



**Gold Coast Transit District
Technical Advisory Committee (TAC)
Wednesday, June 17, 2026
10:00am
GCTD Board Room
1901 Auto Center Drive, Oxnard, CA 93036**

In compliance with the Americans with Disabilities Act and Government Code Section 54954.2, if special assistance is needed to participate in a Technical Advisory Committee meeting, please contact the clerk at 805-853-3153. Notification of at least 72 hours prior to meeting time will assist staff in assuring that reasonable arrangements can be made to provide accessibility at the meeting.

Meeting Agenda

Item 1	Call to Order/Introductions	Action
Item 2	Public Comment	Info
Item 3	TAC Member Comments	Info
Item 4	GCTD Staff Comments	Info
Item 5	Updates to Current Agenda & Approval of April 2026 Meeting Summary	Action
Item 6	Receive and File Short Range Transit Plan Implementation Update Martin Rodriguez, Transit Planner	Info
Item 7	Receive Presentation on Final FY27 Operating Budget and Capital Plan Christine Feng, CFO/Assistant General Manager Vanessa Rauschenberger, General Manager	Info
Item 8	Introduce and Review Bus Stop Maintenance Questionnaire Wesley Cooksey, Transit Planner	Info
Item 9	Future Agenda Items	
Item 10	Adjournment	



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Item 5

**Gold Coast Transit District
Technical Advisory Committee (TAC)**
1901 Auto Center Drive, Oxnard, CA 93036
Wednesday, April 16, 2026
10:00am

Meeting Summary

TAC Members Present: Susanna Arroyo, County of Ventura (Chair)
Steven Almcrantz, City of Port Hueneme
Sergio Albarrán, City of Ventura
Norma Cervantes, City of Ojai
Steve Howlett, City of Oxnard
Aubrey Smith, VCTC

TAC Members Absent: None.

GCTD Staff Present: Martin Rodriguez, Transit Planner
Vanessa Rauschenberger, General Manager
Cynthia Torres Duque, Director of Planning & Marketing
Austin Novstrup, Planning Manager
Andrea Meza, Marketing Manager
Robbie Lucio, Mobility Management Coordinator
Catherine Tran, Financial Analyst
Veronica Navarro, Finance & Grants Analyst
Chiharu Endo-Lee, Operations Manager

Members of the Public: None

Item 1 Call to Order/Introductions

Chair Susanna Arroyo called the meeting to order at 10:03am.

Item 2 Public Comment

None.

Item 3 TAC Member Comments

None.

Item 4 GCTD Staff Comments

Cynthia Duque announced that an issue was identified with several Tap2Ride units, and the affected devices will be replaced. As a result, the project timeline has been adjusted, with the official hard launch now scheduled for July. The

delay will allow for a smoother implementation and ensure the system is fully operational before launch.

Item 5 Updates to Current Agenda & Approval of April 2026 Meeting Summary
Steven Almcrantz made a motion to approve the meeting summary. Norma Cervantes seconded the motion. The motion passed unanimously.

Item 6 Consider Authorizing GCTD to Utilize FY 27 LCTOP Allocation and Interest from SB 125 for the Youth Ride Free Program

Austin Novstrup shared that GCTD) intends to contribute formula-allocated Low Carbon Transit Operations Program (LCTOP) funds and the accrued interest from SB 125 accounts. As a result, Route 23 will no longer be a demonstration route and will be included as part of the agency's formal budget.

He added the importance of the Youth Ride Free Program to the community and the positive effects it has created particularly with the increase in ridership.

Item 7 Consider Approval of Fiscal Year 2027 Draft TDA Member Allocations

Vanessa Rauschenberg began by thanking TAC members for submitting their TDA budget. She added that the TDA member allocations will be included in the budget for approval from the GCTD Board of Directors meeting in June.

Rauschenberg shared budget sources of funding for GCTD. She also provided an overview of the FY 2027 budget and budget development process. She reviewed key staffing changes included in the proposed budget, including the addition of two bus operator positions and four departmental interns, as well as existing positions such as the Compliance & Grants Manager and Payroll Coordinator. Vanessa also discussed the budget assumptions used in developing the proposed budget.

Catherine Tran presented the non-operating transit funding program, which supports maintenance activities at the Oxnard and Ventura Transit Centers, as well as general bus stop maintenance throughout the service area.

Vanessa also informed the committee that member agencies may have received correspondence from the GCTD Controller regarding the ongoing TDA audit. She explained that audit-related questions are being collected and that Gold Coast Transit District will coordinate and submit responses on behalf of the agencies. Agencies were asked to provide their responses by April 30.

Sergio Albarrán moved to approve the draft TDA budget and Steven Almcrantz seconded. The motion passed unanimously.

Item 8 FY27 Fixed Route Service Plan

Austin Novstrup presented the service plan for the next fiscal year. He clarified that the service plan for the following year is primarily based on the Year 2 recommendations of GCTD's Short Range Transit Plan (SRTP). He added that the proposed service changes are intended to improve reliability, frequency, and connectivity throughout the fixed-route system while maintaining overall service levels with only a negligible change in operating hours.

He gave a description of key proposed changes which include the consolidation of Routes 1A and 1B into a single Route 1, increasing service frequency in South Oxnard and Port Hueneme from 40 minutes to 20 minutes; schedule modifications to Routes 6, 10, 11, and 16 to improve timed connections and service reliability; and adjustments to service in the Saticoy area to better coordinate Routes 10 and 11.

Austin also provided an overview of the More GO 2026 outreach campaign, which included bilingual community meetings, pop-up events, onboard notices, social media outreach, and a dedicated project webpage. Feedback received during the outreach process was mixed, with some community members expressing support for improved frequency and connectivity, while others raised concerns regarding increased walking distances to access transit service.

Vanessa Rauschenberger asked when infrastructural changes would go into effect. Austin responded that staff will be reaching out and coordinating with the cities in the next couple of weeks operate.

Steven Almcantz reported that the City of Port Hueneme is prepared to move forward with the project. Susanna Arroyo noted that the encroachment permit application has been submitted and is currently pending review and approval by Caltrans.

Item 9 Receive Presentation on FY25-26 Quarter 3 Fixed-Route and Demand Response Report

Austin Novstrup gave a presentation on the third quarter of the fiscal year noting a slight increase in overall boardings and on-time performance.

Robbie Lucio reported a slight decrease in demand-response boardings, which he attributed to the implementation of new scheduling software that more efficiently coordinates passenger trips. He also shared that GOFlex app for demand-response is progressing well and is expected to be fully operational in July.

Item 10 Receive Presentation on Bus Stop Maintenance Process

Austin Novstrup gave a verbal update that staff will be reaching out to district members to discuss their bus stop maintenance process. He added that safety and cleanliness of bus stops was the biggest priority in the recent passenger survey and understanding the various jurisdictional partners maintain their stops will assist GCTD in improving the rider experience.

Item 11 Future Agenda Items

None.

Item 12 Adjournment

Chair Susanna Arroyo adjourned the meeting at 11:08am.



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Item 6

DATE June 17, 2025
TO GCTD Technical Advisory Committee
FROM Martin Rodriguez, Transit Planner
SUBJECT **Receive and File Short Range Transit Plan Implementation Update**

Summary

In August 2025, Planning staff began working closely with district members on the Implementation Plan of the GCTD Short Range Transit Plan. Implementation of Year 2 were anticipated to go live in this upcoming fiscal year (FY 26-27) as part of the July 2026 Service Changes. Changes for this year included schedule updates to Routes 6, 11, and 16 as well as a route re-alignment and schedule updates to Routes 1 and 10.

Below is a summary timeline of work completed through May 2026.

- **July 2025:** GCTD implements Year 1 of Implementation Plan (Status Quo Year)
- **August 2025:** Staff begins Year 2 schedule and bus stop changes
- **September 2025 – December 2025:** Staff meets with District Members to discuss changes and scope of work
- **January 2026:** Staff begins service planning and schedule for proposed changes
- **February 2026 – March 2026:** Staff begins conducting community outreach
- **April 2026:** Board of Directors approves FY27 Service Plan
- **May 2026:** Staff meets with jurisdictional partners to execute plan

While preparations for the July 2026 service changes were substantially complete, infrastructure challenges were identified that affect portions of the proposed Route 10 realignment. Following further evaluation, it was determined that certain planned improvements were not feasible within the planned timeline. As a result, the proposed service changes in Ventura require additional review and coordination.

Because these changes were designed to function as part of the whole network, they also affect the planned changes in Oxnard and Port Hueneme. Because of this, staff made the decision to postpone the route changes to a later day.

In this presentation, Staff will share an updated timeline for the changes and will go an overview of changes proposed for Year 3. Staff will also outline next steps, including continued coordination with district members, jurisdictional partners, and key stakeholders to evaluate

GOLD COAST TRANSIT DISTRICT



feasibility, refine implementation strategies, and establish a revised schedule for future service changes.

Recommendation

It is recommended that the GCTD Technical Advisory Committee receive and file this presentation and provide any feedback to staff on the Short Range Transit Plan Implementation.

