCESS,

provide mobility options to every neighborhood across Ojai, Oxnard, Ventura, Port Hueneme and the unincorporated areas of Ventura County. These bus routes are more than just lines on a map, they represent lifelines - helping people gain access to opportunities needed to thrive. The quality of our transit services and the way we invest in our system is a direct reflection of how we care for the community. By improving the public transit rider's experience, we are improving the health and economic vitality of our communities.

**Public transit makes our local economy stronger.** Communities without quality transit have more traffic, have less access to jobs and education, and pay more for transportation. Communities with better transit options have reduced healthcare costs, and better overall quality of living. Without transit, many underserved communities would suffer from a lack of mobility options, causing economic and social distress in our communities. Many businesses and organizations have made access to public transit a key factor in their decision to relocate their headquarters, bringing jobs to communities that are committed to public transit. Businesses are recognizing that public transit helps their balance sheet – enabling them to attract employees with reduced transportation costs puts money back into the local economy. Ventura County households can save about \$10,000 annually by living with one less car and using public transportation.

**We're Going Places.** This strategic plan marks the beginning of a new era of creativity and resilience, with our bold new vision to revolutionize transportation in Ventura County by leading initiatives that improve the transit rider experience, achieve clean air and drive economic vitality. GCTD's 2023 Strategic Plan is both ambitious and actionable.

We are proud of the work of our employees in developing this plan, which will guide us as we fulfill our mission **Serving, Moving, and Connecting People to Opportunity – One Ride at a Time.**

Sincerely,

*Vanessa Rauschenberger*

Vanessa Rauschenberger  
General Manger



## Introduction to GCTD Strategic Plan

### 3-Year Agency Strategic Plan

A three-year strategic plan serves as a roadmap that outlines an agency's goals, objectives, and strategies. Its purpose is to provide a clear direction and guide decision-making processes within the agency. By looking ahead and setting goals for the next three years, the strategic plan helps align the efforts of different departments and stakeholders toward a common vision. It provides a comprehensive and holistic view of the agency's future.

The benefits of a three-year strategic plan are many. Firstly, it enhances organizational focus by defining priorities and setting clear objectives. Secondly, it improves resource allocation by identifying the key areas where investments and efforts should be concentrated. Lastly, a three-year strategic plan promotes accountability and performance measurement. Overall, a well-crafted three-year strategic plan provides a roadmap for success, fosters organizational growth, and enhances adaptability. The Strategic Planning Process also included review other efforts ongoing to improve transit in the region:

- Building Transit Supportive Communities Plan
- COVID-19 Recovery Plan
- Zero Emissions Transition Plan
- Short Range Transit Plan
- Transit Integration & Efficiency Study- VCTC

### Organizational Health and High-Performance Framework

To aid in the facilitation of the strategic planning process, GCTD engaged consulting firm Insight Strategies, Inc. With almost 30 years' experience consulting with executives and organizations on organizational excellence, Insight has crafted an Organizational Health & High-Performance Framework© that has proven success.

Organizations perform at their best when employees see themselves and the roles they play in the mission and aspirational vision of the organization ("the why"); when strategies and goals are clear and aligned to the mission and vision ("the what"); when key processes anchor the mission, vision, and strategies into the day to day operations – driving employee effectiveness and accountabilities ("the how"); and when the right people are in the right positions to implement the strategies and goals and exemplify the desired culture ("the who"). Ensuring all components are maximized and aligned results in an organization's ultimate success. (See graphic.)



***As Peter Drucker famously said, "Culture eats strategy for breakfast."***



## Mission

***Serving, Moving, and Connecting People to Opportunity  
– One Ride at a Time.***

## Vision

***Revolutionize transportation in Ventura County by leading initiatives that improve the rider experience, achieve clean air, and drive economic vitality.***

## Strategic Priorities

**1.** Deliver service excellence by providing customer focused, high-quality service to every member of our community.

**Priority Owner: Director of Operations & Maintenance**

**2.** Ensure safety and security while caring for the well-being of employees, passengers, and the general public.

**Priority Owner: Director of Human Resources**

**3.** Increase and provide responsible stewardship of all resources by prioritizing oversight, integrity, accountability, and transparency.

