

Gold Coast Transit District & Strategic Plan



Progress Report

Presented to GCTD Board of Directors

INSIGHT
STRATEGIES, INC.

Strategic Plan Progress Report

Strategic Plan
Mission / Vision
Strategic Goals

**Short Range Transit Plan
& Capital Plan**
Guides Future Planning &
Supports Grant Development

Annual Budget
Used for Day-to-Day
Management
Fiscally Constrained



In Progress

**Developed
Annually**

Strategic Priorities



**Service
Excellence**



**Safety &
Security**



**Stewardship of
Resources**



**Organization
Culture**



**Public
Awareness**



1. Service Excellence

DELIVER SERVICE EXCELLENCE BY PROVIDING CUSTOMER-FOCUSED, HIGH-QUALITY SERVICE TO EVERY MEMBER OF OUR COMMUNITY.

Goal 1: Less than 1% of Scheduled Service Missed

- Operations Supervisors tracking the mileage daily, and it is verified by the Operations Manager on a weekly basis.
- Quarterly recognition & Annual Hall of Fame
- **118 active operators / need 126 Operators**



Goal 2: Provide 100% of Scheduled Service

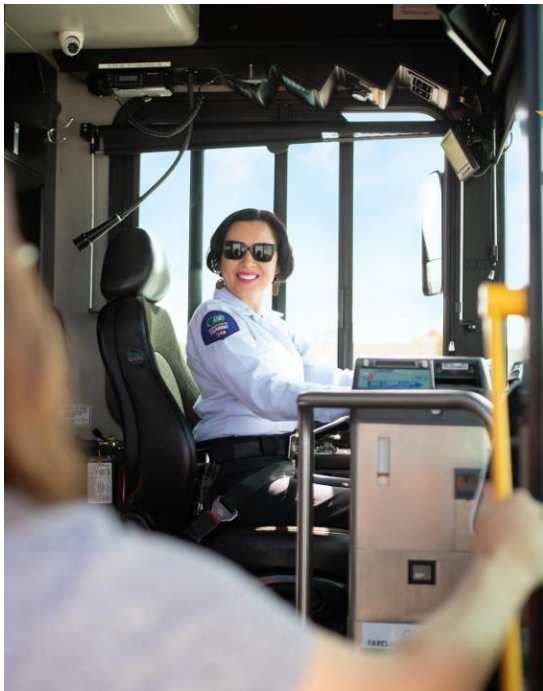
- No late Preventative Maintenance
- Identified VW Funding to help cover replacement bus cost
- Working on update for TAM Plan to bring to Board in 2024

Goal 3: Improve Customer Experience

- Survey in progress.

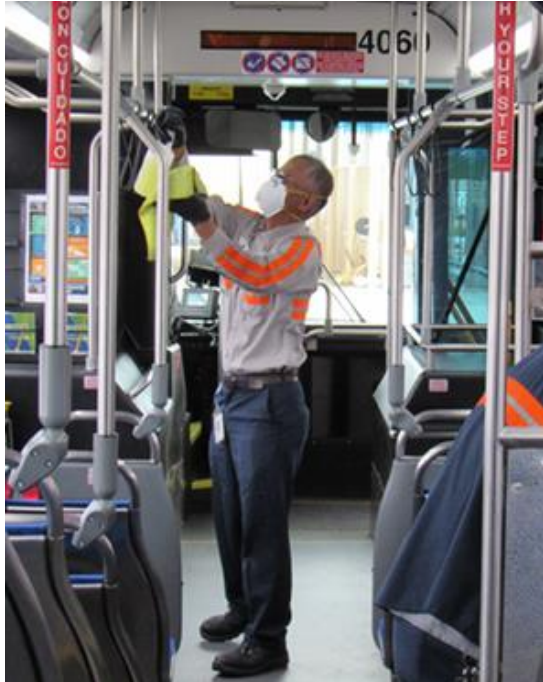
Goal 4: Develop System to Increase Ridership

- Short Range Transit Plan in progress.
- **325,000 Riders in October**



2. Safety & Security

ENSURE SAFETY AND SECURITY WHILE CARING FOR THE WELL-BEING OF EMPLOYEES, PASSENGERS, AND THE GENERAL PUBLIC.