Attachment A: Year 3 Service Changes

Attachment B: Route 2 Proposed Changes Profile

Attachment C: Route 4 Proposed Changes Profile

Attachment D: Route 5 Proposed Changes Profile

Attachment E: Route 19 Proposed Changes Profile

GOLD COAST TRANSIT DISTRICT

YEAR 3 (FY27-28)

Service Changes

- **Route 2:** Revise alignment and schedule
- **Route 4:** Revise alignment and schedule
- **Route 5:** Revise alignment and schedule
- **Route 19:** Discontinue service

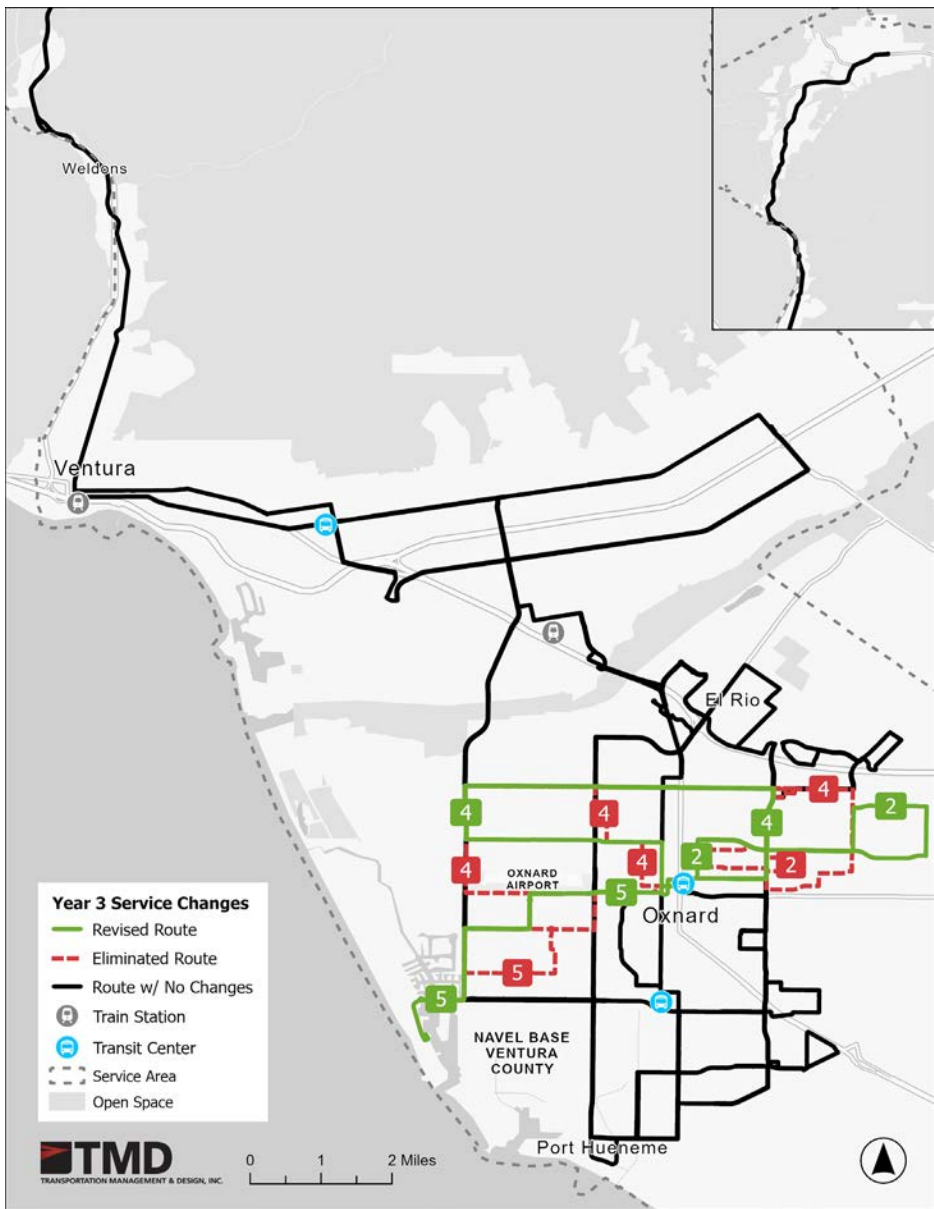
Marketing and Outreach

- Develop and launch real-time information and student ridership campaigns
- Promote Year 3 route changes
- Procure digital signage for bus stops
- Enhance digital marketing efforts

Capital and Technology

- Fabricate and install top priority system signage
- Improve bus stops for Year 4 service changes
- Purchase fixed-route ZEB replacement buses
- Purchase demand-response CNG / gas replacement vehicles
- Purchase support replacement vehicles
- Pre-construction of solar / energy storage (Year 2)

Figure 14: Year 3 Service Changes



Route 2

Colonia - Downtown Oxnard

Alignment and Schedule



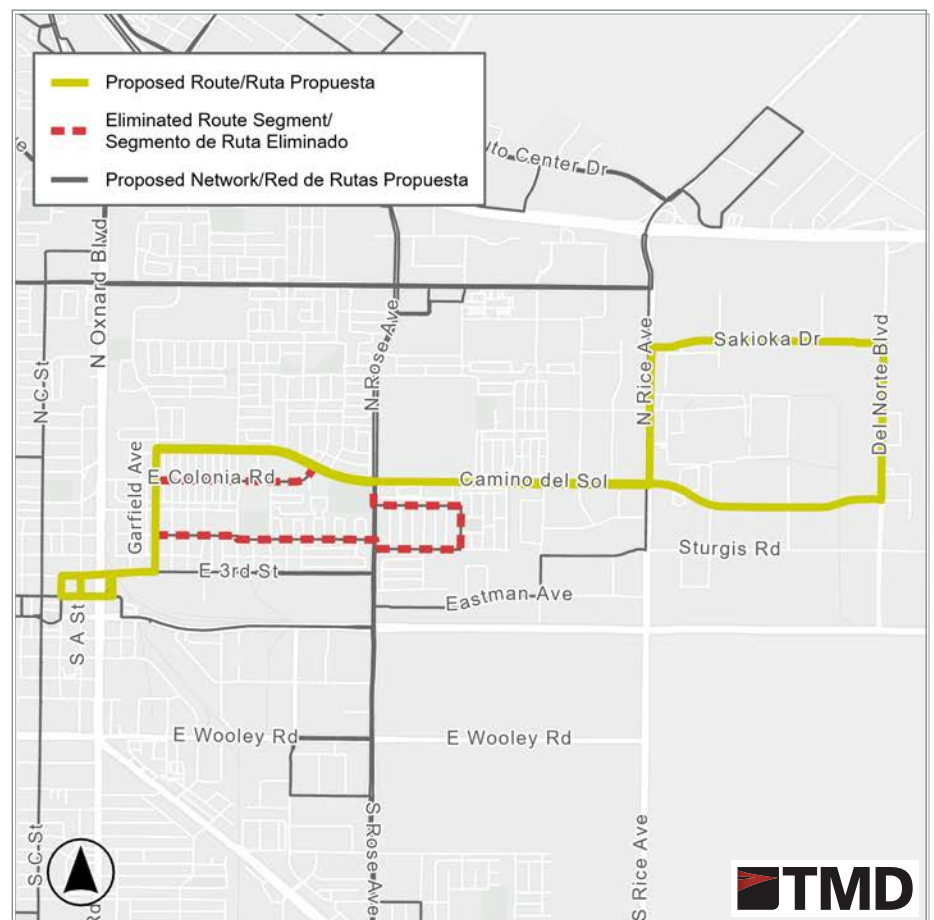
Proposed changes

- Relocate route to Camino Del Sol and extent to industrial area east of Rice Ave
- Revised routes 4A/B will operate at increased frequency providing service along Third St.
- Improve weekday peak service to every 30 minutes
- Impacted Colonia riders have short walk to Camino Del Sol on 3rd St
- Shift service span to 6:00am - 8:00pm on weekdays and 6:00am to 7:00pm on weekends

		CURRENT				PROPOSED				
Service Days	Daily Boardings	Frequency (minutes)			Service Hours	Frequency (minutes)			Service Hours	
		Peak	Midday	Evening		Peak	Midday	Evening		
Weekday	178	60	60	60	5:15 AM to 7:20 PM	30	60	30	6:00 AM to 8:00 PM	
Saturday	155	60	60	60	5:15 AM to 7:20 PM	60	60	60	6:00 AM to 7:00 PM	
Sunday	145	60	60	60	5:15 AM to 7:20 PM	60	60	60	6:00 AM to 7:00 PM	

Benefits

- Improve route safety and speed by moving route to Camino Del Sol
- Improve employment access to new industrial developments
- Improve peak hour frequency



