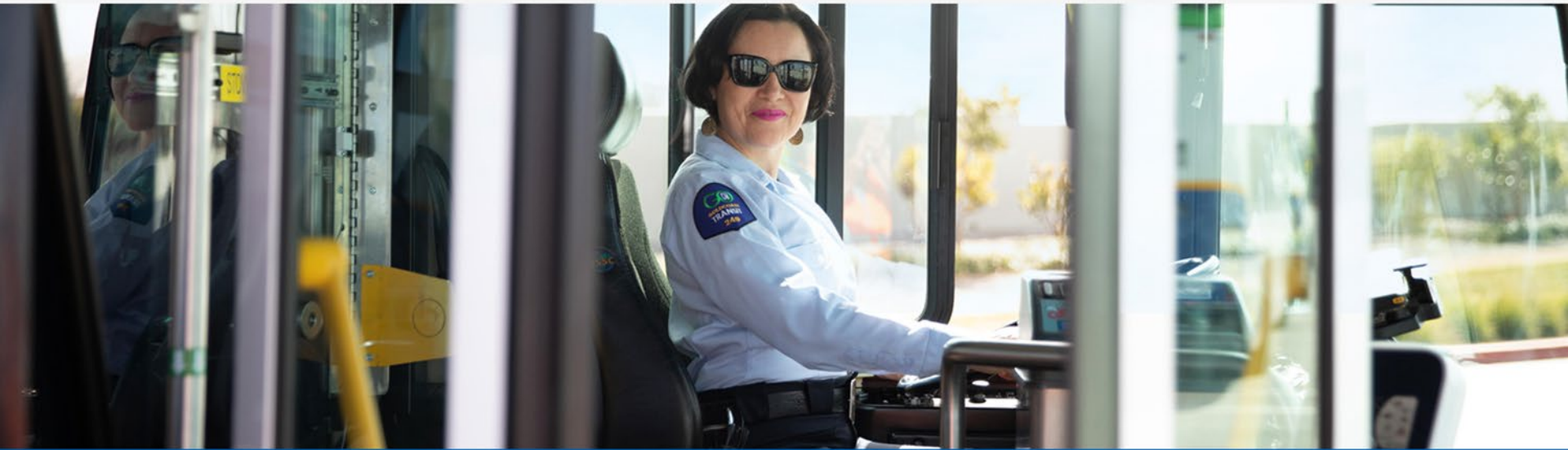


Gold Coast Transit District & Strategic Plan



DRAFT JUNE 2023
Presented to GCTD Board of Directors

INSIGHT
STRATEGIES, INC.



Strategic Plan Process



Strategic Plan
 Mission / Vision
 Strategic Goals
 Reviewed Every 1-3 Years
 Re-Developed Every 10 Years

Short Range Transit Plan
 Developed Every 4-5 Years
 Guides Planning of Routes, and
 Supports Grant Development

Annual Budget & Service Plan
 Developed Every Year
 Used for Day-to-Day Management
 Fiscally Constrained



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.





GCTD's Values

| Value | Definition |
|--------------------------------------|---|
| Safety | 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. |
| Accountability | 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. |
| Communication | 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. |
| Integrity & Honesty | 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. |
| Positivity | 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. |
| Kindness & Respect | 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. |
| Adaptability & Creativity | 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. |

(Generated by Employees & Supported by Employee Assessment Feedback)

Strategic Priorities



**Service
Excellence**



**Safety &
Security**



**Stewardship
of Resources**



Culture



**Public
Awareness**

Strategic Plan Process

Arriving at the top five strategic priorities was a multi-step process.

- Input gathered from employees
- Plans and Projects (TIES, COVID Recovery, ertc.)
- Workshop with all Depts
- Leadership staff workshops
- Board Workshop & SWOT
- Smart Goals Development

INSIGHT
STRATEGIES, INC.



1. Service Excellence



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.

2. Safety & Security



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 31st, 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 30th, 2026.

Key Actions

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

3. Stewardship of Resources



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.).



4. Organization Culture



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.

5. Public Awareness



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.

Guidepost for Decision Making

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- ✓ Using 3-Year Strategic Plan as a Guide
 - ✓ Available resources – time/\$/people
 - ✓ Compliance and mandates
 - ✓ Community and customer impact
 - ✓ Impact on safety and reliability
 - ✓ Align with Mission, Vision, and Values

Next Steps

- Incorporate Final Comments
- Final Plan Brought Back in July
- Measure Quarterly & Annually