**Priority Owner: Chief Financial Officer & Director of Finance**

**4.** Cultivate a positive and inclusive work culture that prioritizes employee engagement, high performance, learning and development.

**Priority Owner: General Manager**

**5.** Increase public awareness, expand community presence, and build a transit-supportive region through public education, partnerships, and advocacy.

**Priority Owner: Director of Planning & Marketing**

## GCTD's Values

Value	Definition
<b>Safety</b>	The value of safety is of upmost importance here at GCTD. We take great pride in safely transporting our passengers, maintaining our vehicles to meet the highest safety standards and ensuring our facility is safe for all.
<b>Accountability</b>	The value of accountability is essential to the everyday functions at GCTD. We all must hold ourselves accountable to avoid delays in our individual and shared work.
<b>Communication</b>	The value of communication emphasizes the importance of open communication in all directions, whether it's discussing issues with those above, below, or alongside. It encourages direct and honest conversations to ensure transparency to employees and the public.
<b>Integrity &amp; Honesty</b>	The value of integrity and honesty means doing the right thing – having the highest ethical standards in all decision making. Doing so helps to develop strong relationships based on trust, with our employees and the public we serve.
<b>Positivity</b>	The value of positivity means starting each day with optimism to allow us to see the best in ourselves, in each other, and our community.
<b>Kindness &amp; Respect</b>	The value of kindness and respect shows that we care about the lives of our passengers, and employees in all interactions; being caring, friendly and courteous with everyone we encounter.
<b>Adaptability &amp; Creativity</b>	The value of adaptability and creativity encourages employees to find the best ways to meet our customers' needs – embracing change, innovating and adapting to the changing needs of our community.



## Strategic Priority #1: Service Excellence

**Deliver service excellence by providing customer focused, high-quality service to every member of our community.**

**Goal #1: Provide reliable service to the community with *less than 1%* percent of all scheduled miles missed on any day service is provided measured monthly.**

### Key Actions

1. Utilize Supervisors to Track Cut-Out Trips / Manager Verifies Reported Monthly.
2. Fill all budgeted operator positions to minimize missed service and reduce reliance on overtime to fill shifts.
3. Foster work culture to engage & retain employees by continuing to engage with employees, providing training, and holding quarterly recognition events.

**Goal #2: Ensure 100% of vehicles and equipment are kept in excellent condition ready for service in accordance with GCTD's Transit Assets Management Plan Targets, reviewed annually.**

### Key Actions

1. 100% preventative maintenance completed on time.
2. Seek funding for capital replacements.
3. Transit Asset Management TAM Plan (refer TAM plan Targets) reviewed annually.

**Goal #3: Improve the customer experience by meeting or exceeding 100% of KPIs established for on-time performance, cleanliness, complaints and crowding by June 30th, 2024, and each year annually.**

### Key Actions

1. Convene Customer Experience Committee to review passenger policies bi-annually.
2. Year 1- Create passenger survey schedule and timeline for results.
3. Year 2 – Develop process for tracking cleanliness & Operator feedback.

**Goal #4: Develop a transit system that attracts and retains transit riders exceeding 4 million riders by June 30, 2029.**

### Key Actions

1. Complete a Public Input Needs survey.
2. Develop a Short Range Transit Plan based on Community Input by June 2024.
3. Apply for funding to implement SRTP recommendations to attract riders.