Route 4A/B

North Oxnard - Ventura Rd - St. John's

Consolidation and Schedule



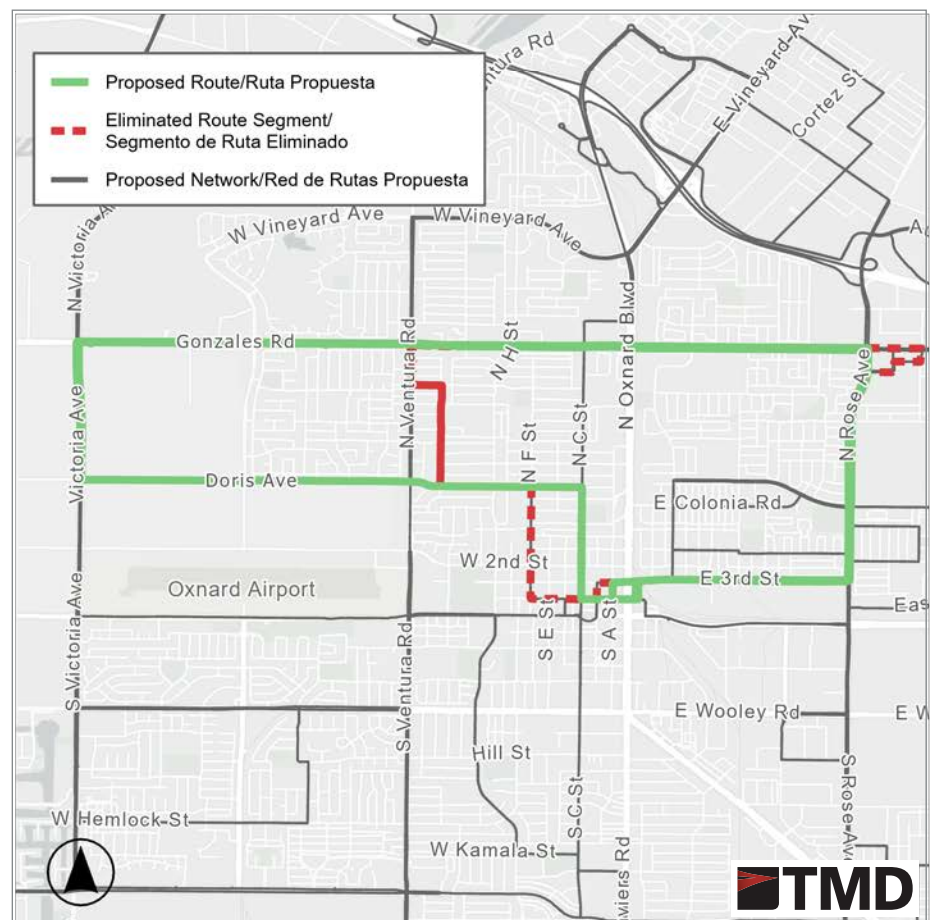
Proposed changes

- Extend route to Victoria Ave to connect to Route 21 and serve Oxnard High School
- Revised routing serves portion of Gonzales Rd that would be affected by the discontinuation of Route 19.
- Operate route at 30 min frequency in both directions weekdays from 7:00am to 8:00pm and 40 min all day on weekends

		CURRENT				PROPOSED				
Service Days	Daily Boardings	Frequency (minutes)			Service Hours	Frequency (minutes)			Service Hours	
		Peak	Midday	Evening		Peak	Midday	Evening		
Weekday	787	20/45	20/45	20/45	6:05 AM to 8:25 PM	30	30	30	6:00 AM to 9:00 PM	
Saturday	469	20/45	20/45	20/45	6:10 AM to 8:20 PM	40	40	40	6:00 AM to 8:00 PM	
Sunday	404	20/45	20/45	20/45	6:10 AM to 8:20 PM	40	40	40	6:00 AM to 8:00 PM	

Benefits

- Simplify routing to improve speed
- Provide same frequency on both clockwise and counterclockwise routing
- Extend frequent service to Oxnard High School and connect to Victoria Ave
- Reduce service duplication



Route 5

Hemlock - Seabridge - Wooley

Alignment



Proposed changes

- Remove loop routing through Marina West neighborhood and extend to Channel Island Harbor
- Impacted riders in Marina West Neighborhood are within walking distance of routes 21 on Victoria Ave and Channel Islands Blvd, and Route 23 on Ventura Rd.
- Reduce to 60 min frequency based on existing ridership demand
- Adjust span of service to 6:00am to 8:00pm on weekdays and 6:00am to 7:00pm on weekends
- Final route alignment revised to serve Oxnard Airport based on public feedback

		CURRENT				PROPOSED			
Service Days	Daily Boardings	Frequency (minutes)			Service Hours	Frequency (minutes)			Service Hours
		Peak	Midday	Evening		Peak	Midday	Evening	
Weekday	154	45	45	45	6:50 AM to 8:15 PM	60	60	60	6:00 AM to 8:00 PM
Saturday	130	45	45	45	6:50 AM to 8:15 PM	60	60	60	6:00 AM to 8:00 PM
Sunday	118	45	45	45	6:50 AM to 8:15 PM	60	60	60	6:00 AM to 8:00 PM

Benefits

- Easier to understand routing
- New service to Channel Islands Harbor



Route 19

OTC - 5th St - Airport - Gonzales Rd

Discontinuation



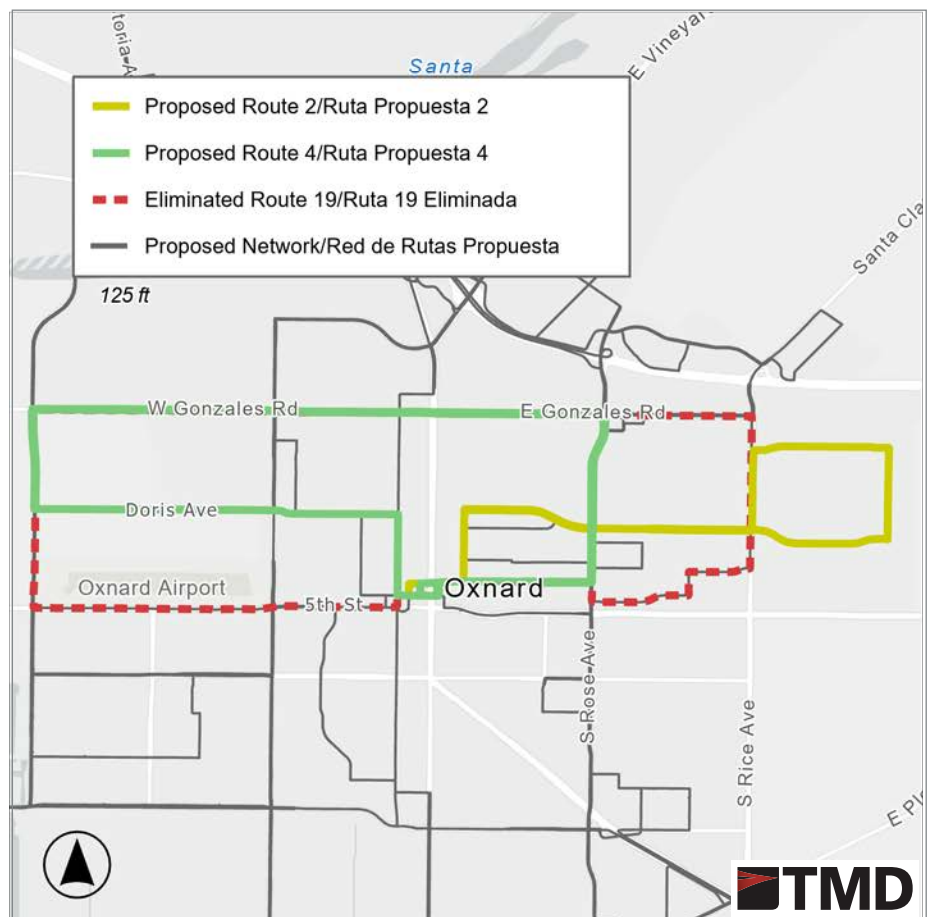
Proposed changes

- Eliminate Route
- Revised Routes 4 and 15 will serve affected portion of Gonzales Rd with increased frequency on the portion served by revised Route 4
- Industrial areas east of Rose Ave. would be served by revised Route 2

		CURRENT				PROPOSED			
Service Days	Daily Boardings	Frequency (minutes)			Service Hours	Frequency (minutes)			Service Hours
		Peak	Midday	Evening		Peak	Midday	Evening	
Weekday	208	60	NS	NS	5:55 AM to 7:10 PM	NS	NS	NS	NS
Saturday	-	NS	NS	NS	NS	NS	NS	NS	NS
Sunday	-	NS	NS	NS	NS	NS	NS	NS	NS

Benefits

- More frequent service provided on nearby routes with resource savings
- Reduce service duplication





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Item 7

DATE June 17, 2025
TO GCTD Technical Advisory Committee
FROM **Christine Feng, CFO / Assistant General Manager**
Vanessa Rauschenberger, General Manager
SUBJECT **GCTD's Final FY 2027 Budget and Capital Plan**

SUMMARY

This item presents GCTD's adopted Fiscal Year 2027 Operating Budget and Capital Plan.

The Operating Budget contains overviews of the organizational structure, budget assumptions, anticipated revenue sources, and operating expenses and intends to provide a general understanding of GCTD's priorities for the coming fiscal year.

The Capital Plan contains details of the planned funded and unfunded capital projects over the next ten years. The Budget Tables section provides fiscal transparency and includes a breakdown of expenses by department and functional category.

The FY 2027 budget is a result of collaboration across all departments in GCTD in consultation with the GCTD General Manager and Management Team. A review of draft TDA allocations was conducted by the TAC on April 16, 2026, a preliminary budget report was presented to the Board of Directors on May 6, 2026, a review of the public input was solicited during the annual service plan development process, following a public hearing the Board of Director adopted the budget on June 3, 2026.

RECOMMENDATION

It is recommended Technical Advisory Committee receive and file this report and presentation.

GOLD COAST TRANSIT DISTRICT



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Operating & Capital Budget

Fiscal Year 2027

(July 1st, 2026 - June 30th, 2027)

Proudly serving:

OJAI | OXNARD | PORT HUENEME | VENTURA | COUNTY OF VENTURA

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1. 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 2027.

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 ridership –within estimated fiscal constraints.

The FY 2027 Operating Budget reflects the following key assumptions:

- In FY 27, we will continue to utilize SB 125 one-time funds to maintain service levels compared to the prior year, however routes will reflect a shift from coverage to more direct and frequent routes, fewer bus stops in accordance with the Short-Range Transit Plan Year 1 plan
- Increases in labor costs (cost of living/benefit costs) primarily due to contractual agreements:
 - Supervisory employees' wages are governed by the GCTD/Teamsters Local 186 MOU effective through June 30, 2026 (negotiations will start Spring 2026)
 - Bus Operators, Mechanical, and administrative employees' wages are governed by the GCTD/SEIU Local 721 MOU effective through June 30, 2027.
 - Management, Professional and Administrative (non-represented) cost of living and merit increases will be provided in accordance with GCTD Personnel Rules.
- Maintain staff levels compared to prior year, with the restoration of the internship program
- Continuation of Youth Ride Free program utilizing GCTD's annual allocation of LCTOP and interest earned from SB 125, combined with VCTC's allocation of LCTOP
- To mitigate the risk of material loss, appropriate insurance coverage is budgeted.