- ★ **Goal 1: Minimum 100K miles between accidents.**
 - All accidents reviewed weekly
 - Accidents analyzed by Safety & Training team

- ★ **Goal 2: Decrease W/C costs by 10% by 2025.**
 - Using alternatives such as light duty opportunities to enable return to work

- Goal 3: Real time tracking of incidents, complaints**
 - Training in “Track It” system complete
 - New complaint form created / being tested

Goal 4: Standardize levels of cleanliness across all bus stops. Future goal

3. Stewardship of Resources

INCREASE AND PROVIDE RESPONSIBLE STEWARDSHIP OF ALL RESOURCE BY PRIORITIZING OVERSIGHT, INTEGRITY, ACCOUNTABILITY AND TRANSPARENCY.

Goal 1: Ensure Internal Controls in Accordance with FTA/State Requirements and Improvement of Top Three Processes

- Training in several new accounting and financial process has been completed, with on-going staff training continues.
- Dedicated staff to improve workflow to Payroll / Operations / HR
- Deadlines have been created and substantially being met.
- Dedicated staff assigned to grant tracking, CFO/AGM has final review.
- **Final audited report will be presented to Board meeting in December.**

Goal 2: Monthly Financial Reports Accurate and On time

- As soon as the month-end is closed, CFO arranges budget meeting with department heads to review their responsible budgets.
- Planning Manager oversees all pre-award functions.
- Grants Analyst and CFO oversee all post award functions
- **Management analyzing information monthly to identify cost savings:**
 - **Improve Efficient operations (use of staff & use of facility)**
 - **Mid-Year Budget Review in January 2023**



3. Stewardship of Resources

INCREASE AND PROVIDE RESPONSIBLE STEWARDSHIP OF ALL RESOURCE BY PRIORITIZING OVERSIGHT, INTEGRITY, ACCOUNTABILITY AND TRANSPARENCY.



Goal 3: Identify new funding sources

- VW funding identified to help with Zero Emissions bus replacements
- TIRCP SB 125 funding identified (contingent on state budget approval)
- Staff conducting outreach on Fare Increase



Goal 4: Increase non-fare funding (nontraditional grants, partnerships, etc.)

- **301 Property** – Environmental Assessment Phase II complete, with reports being reviewed by the state. Scoping Meeting scheduled for Dec 2023, prior to RFP release planned for early 2024
- **Fuel Sales** – Staff working with FTA to implement incidental use of facility to sell fuel. Pricing structure being developed.
- **MediCal/Agency Demand Response Rides** – Staff drafting policy to provide agency rides on paratransit to be brought back to Board.

4. Organization Culture

CULTIVATE A POSITIVE AND INCLUSIVE WORK CULTURE THAT PRIORITIZES EMPLOYEE ENGAGEMENT, HIGH PERFORMANCE, LEARNING AND DEVELOPMENT.



★ **Goal 1: Establish Performance Management Process**

- Complete Class and Comp Survey *Complete*
- Goal: Annual reviews will be done annually in Spring
- Template with Instructions *Complete*
- Instructions and Forms under review

★ **Goal 2: Establish Annual Employee Perception Survey**

- Planned for 2024

★ **Goal 3: Increase Employee Engagement Activities**

- Quarterly Newsletter developed
- Monthly staff meetings / minutes shared with Operators
- Leadership Training for Supervisory Employees
- Monthly slideshow to Operations
- Quarterly Employee Events
- Hall of Fame Coming Soon!

5. 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

- Podcast Interview with Ventura Vibe
- Boosted Social Media “Stories for Miles”

Goal 2: Increase Awareness of GCTD

- Youth Rider Videos Created
- Back to School Events a Major Focus

Goal 3: Staff participation in Community

- CTA/CalAct
- DBE Workshop with VCTC, TOT, Simi

Goal 4: Work with Cities

Transit Supportive Communities





Strategic Plan Update

RECOMMENDATION

It is recommended that the Board of Directors receive and file this presentation and provide any feedback to staff on the material presented.

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.