## Strategic Priority #2: Safety and Security

**Ensure safety and security while caring for the well-being of employees, passengers, and the general public.**

**Goal #1: Protect life and property by operating a minimum of 1 per 100,000 miles between preventable accidents, measured monthly.**

### Key Actions

1. All accidents reviewed on video to determine preventable / non preventable following TSI guidelines.
2. PTASP Committee Meets Quarterly to review trends.
3. Incorporate Safety Messages for employees into meetings and training.

**Goal #2: Decrease costs incurred due to passenger and worker injuries by 10% to be achieved by December 31<sup>st</sup>, 2025.**

### Key Actions

1. Research alternative workers comp insurance options to reduce GCTD's costs.
2. Track worker and employee injuries reported quarterly.

**Goal #3: Utilize real-time data management system to track incidents, complaints, injuries, and accidents 100% of the time by June 30, 2024.**

- VTT Training/Injuries/Accidents – July 2023
- Customer Contacts /Call Backs – January 2024

### Key Actions

1. Complete Testing of Complaints Form and Process for follow up by Nov 2023.
2. Complete Employee Training on Track It by December 1, 2023.

**Goal #4: Standardized level of cleanliness + maintenance across all bus stops by June 30<sup>th</sup>, 2026.**

### Key Actions

1. Work with member jurisdictions to establish cleaning agreements.
2. Explore GCTD contracting for bus stop cleaning.

**Strategic Priority #3: Stewardship of Resources**

**Increase and provide responsible stewardship of all resource by prioritizing oversight, integrity, accountability, and transparency.**

**Goal #1: Improve internal controls to ensure that costs are monitored and controlled in accordance with all FTA and State oversight requirements by correcting the top three financial processes.**

**Key Actions**

1. Provide staff training in new processes by October 2023.
2. Complete review of processes related to reconciliation of payroll, accounting procurement, and grants regarding internal controls by October 2023.
  - a. Payroll—100% correct and on time.
  - b. Accounting—Monthly close process within 15 days.
  - c. Grants—100% MPRs/FFRs reports completed on time and correctly.
  - d. NTD Reports completed on time.
  - e. Audits and State Controller Reports completed on time.
3. Develop PM report for each new grant by the end of December, 2023.

**Goal #2: Ensure monthly financial statements to the Board and Department Directors that assist in decision making are 100% accurate and 100% on time by the the September 2023 BOD meeting.**

**Key Actions**

1. Provide monthly budget reports to Departments by October 2023.
2. Define Grants Reports roles and responsibilities by October 2023.

**Goal #3: Identify alternatives sources “non-federal match” required for grants (to retain as much local operating funds for operating) by June 30, 2025.**

**Key Actions**

1. Identify all possible state funding sources for capital projects (bus replacements, zero emissions, etc.) and work with CTA and VCTC to increase state transit capital funding share to GCTD.

**Goal #4: Increase non-fare non-grant funding (i.e., alt-fuel sourcing, partnerships, non-traditional grants, medical reimbursement, property development, advertising, etc.) to be 10% of operating revenues by June 30, 2026.**

**Key Actions**

1. Continue to work on re-development of 301 Property.
2. Identify project owners / PMs for alternative funding projects.
3. Prepare a timeline to explore utilization of the District facilities for sales of Renewable Compressed Natural Gas to municipal operators such as the City of Oxnard refuse division by January 1, 2024.
4. Partner with VCTC to advocate for county Medical Rides reimbursement.
5. Explore new local funding options to help the District maintain and expand critical services, within GCTD authority (ballot initiative options, assessments, etc.).

### Strategic Priority #4: Culture

**Cultivate a positive and inclusive work culture that prioritizes employee engagement, high performance, learning and development.**

**Goal #1: Establish a performance management process by end of December 2023 that aligns employee expectations and accountabilities to the strategic plan.**

**Key Actions**

1. Template instructions completed by September 2023.
2. Draft instructions completed by October 2023.
3. Employee evaluations due annually by January 30th.
4. Employee Development Goals by March 1, 2024.