The FY 2027 budget also includes several “non-operating” mandated:

- \$2.4 million annual allocation of TDA funds to member jurisdictions for recurring member transit needs including transit centers maintenance, bus stops and transit services (Ojai Trolley, ECTA / Kanan Shuttle in the County of Ventura unincorporated areas)
- \$1.4 million annual debt service payments for facility bond payment principal and interest

The FY 2027 Capital Budget reflects the districts' efforts to have a reliable well-maintained fleet:

- \$6,765,000 for bus replacements and \$759,000 for paratransit replacements
- \$309,000 for non-revenue service vehicles
- \$143,000 for equipment and business system upgrades



It should be noted that some adjustments to the requested budgets are possible after the commencement of FY 2027. If mid-year changes occur, which require a budget amendment 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 and Management Team 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

**Gold Coast Transit District
FY 2027 Operating & Capital Budget**

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2. WHO WE ARE

Mission

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

Vision

GCTD's vision is to revolutionize transportation in Ventura County by leading initiatives that improve the rider experience, achieve clean air, and drive economic vitality.

About Us

Gold Coast Transit District (GCTD) provides public fixed-route and paratransit service in the cities of Ojai, Oxnard, Port Hueneme, and San Buenaventura, and the unincorporated areas of Ventura County. GCTD is the largest public transportation operator in Ventura County with a service population of approximately 431,000. The fleet includes 61 buses, 100% powered by renewable compressed natural gas supplied by an on-site CNG fueling station and 28 paratransit vehicles powered by a mix of electric, natural gas and traditional gasoline.

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.

Service Area

Cities of Ojai, Oxnard, Port Hueneme, San Buenaventura (Ventura) and the County of Ventura unincorporated areas between these cities.



History



FOUNDING OF GCTD



1973

GCTD was founded in 1973 (originally named "South Coast Area Transit") when the cities of Ojai, Oxnard, Port Hueneme, and San Buenaventura executed a Joint Powers Agreement that created "SCAT" to develop and operate local and intercity public transportation in western Ventura County.

ACCESS PARATRANSIT BEGINS

In the 1996, SCAT began operation of **ACCESS**, a regional paratransit service providing curb-to-curb transportation for people with disabilities and senior citizens.

1996



SOUTH COAST AREA TRANSIT RENAMED GOLD COAST TRANSIT



2007

In June 2007, SCAT's Joint Powers Agreement was amended to rename the agency from South Coast Area Transit to Gold Coast Transit. The change in name was intended to help distinguish the agency from the 11 other agencies named SCAT around the nation and to better connect the service to the community it served.

GOES FROM JPA TO A SPECIAL DISTRICT

In October 2013, Governor Brown signed into law Assembly Bill (AB) 664, which formed the Gold Coast Transit District. Formation of a transit district allows GCTD's Board of Directors and staff to have greater flexibility in implementing service improvements by looking beyond jurisdictional borders to meet the public's transit needs efficiently and effectively.

2013





GCTD NAMED SMALL AGENCY OF THE YEAR



2014

In 2014, GCTD was named Small Agency of the Year by the California Transit Association. In 2015, GCTD unveiled a new logo and bus paint scheme to coincide with the purchase of replacement buses. The new colors reflect GCTD's commitment to quality public transportation, and evokes the agency's vision of a more modern, clean, and efficient future.

NEW HEADQUARTERS

In 2019, the District opened the new 15-acre Administration and Operations Facility at 1901 Auto Center Drive in Oxnard that will allow GCTD to better meet the growing transit needs of the community.

2019



FARE INCREASE



2024

In 2024, the District implemented a fare increase for the first time in over a decade, and in a historic move, transitioned its Paratransit and Flexible Services from a contract model, to directly operated, adding over 40 new employees to the agency.

3. STRATEGIC GOALS & STRATEGIES

STRATEGIC PLAN

In July 2023, the Board of Directors approved a Strategic Plan. The development of the strategic plan was guided by input from our employees, the leadership team and Board of Directors, who worked together to explore opportunities for the future and identify how to address future challenges.

Plan Development

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. 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.

A total of five staff leadership workshops and one Board workshop were held. The outcomes of these workshops included a guidepost for strategic decision-making, a revised mission statement, a vision statement, strategic priorities, agency goals, cross-functional interdependency agreements, 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.



Tracking and Monitoring

The District tracks 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 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, align with department/division goals, agency goals, and strategic priorities.

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

STRATEGIC PRIORITIES & GOALS TO BE SUPPORTED BY THE FY 27 BUDGET

To ensure that the strategic plan priorities and goals are put into action, the following projects and tasks are supported by the FY 27 Annual Budget:

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

Goal #2: Ensure 100% of vehicles and equipment are kept in excellent condition

Goal #3: Meet all KPI's for on-time performance, ADA compliance, complaints

Goal #4: Develop a transit system that attracts and retains transit riders

The FY 27 Budget supports the following to support these goals:

- Implementing route changes to 1/6/10/11 which includes interlining and reorganizing of routes to make service faster and attract more riders
- Continued purchase of replacement vehicles for those reaching end of useful life
- Expanded customer service / de-escalation training for all operations staff
- Implement recommended ADA Compliance improvements identified

2. Safety & Security

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



Goal #1: Operating 1 per 100,000 miles between preventable accidents

Goal #2: Decrease costs incurred due to passenger and worker injuries by 10%

Goal #3: Utilize real-time data to track incidents, complaints, injuries, & accidents

Goal #4: Standardized level of cleanliness + maintenance across all bus stops

The FY 27 Budget supports the following to support these goals:

- Restoration of internship program to support safety & training, IT and cybersecurity
- Expanded employee engagement, health & wellness activities to reduce injuries
- Updates to TrackIt software to respond to ADA complaints, evaluations, stop issues

3. Stewardship of Resources



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

Goal #1: Ensure costs are monitored in accordance with FTA/State requirements

Goal #2: Ensure monthly financial statements are 100% accurate and on time

Goal #3: Identify alternatives funding sources “non-federal match”

Goal #4: Increase non-fare non-grant funding to make up 10% of revenues

The FY 27 Budget supports the following to support these goals:

- Utilize the facility capacity for expanded service operations, fueling or administration.
- Continue to seek a long-term funding source by utilizing 301 E 3rd Street Property
- Given the evolving priorities at the federal level, GCTD's Zero Emission Transition plans will be updated using more current financial cost estimates.

4. Culture



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

Goal #1: Establish performance management that aligns with the strategic plan

Goal #2: Establish a baseline for employee perceptions (employee survey)

Goal #3: Increase methods of communication and engagement of employees

The FY 27 Budget supports the following to support these goals:

- Expanded employee engagement and training efforts, including communication efforts ranging from monthly GM / Dept employee outreach. Joint labor meetings
- Performance development and reviews ongoing

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.
- Goal #2: Attract and retain ridership, particularly youth riders.
- Goal #3: Strengthen community partnerships and expand network of advocates
- Goal #4: Increase involvement with cities to connect land use w/transit planning

The FY 27 Budget supports the following to support these goals:

- Staff will continue outreach into the community to support route changes, and conduct targeted outreach to youth and other groups to support ridership goals
- Host community organizations at GCTD, tours / trainings to educate about transit
- Work with VCTC to identify ways to facilitate easier fare payment and explore zone-based fare for General Public rides to help manage growth and costs of operations.
- Continue to identify ways to partner with organizations to advertise on GCTD buses.

4. ORGANIZATION OVERVIEW & ORGANIZATIONAL CHART

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.

City of Ojai – Councilmember Rachel Lang, Chair

City of Oxnard – Councilmember Gabriela Rodriguez, Vice Chair

County of Ventura – Supervisor Matt LaVere, Director

City of Port Hueneme – Mayor Dr. Martha McQueen-Legohn, Director

City of Ventura – Mayor Dr. Jeannette Sanchez-Palacios, Director

GCTD'S SENIOR LEADERSHIP TEAM

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

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

EMPLOYEES

GCTD employs nearly 250 individuals, the majority of whom operate and maintain buses. Service Employees International Union Local 721 (SEIU) represents all bus operators, maintenance and customer service staff. International Brotherhood of Teamsters Local 186 (Teamsters) represents supervisors, dispatchers and fiscal support staff.

DISTRICT STATISTICS

Member Jurisdictions: Ojai, Oxnard, Port Hueneme, Ventura & County of Ventura

Average Daily Passengers (Fixed Route): 11,654

Average Daily Passengers (GO ACCESS): 342

Annual Passengers (approx.): 3.6 million Systemwide

Annual Revenue Miles (approx.): 2 million

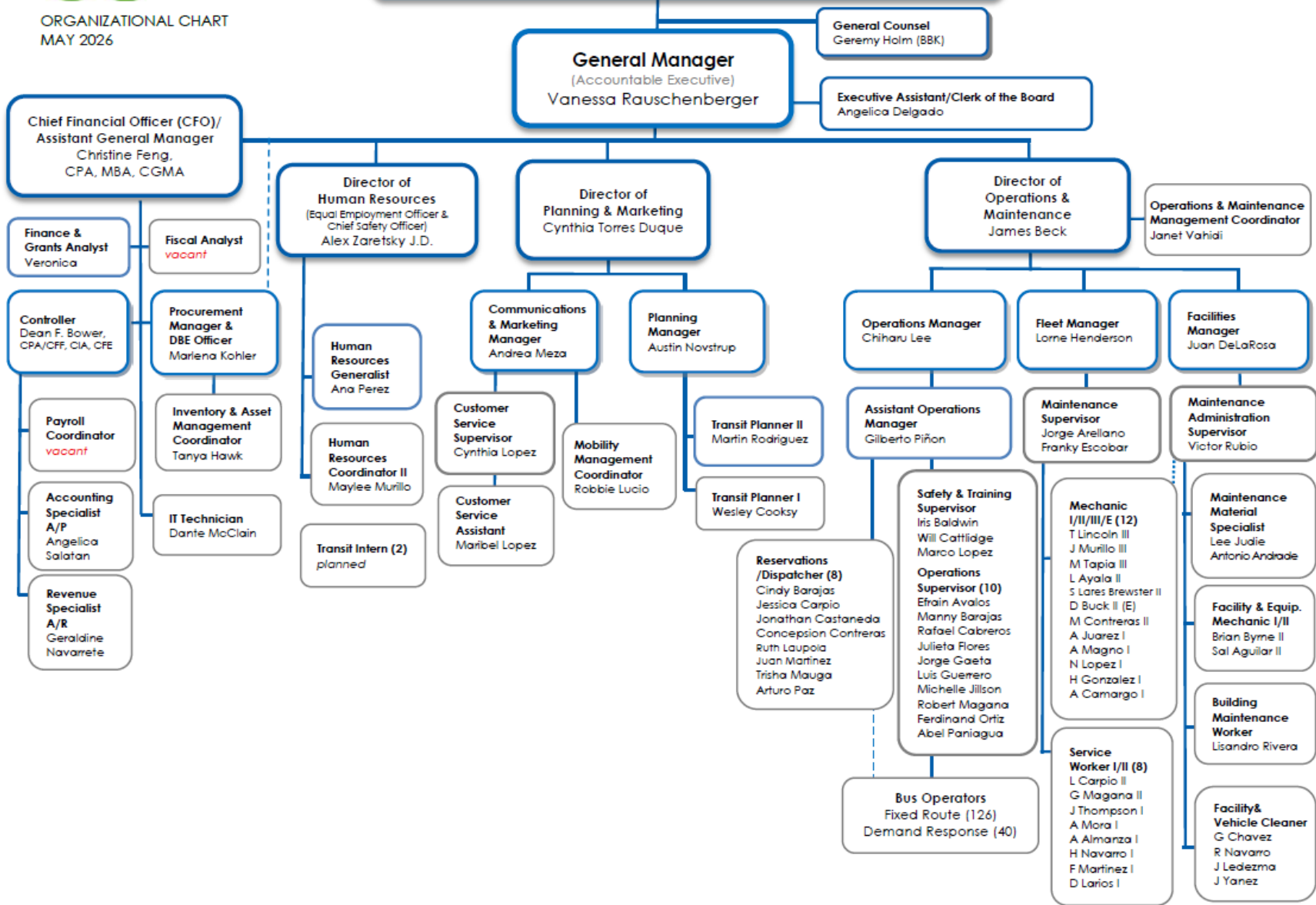
Revenue Vehicles: 88 (61 - fixed-route buses / 28 - demand response vehicles)



ORGANIZATIONAL CHART
MAY 2026

BOARD OF DIRECTORS

OJAI | OXNARD | PORT HUENEME | VENTURA | COUNTY OF VENTURA



FY 2027 Operating & Capital Budget

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5. BUDGET IN BRIEF

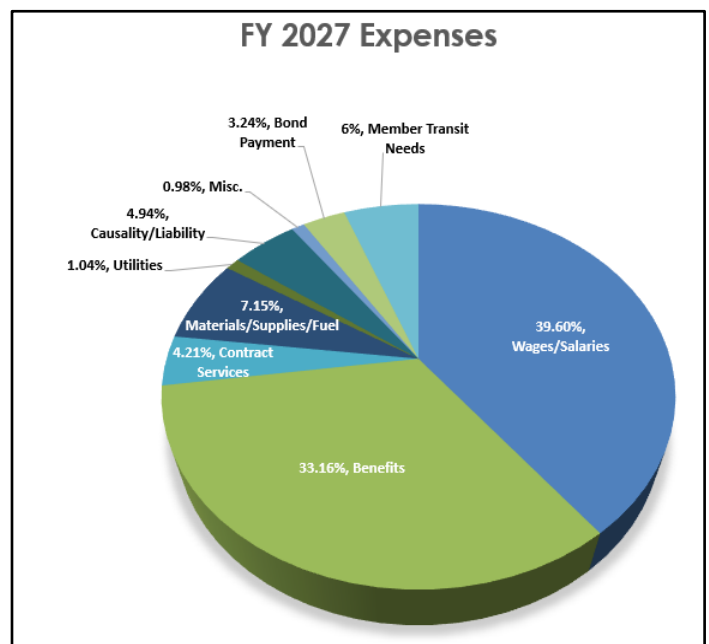
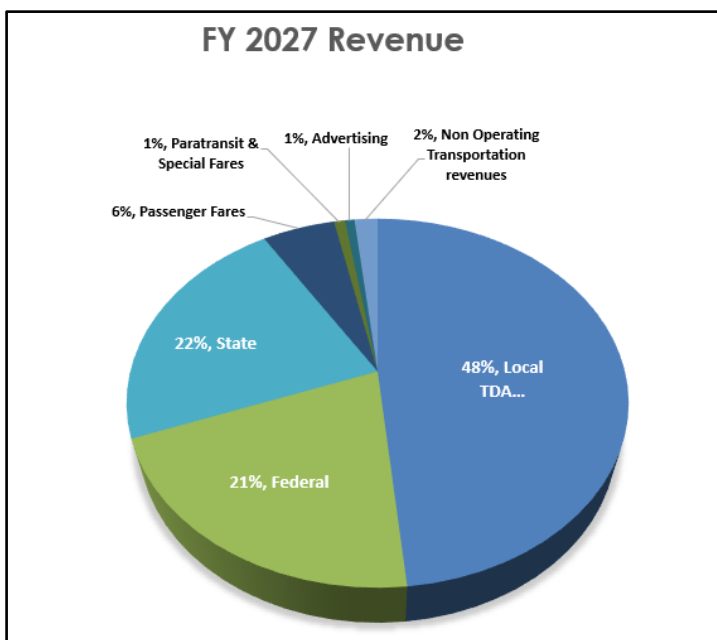
Following is a discussion of the premises for each of the major components of GCTD's FY 2027 Operating Budget Revenue and Expenses.

BUDGET DEVELOPMENT

The budget was developed by the Finance Department in consultation with GCTD's General Manager and Management Team. GCTD uses the accrual method for the basis of budgeting and accounting. The draft budget report was presented to the Board of Directors on May 6th, 2026, in addition to budget reviews conducted with GCTD's Technical Advisory Committee (TAC) in April of 2026. 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 FUNDS

The FY 2027 operating revenue sources are projected to total \$42.7 million, including \$20.7 million from LTF, \$8.9 million in Federal grant funds, \$2.35 million in passenger revenues, \$305,000 in advertising revenues, \$750,000 in non-operating revenues, and \$9.4 million in State funds (including \$5.7 million in SB 125 one-time funding to cover operating deficit). The approximate \$42.7 million in total operating revenue will provide \$38.8 million for GCTD operating activities, and \$3.8 million for members' transit requirements and GCTD's bond payment. The budget summary of revenues and expenses are displayed in **Table 1-3** in the appendix.



FIXED-ROUTE SERVICE LEVELS

GCTD establishes service levels each year through the adoption of its annual budget. The FY 2027 revenue service hours are expected to increase by 1.14%, reaching a total of 205,150 hours.

July 2026 marked the beginning of Year 2 of the SRTP Implementation Plan. The FY 2027 Service Plan guides the budget development for fixed-route services in two distinct periods. The annual service plan outlines fixed route services provided in two periods. The first period starts on July 18th, 2026, while the second period begins on January 3rd, 2027, and concludes on July 17th, 2027. The process of developing the service plan includes reviewing passenger and operator feedback, evaluating long-term plans, analyzing route performance, and assessing available resources.

For the upcoming fiscal year, GCTD does not anticipate significant changes in funding, vehicle availability, or labor availability. GCTD plans to implement the recommendations from year two of the Short-Range Transit Plan in the first period of the coming fiscal year. These changes include realigning two GCTD routes and major schedule adjustments to 5 routes, resulting in improved frequency, extended peak service, and better connections between routes. In Fall 2026, staff will analyze the efficacy and efficiency of planned services based on operator and passenger feedback, ridership data, and on-time performance, and prepare recommendations for implementation in the second service period beginning in January. It is anticipated that these would only include minor schedule adjustments, those necessary to address significant deficiencies in on-time performance or overcrowding, to avoid disrupting passenger travel patterns in the middle of the academic year.



ADA & SENIOR PARATRANSIT/DEMAND RESPONSE (GO ACCESS)

The ACCESS services include federally mandated ADA complimentary services. ACCESS transportation provided is to individuals certified as unable to use the fixed route services for some or all their trips. ACCESS also provides safe, accessible transportation for seniors, 65 years of age and older. 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, school and employment.

The ADA/Paratransit Services has been directed operated by GCTD since October 2024.