**Goal #2: Establish a baseline for perceptions regarding three key areas raised by employees in employee assessment:**

- communications
- fairness/favoritism
- managerial effectiveness

**Ensure GCTD’s culture reflects the values as measured by employee perceptions on an employee engagement survey. Improve perceptions as measured by annual employee survey by June 30, 2024. (Reference Gallup Q12).**

**Key Actions**

1. Develop annual employee survey by January 2024 and release in Spring of 2024. Results shared and repeated annually.
2. Improve perceptions by 10% over the baseline favorable responses on annual employee survey by June 30, 2025 (Reference Gallup Q12).
3. Provide written process for recruitment with each new job posting and be clear and transparent about criteria and selection process.

**Goal #3: Increase methods of communication and engagement of employees, through the following activities:**

**Key Actions**

1. Establish internal communications committee that meets quarterly with representation from all departments. Completed by November 2023.
2. Issue quarterly employee newsletter to share key information by July 2023.
3. Offer training opportunities (to expand skills) through Vector Solutions – January 2024.
4. Workforce development in line with Zero Emissions Transition by June 2025.
5. Continue with employee events, including monthly Coffee with the GM, employee of the Quarter, and other employee engagement events.

## Strategic Priority #5: Expand Public Awareness

**Increase public awareness, expand community presence, and build a transit-supportive region through public education, partnerships, and advocacy.**

**Goal #1: Increase awareness of GCTD as an organization and our various services as measured by increasing traffic to the website by 10% by June 2024, with 5% increases year after year.**

### Key Actions

1. Develop annual marketing plan that includes at least one paid annual media buy to promote GCTD and its services.
2. Report web, social media and print media mentions in quarterly report
3. Prioritize social media content creation based on analytics.

**Goal #2: Attract and retain ridership, particularly youth riders with at least six local schools participating in the youth training program by 2026.**

### Key Actions

1. Complete our youth adult mobility management training video by June 2024, and partner with schools to train more young and young adult riders.
2. Utilize social media to provide additional training to new riders on etiquette and proper conduct.
3. Partner with school districts to distribute information to parents on the benefits of public transit, including cost benefits, safety and convenience.
4. Include youth engagement in all marketing efforts, and include programs that are engaging such as social media videos, art, music, etc

**Goal #3: Increase GCTD staff participation in community events & committees to strengthen community partnerships and expand network of community allies.**

### Key Actions

1. All management staff participate on one external committee.
2. Increase participation in community events, committees, and programs to strengthen community partnerships and expand network of community.
3. Host one GCTD public event annually focusing on public engagement and education.

**Goal #4: Increase involvement with cities to connect land use and transit planning, that encourages people to walk, bike, and take transit as measured by transit supportive recommendations integrated into 100% of City's land use and transportation plans.**

### Key Actions

1. Planning staff participate in weekly design advisory meetings.
2. Provide written comments on ways to support transit access.
3. Provide qualitative and quantitative data to member cities on the benefits of transit supportive measures in plans.

## Background

### Plan Development

Arriving at the three-year strategic priorities was a multi-step process. The agency gathered data and selected priorities from many sources including organizational and employee assessments, regulatory mandates, Board presentations, annual employee engagement surveys, customer surveys, and more. Guided by the agency's mission, vision, and values, GCTD prioritized themes that reflected both employee feedback and the SWOT analysis. GCTD evaluated those finalists against the guideposts for decision-making. From there, GCTD's leadership team reached a consensus on the five most critical agency-wide priorities that provide a solid foundation for the agency's continued advancement.

### Organizational and Employee Assessment

An organizational and employee assessment was conducted by Insight Strategies, Inc. (Insight) on behalf of GCTD. Nearly 100 GCTD employees participated in the oral strategic planning assessment and 42 employees participated in the written strategic planning survey assessment. The purpose of the assessment was to elicit input to shape and inform GCTD's three-year strategic plan and assess the current state of GCTD's leadership team effectiveness and opportunities for alignment.