Several current and planned grant funded demonstration projects, i.e., direct service to Camarillo and Safe Rides (Early Morning /Late Night), will continue to be evaluated this year to determine if they are feasible to continue absent continual grant funding is exhausted.



6. SUMMARY OF FINANCIAL POLICIES

The financial policies below establish a clear framework to ensure the fiscal integrity, accountability, and transparency of Gold Coast Transit District's (GCTD) financial management practices. These policies guide budget development, financial reporting, investment activities, and the management of revenues, expenses, and reserves.

1. Budgeting and Financial Planning

- GCTD adopts an annual budget that is balanced/aligned with strategic priorities.
- Budgets are prepared on a conservative basis, estimating revenues realistically and appropriating sufficient funds for operations and maintenance.
- Financial forecasting is done to anticipate revenue / expense and capital needs
- Budget amendments are approved by the Board of Directors as necessary

2. Revenues

- GCTD maintains a diversified revenue base to protect against economic fluctuations.
- Revenues are monitored monthly to ensure they meet budgeted expectations.
- Grants are pursued aggressively, managed responsibly, and reported accurately.

3. Expenditures and Cost Control

- Expenditures are controlled through rigorous internal monitoring and approval processes.
- All spending complies with approved budget authority unless amended by the Board.
- Efforts are made to achieve cost savings and operational efficiencies where possible.

4. Financial Reporting and Transparency

- GCTD provides monthly financial reports on fiscal activities to the Board of Directors.
- Annual financial statements are audited by an independent external auditor.
- Financial information is made accessible to promote transparency and accountability.

5. Reserve and Fund Balance Policy

- GCTD maintains operating reserves sufficient to cover a minimum of 90 days of expenses.
- Reserve funds are used only for emergencies, non-recurring expenses, or capital projects

6. Debt Management

- GCTD uses debt financing only for long-term capital projects, not operational costs.
- Debt service obligations are managed prudently to maintain a strong financial position and protect the agency's creditworthiness.

7. Investment Policy

- GCTD funds are invested in accordance with California Government Code and GCTD's Investment Policy to ensure safety, liquidity, and a reasonable rate of return.
- Investments prioritize capital preservation and meet short-term cash flow requirements.

8. Procurement and Contracting

- GCTD follows a fair, competitive, and transparent procurement process
- All contracts comply with federal, state, and local laws, as well as GCTD's policies

9. Risk Management

- GCTD maintains adequate insurance coverage to mitigate risks related to liability, property damage, workers' compensation, and other operational exposures.
- Risk assessment and mitigation strategies are integrated into all major decisions.

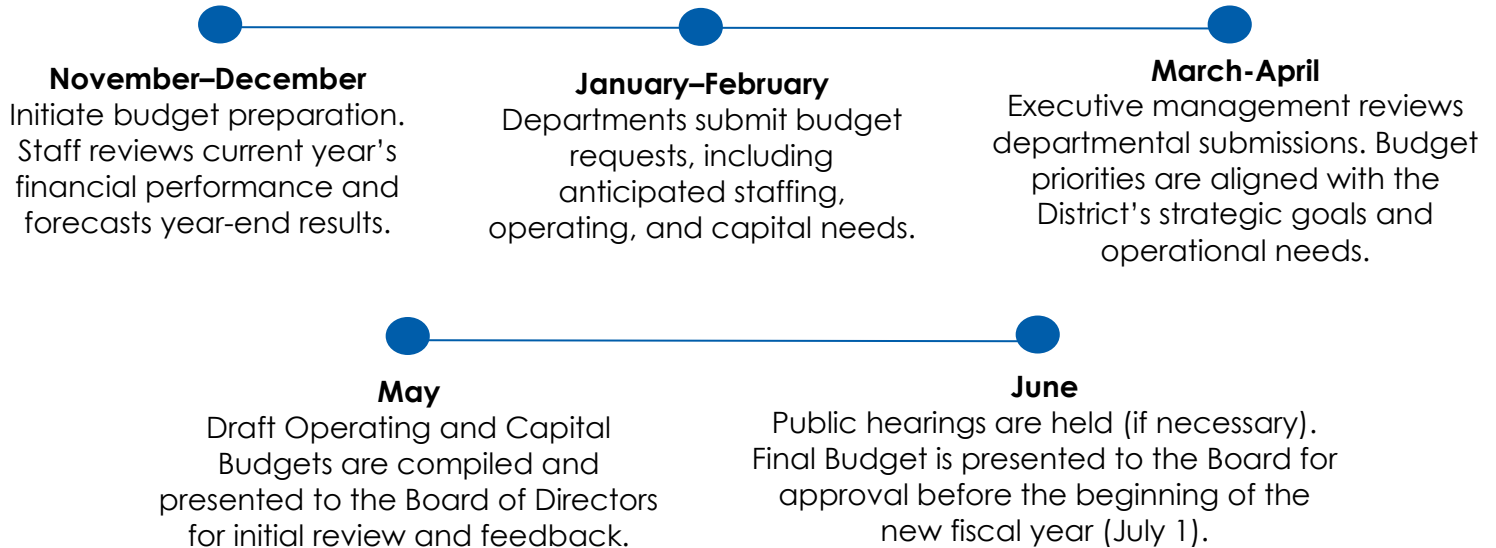
10. Policy Review and Amendments

- This Financial Policy is reviewed at least once every three years or as needed.
- Amendments are approved by the Board of Directors if any.

7. BUDGET PROCESS

Gold Coast Transit District has established a clear and transparent process for developing, approving, and managing the District's annual operating and capital budgets.

1. Budget Development Timeline



2. Budget Components



3. Key Principles

- **Balanced Budget:** Operating revenues fully cover operating expenses and try to prevent relying on one-time funding sources.
- **Transparency:** Budget information is made available for public review and input before final adoption.
- **Accountability:** CFO and department heads are responsible for staying within approved budgets and regularly monitoring performance.
- **Financial-Sustainability:** Long-term financial impacts are considered during the budget process to ensure sustainability.

4. Budget Monitoring and Amendments

- Staff prepare monthly financial reports comparing actual results to budgeted amounts.
- Mid-Year reviews are conducted to assess financial health and adjust forecasts.
- Budget amendments (e.g., new grants, unanticipated expenses) require Board approval.



8. FY 2027 REVENUE SOURCES (FUNDING 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. The table below reflects the revenue for operating activities in FY 2027.

FY 2027 Operating Revenues (Projected)

Operating Revenues		
Local TDA Allocation	\$	20,672,522
Federal	\$	8,899,823
State	\$	9,361,403
Passenger Fares	\$	2,350,000
Paratransit & Special Fares	\$	360,000
Advertising	\$	305,000
Non Operating Transportation revenue	\$	750,000
	\$	42,698,748

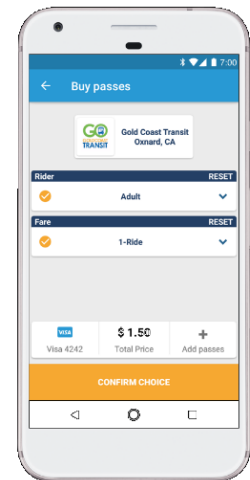
PASSENGER FARES

FIXED-ROUTE Fares

- Adult & Youth - \$2
- Seniors 65+, Disabled and Veterans- \$1
- Seniors 75+ - FREE
- Children under 45" - FREE
- Transfers FREE (Transfers are valid for two hours)

ACCESS Demand Response Fares

- Fare each way - \$4 (ADA certified or Senior)
- Premium Direct Service to Camarillo - \$8 each way (ADA /Senior)
- LATE NIGHTS SAFE RIDES General Public Dial-A-Ride - \$5/ride
- Senior Nutrition Site – FREE



LOCAL FUNDS / TRANSPORTATION DEVELOPMENT ACT (TDA)

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 2027, the most current **estimate from April 2026** indicates GCTD's FY 2027 gross share will be \$20.67 million before allocations are distributed to member agencies.

GCTD's LTF/TDA Apportionment by Jurisdiction	
Ojai	\$ 363,956
Oxnard	\$ 9,568,724
Port Hueneme	\$ 1,003,321
Ventura	\$ 5,247,479
County of Ventura	\$ 4,489,042
	\$ 20,672,522

**Estimated as of April 2026*

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.

For FY 2027, the full LTF allocation to GCTD is \$20,672,522. GCTD member agencies have submitted requests for \$2,427,793 in LTF funding for their recurring transit-related activities and transit-related capital projects. Each member will receive their request, less funds allocated to members but not expended in FY 2025 per audited financials.

Funding these programs, net of carryover from members' prior year funding and returned capital funds leaves GCTD with \$18.2 million in FY 2027 LTF for use in its Operating Budget. A summary of FY 2027 LTF Revenue and funding detail for members' recurring and non-recurring transit services items is shown in **Table 6** in the appendix.

STATE FUNDING (STA / SGR / LCTOP / SB 125)

Based on the most recent State Controllers estimate, GCTD's State Transit Assistance (STA) and State of Good Repair (SGR) are \$322K. The Operating budget assumes us of LCTOP and interested from SB125 will be used to support Yourh Ride Free. In addition, GCTD will make use of approximately \$5.7 million of one-time funding from SB 125 to help provide bridge funding to address anticipated operating deficits. This funding is subject to state / VCTC approval and is finalized as part of the final budget.

FEDERAL ALLOCATION 5307,5339 & 5310

GCTD's FY 2027 Federal transit funding Assistances are from section 5307, 5310, and 5339. 5307 Federal funding includes \$5.9 million for Operating, Preventative Maintenance, and ADA Paratransit. Section 5307 will fund half of the annual required bond payment (\$602,038), with Section 5339 funding covering the remaining half Bond payment (\$780,000). 5310/JARC-Enhanced Mobility (\$92,000). GCTD will use up to \$1.5 Million in route-specific Federal CMAQ

grant funds to continue the Ventura Road Route (Route 23) pilot and in Youth Booster Service. LCTOP funds will be used to help provide local match.

ADVERTISING REVENUE

The projected revenue from FY 2027 exterior and interior bus Advertising is \$305,000.



NON-OPERATING REVENUE

Non-operating revenue represents income generated from sources outside of Gold Coast Transit District's core transit operations. While not directly linked to passenger fares or transit service delivery, these revenues provide critical support for day-to-day operations and strategic initiatives. The following are key components of GCTD's non-operating revenue:

1. Investment Income

GCTD earns interest on cash balances and designated reserves held in accounts such as the Local Agency Investment Fund (LAIF), money market accounts, and other permitted instruments as guided by the District's investment policy. These earnings help preserve fund balances and offset operating costs.

2. Energy Credits

Energy credits include revenues from programs such as California's Low Carbon Fuel Standard (LCFS), which incentivize the use of cleaner, lower-emission fuels. GCTD generates and monetizes these credits based on its fuel consumption data, particularly the use of electricity and natural gas in fleet operations.

3. Scrap Sale Revenue

GCTD occasionally disposes of obsolete or decommissioned equipment and vehicle parts. Revenues from these sales are modest but represent responsible asset management and recapture of value from end-of-life assets.

4. City of Oxnard Truck Fueling Partnership

GCTD has established a cooperative agreement with the City of Oxnard to allow city-owned trucks to utilize the CNG fueling infrastructure located at GCTD's operations and maintenance facility. This partnership not only promotes regional use of clean fuels but also provides GCTD with a modest revenue stream through cost-sharing or fee-based fueling arrangements. The partnership enhances interagency collaboration and supports broader environmental goals within the region.

9. FY 2027 OPERATING EXPENSES (BY FUNCTION)

FY 2027 expenses cover all transit operating activities as described in this section. Operator and Maintenance wage and benefit expenses account for the largest portion of the operating budget. GCTD continually to look for ways to streamline expenses to ensure more efficient organization.

FY 27 Expense Budget		
Wages/Salaries	\$	16,910,357
Benefits	\$	14,157,050
Contract Services	\$	1,797,051
Materials/Supplies/Fuel	\$	3,052,420
Utilities	\$	442,000
Causality/Liability	\$	2,110,700
Misc.	\$	419,340
Total Operating	\$	38,888,917
Bond Payment	\$	1,382,038
Member Transit Needs	\$	2,427,793
Total-Non Operating and Debt	\$	3,809,831
FY 2027 - Total Expense Budget	\$	42,698,748

Wages/Salaries: This category supports compensation for full-time and part-time employees, including operations, maintenance, and administrative staff. It reflects efforts to maintain competitive wages and ensure high service reliability through workforce stability. For FY 2027, GCTD budgeted wages and benefits for 253 employees. GCTD currently has 249 employees. For fixed route service, the budget includes an estimate of 126 fixed-route and 40 demand response operators, as well as restoration of the intern program. Estimated wage/salary and benefit increase for represented and non-represented employees are included in the FY 2027 budget. These increases are largely due subject to contractual obligations with represented groups.

Position	FY 2026 Approved Budget	FY 2027 Proposed Budget Changes	FY 2027 Proposed Budget
Bus Operators :			
Bus Operator - Fixed Route	126.0	0.0	126.0
Bus Operator - Demand Response (Paratransit)	40.0	0.0	40.0
Maintenance & Administration:			0.0
Operations Management	26.0	0.0	26.0
Maintenance	34.0	0.0	34.0
Executive	2.0	0.0	2.0
Finance	11.0	0.0	11.0
Human Resources	3.0	0.0	3.0
Planning & Marketing	9.0	0.0	9.0
Interns - General	0.0	2.0	2.0
TOTAL	251.0	2.0	253.0
Operators	166.0	0.0	166.0
Non-Operators	85.0	2.0	87.0
Total	251.0	2.0	253.0

Benefits: Includes employer contributions to health insurance, pensions (e.g., CalPERS), and other employee benefit programs. This allocation is critical to employee retention and compliance with labor agreements.

Contract Services:

Covers professional and technical services not handled in-house, such as legal counsel, IT support, auditing, and consulting. These contracts provide operational efficiency and access to specialized expertise.

Materials, Supplies, and Fuel:

Encompasses the procurement of vehicle parts, general supplies, and fuel necessary for day-to-day transit operations and maintenance of the fleet.

Utilities: Budgeted for electricity, water, natural gas, and communications services to support all GCTD facilities and operations centers.

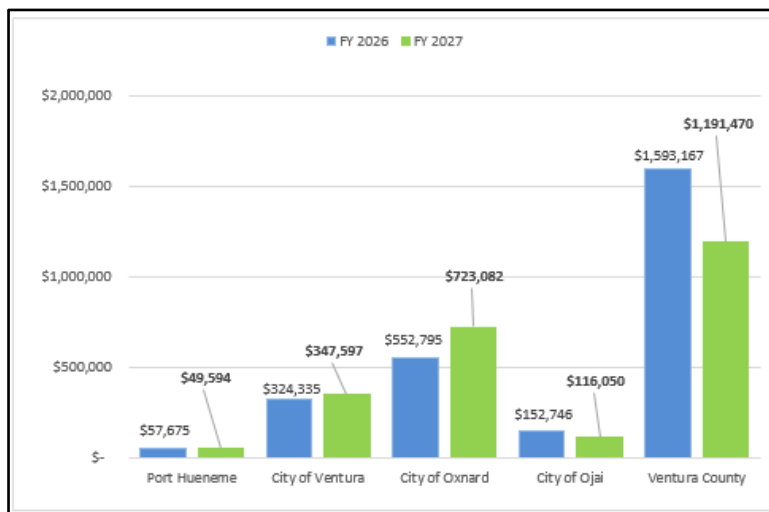
Casualty and Liability: Funds risk management initiatives including insurance premiums for vehicles, facilities, and workers' compensation. It helps mitigate the financial impact of accidents and liability claims.

Miscellaneous: A flexible line item that supports minor, unforeseen, or general operating expenses that do not fall under other categories, such as staff training, memberships, and minor equipment.

NON-OPERATING EXPENSES

Bond Payment: Represents scheduled debt service payments on outstanding bonds issued for capital infrastructure projects. It reflects GCTD's commitment to meeting its long-term financial obligations.

Member Transit Needs: Allocated to meet the unique transit service needs of member jurisdictions. This includes contributions toward local fixed-route services, dial-a-ride programs, and special community mobility projects.



10. FY 2027 OPERATING EXPENSES (BY DEPARTMENT)

The Gold Coast Transit District's FY 2027 Operating Budget totals \$38,888,917 (excluding bond payment and members transit needed), allocated across eight departments. This funding supports core transit functions including Operations, Maintenance, ADA/Paratransit services, Administration and Finance, Planning & Marketing. The budget is structured around key expenditure categories: Wages/Salaries, Benefits, Services, Materials, Utilities, Casualties/Liabilities, and Miscellaneous costs.

FY 2027 OPERATING EXPENSES BY DEPARTMENT

Category	OPERATIONS			MAINTENANCE		ADMINISTRATION			Total
	Operations (Fixed Route Bus Operators)	Operations Management	ADA/Paratransit Operations Demand Response Bus Operators	Vehicle Maintenance	Facility Maintenance	Executive Administration & Finance	Planning and Marketing	Human Resources	
Wages/Salaries	7,982,418	1,527,605	2,620,473	1,678,474	739,428	1,349,400	657,737	354,822	16,910,357
Benefits	7,026,738	1,252,891	2,118,957	1,354,434	693,778	1,015,758	480,816	213,678	14,157,050
Services	31,500	-	10,000	191,460	289,500	969,072	300,519	5,000	1,797,051
Materials	22,723	9,240	409,000	2,089,157	119,800	278,000	122,500	2,000	3,052,420
Utilities	-	-	-	-	442,000	-	-	-	442,000
Casualties and Liabilities	-	-	-	-	-	1,950,000	119,000	41,700	2,110,700
Misc	10,000	20,000	5,000	76,340	40,500	267,500	-	-	419,340
Department total Operating Budget	15,073,379	2,809,736	5,163,430	5,389,865	2,325,007	5,829,730	1,680,571	617,200	38,888,917
Bond payment									1,382,038
Member Transit Needs									2,427,793
Total Operating Expenses- FY 2027									42,698,748

The FY 2027 budget reflects GCTD's strategic focus on maintaining high-quality transit operations while investing in workforce support, vehicle and facility maintenance, and customer engagement. Much of the budget, approximately 79%, is committed to personnel costs, emphasizing the human resources required to sustain safe and reliable transit services across the region.

OPERATIONS

1. Fixed Route Operations (\$15,073,379)

This department represents fixed route bus operators and associated costs. It holds the largest portion of the budget, largely driven by:

- Wages: \$7.98 million
- Benefits: \$7.03 million
- Minor allocations to services, materials, and miscellaneous.

2. Operations Management / Supervisors (\$2,809,736)

Management and Supervisory roles for transit operations are included here:

- Wages & Benefits: \$2.78 million
- Minimal costs in materials and misc. items.