### The Impact of Culture + GCTD's Desired Culture

Describing a company's culture is like describing an individual's personality. It's a combination of the ethics, values, perceptions, atmosphere, practices, attitudes, and beliefs shared by a company's employees. In simple terms, a company's culture is "the way we do things around here."

The key to transforming a strategic plan from theory to successful implementation is culture. Concurrent with this process and informed by the organizational and employee assessments, GCTD identified its current culture and defined its desired culture. Building upon what GCTD already does well, the strategic plan seeks to make GCTD an ideal work environment, focusing on:

- Communication
- Accountability
- Increasing innovation and creativity
- Collaboration
- Learning and Development

### Guidepost for Decision-Making

A guidepost for decision-making is a compass and helps teams and individuals prioritize decisions and actions. When used properly the guidepost:



- Facilitates alignment of team output
- Provides a framework for discussion, disagreement, and complex decision making
- Reduces confusion
- Saves time

*GCTD's Guidepost for Decision Making is as follows...*

- Looking at the 3-Year Horizon
- Available resources – time/\$/people
- Compliance and mandates
- Community and customer impact
- Impact on safety and reliability
- Supporting the Mission, Vision, and Values

### **SWOT Analysis**

A SWOT analysis is a strategic planning tool that helps organizations evaluate their strengths, weaknesses, opportunities, and threats. It provides a comprehensive overview of the internal and external factors that can impact the success of a business or project. SWOT analysis provides a structured framework for organizations to evaluate their current position, make informed decisions, and develop effective strategies to achieve their goals.

### **Leadership and Board Workshops**

A total of five leadership workshops and one Board workshop were facilitated by Insight. The outcomes of these workshops include a guidepost for strategic decision-making, a revised mission statement, a vision statement, strategic priorities, agency goals, cross-functional interdependency agreements, and more. This document summarizes the outcomes from the six workshops.

### **Tracking and Monitoring**

This strategic plan is a living document. GCTD will track progress **quarterly** to ensure accountability and follow-through, and the agency will revisit, adjust as needed, and recommit to the plan **annually**. Performance measures and timelines will cascade down to agency departments, and the agency will regularly review and refine these measures to ensure they align with desired outcomes. Individual employee goals, documented in their annual performance reviews, will align with department/division goals, agency goals, and strategic priorities.

Additional reviews will occur in conjunction with the annual budget process. To realize the strategic priorities and goals, GCTD must prioritize budgets and resources, including financials, time, people, and expertise.



[www.GCTD.org](http://www.GCTD.org)



**DATE** June 7, 2023

**Item #13**

**TO** GCTD Board of Directors

**FROM** Vanessa Rauschenberger, General Manager

**SUBJECT** **Discuss Future Agenda Items**

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### **SUMMARY**

It is recommended that the Board of Directors provide input to staff on future agenda items that they would like staff to review and/or report on in a future meeting.

### **FUTURE AGENDA ITEMS**

Below are some of the future agenda items planned. To help staff prioritize timing of reports, staff seeks input on these items or other items that the Board is interested in discussing.

#### **Future Agenda Items**

- Strategic Plan
- Short Range Transit Plan
- Review of Bylaws, Goals & Objectives
- Budget FY 23-24
- Discuss VCTC Transit Integration and Efficiency Study (TIES)
- Redevelopment of 301 Property
- *Other Items?*

#### **Future Routine Items**

- Monthly Financial Statements & Procurement Reports
- Monthly Operations & Maintenance Update
- Quarterly Fixed-Route & Paratransit Performance Reports
- Bi-Annual Service Plan & Outreach Updates
- Quarterly Human Resources & Staffing Updates

### **CONCLUSION**

It is recommended that the Board of Directors provide input to staff on future agenda items that they would like staff to review and/or report on in a future meeting.

#### **GOLD COAST TRANSIT DISTRICT**