3. ADA/Paratransit Operations (\$5,163,430)

Covers specialized transportation for individuals with mobility limitations and seniors:

- Wages & Benefits: \$4.74 million
- Materials & Service Contracts: \$419,000

MAINTENANCE

4. Vehicle Maintenance (\$5,389,865)

Supports bus repairs and fleet upkeep, with high material and service expenses:

- Materials: \$2.09 million
- Services: \$191,460
- Includes labor and benefits for mechanics.

5. Facility Maintenance (\$2,235,007)

Maintains GCTD's operations facility and fueling infrastructure:

- Major categories: Services (\$289,500) and Utilities (\$442,000)
- Labor, benefits, and materials support core infrastructure.

ADMINISTRATION

6. Finance / Administration (\$5,829,730)

Executive Staff, Financial planning, Insurance premiums, phones, grants, procurement, IT and general administration:

- Casualties/Liability insurance premiums and miscellaneous expenses \$1.95 million
- Wages/Benefits: \$2.4 million
- Expenses for services and materials: \$1.2 million

7. Planning and Marketing (\$1,680,571)

Responsible for community outreach, planning services, planning, scheduling, customer service, and rider engagement:

- Wages/Benefits: \$1.13 million
- Expenses for services and materials: \$423,019

8. Human Resources (\$617,200)

Supports staffing, training, and workforce development:

- Wages/Benefits: \$568,500
- Smaller allocations to materials, services, and misc.

11. LONG-RANGE OPERATIONAL PLAN

The long-range operational plan incorporates prior years financial data as well as information from the Capital Project Plan to project future operating revenues and expenses. Beyond FY 2028, the District will have a funding gap that will need to be bridged by contingent revenue sources. The plan projections also assume the following assumptions:

Revenue

- Passenger and Special Transit fares assume no fare increases and an annual revenue growth of 2%.
- Auxiliary Transportation (i.e. advertising) are relatively fixed beyond FY 2027 due to the expectation of few to no additional contracts.
- Non-Transportation revenues are fixed beyond FY 2028 due to no underlying changes in current assumptions.
- Local grants and reimbursements assume an annual growth of 3%.
- State Grants utilize SB125, one-time funds, which will be fully used by FY 2028.
- LCTOP funding is expected to be uncertain beyond FY 2028.

Expenses

- Labor and fringe benefits assume cost-of-living adjustments and memorandum of understanding for union employees.
- All other operating expenses are expected to increase given that costs are projected to rise.
- Bond payment expenses are based on the debt service schedule denoted in **Section 13 “Debt Service”**.

Operating Budget	APPROVED BUDGETS			PROPOSED BUDGET	PROJECTIONS		
	2024	2025	2026	2027	2028	2029	2030
REVENUES							
Passenger Fares	\$ 2,341,230	\$ 2,150,000	\$ 2,250,000	\$ 2,350,000	\$ 2,397,000	\$ 2,636,700	\$ 2,667,861
Special Transit	\$ 496,675	\$ 384,000	\$ 350,000	\$ 360,000	\$ 292,421	\$ 312,890	\$ 316,283
Auxiliary Trans	\$ 286,160	\$ 300,000	\$ 300,000	\$ 305,000	\$ 305,000	\$ 305,000	\$ 305,000
Non-Transportation	\$ 289,850	\$ 696,970	\$ 750,000	\$ 750,000	\$ 700,000	\$ 750,000	\$ 750,000
Local Funds - Transportation Development Act	\$ 21,382,371	\$ 20,631,299	\$ 20,028,323	\$ 20,672,522	\$ 21,338,177	\$ 22,831,850	\$ 23,079,372
State Grants	\$ 2,322,000	\$ 2,224,000	\$ 3,075,000	\$ 3,661,403	\$ 2,028,000	\$ 2,126,000	\$ 3,293,333
State Grants - SB 125 (one time funds)	\$ -	\$ 3,551,005	\$ 4,130,378	\$ 5,700,000	\$ 6,319,879	\$ -	\$ -
Federal Grants	\$ 10,053,144	\$ 8,696,270	\$ 9,354,523	\$ 8,899,823	\$ 8,550,513	\$ 8,270,342	\$ 7,990,171
TOTAL REVENUES	\$ 37,171,430	\$ 38,633,544	\$ 40,238,224	\$ 42,698,748	\$ 41,930,989	\$ 37,232,782	\$ 38,402,020
EXPENSES							
Labor	\$ 14,284,000	\$ 14,624,401	\$ 16,218,107	\$ 16,910,357	\$ 17,877,411	\$ 18,056,185	\$ 18,599,658
Fringe Benefits	\$ 7,741,606	\$ 11,269,021	\$ 12,807,941	\$ 14,157,050	\$ 13,842,262	\$ 14,119,108	\$ 14,401,490
Services	\$ 5,796,977	\$ 2,580,550	\$ 1,274,086	\$ 1,797,051	\$ 1,850,000	\$ 1,010,000	\$ 668,678
Materials & Tools	\$ 3,557,297	\$ 3,618,300	\$ 3,248,366	\$ 3,052,420	\$ 3,131,375	\$ 2,896,234	\$ 2,754,462
Utilities	\$ 330,729	\$ 450,000	\$ 437,000	\$ 442,000	\$ 470,000	\$ 507,108	\$ 534,163
Casualty & Liability	\$ 1,222,606	\$ 1,340,000	\$ 1,636,500	\$ 2,110,700	\$ 1,700,000	\$ 1,717,000	\$ 2,069,085
Misc	\$ 613,160	\$ 509,500	\$ 551,000	\$ 419,340	\$ 388,260	\$ 334,264	\$ 280,268
Bond Payment	\$ 1,384,813	\$ 1,384,270	\$ 1,384,506	\$ 1,382,038	\$ 1,398,663	\$ 1,399,788	\$ 1,399,338
Pass-through to other agencies	\$ 2,240,242	\$ 2,857,502	\$ 2,680,718	\$ 2,427,793	\$ 2,648,031	\$ 2,658,623	\$ 2,669,258
TOTAL EXPENSES	\$ 37,171,430	\$ 38,633,544	\$ 40,238,224	\$ 42,698,748	\$ 43,306,001	\$ 42,698,309	\$ 43,376,397
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ (1,375,012)	\$ (5,465,528)	\$ (4,974,378)

12. FY 2027 CAPITAL PLAN

FY 2027 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 sources.
- 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

CAPITAL PROJECTS FY 2027 (FUNDING IDENTIFIED)								
Description	Federal	Federal	Federal	State	State	State	Local	Total
	5307 Formula	5307/CMAQ	5310/JARC	STR / SGR*	ZETCP	TIRCP	Capital Reserve**	
Replacement Fixed Route Bus (CNG) (8 GILLIGs)		\$ 5,779,785		\$ 321,968			\$ 434,247	\$ 6,536,000
Replacement Demand Response (CNG) (8 Cutaways)			\$ 640,000			\$ 975,000		\$ 1,615,000
Replacement Service Vehicles (Relief Sedan)						\$ 248,000		\$ 248,000
Replacement Service Vehicle (Supervisor Van)						\$ 100,000		\$ 100,000
Facility Solar/Energy Storage Project					\$ 1,242,000			\$ 1,242,000
Business Systems	\$ 49,600						\$ 12,400	\$ 62,000
TOTAL	\$ 49,600	\$ 5,779,785	\$ 640,000	\$ 321,968	\$ 1,242,000	\$1,323,000	\$ 446,647	\$ 9,803,000

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. The future of LCTOP funding is uncertain beyond FY 2028.

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, 4) Additions to the District's technology to ensure the continuation of an efficient transit service, and 5) Solar/Energy Storage.

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 2027, GCTD will plan to use all SGR/STA funding 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 required match for projects going forward as much as possible.

The past few years have seen substantial increased transit funding at the State level. California's TIRCP (SB 125) and LCTOP programs, while currently providing significant support for operations and capital projects, are not expected to be ongoing sources of funding beyond FY 2028. Additionally, while SB1 legislation primarily provides funding for street and highway repair, a very small amount of State of Good Repair and STA are available for GCTD use, as the bulk of these funds are allocated to VCTC. As a result, for 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 \$ 91.1 million. This includes \$30.7 million for programmed projects (funding identified), and \$60.4 million for programmed projects over the next ten years (funding unidentified), **Table 7**.

13. DEBT SERVICE (FACILITY COP)

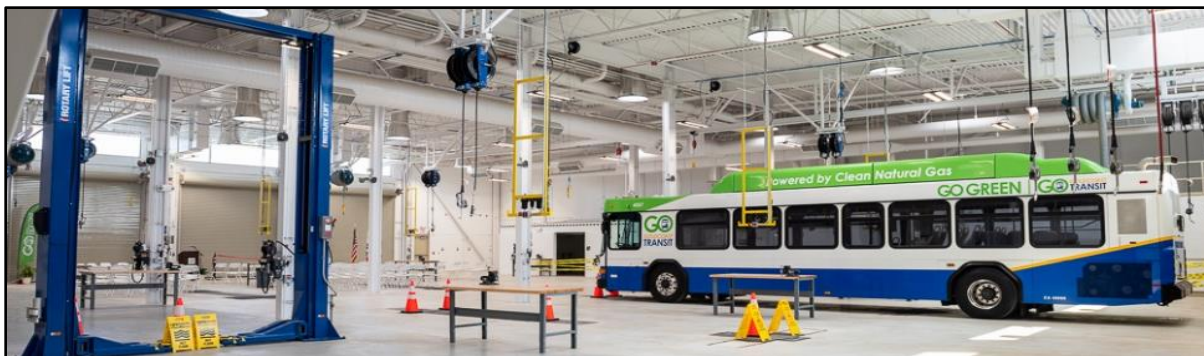
A key milestone in GCTD history occurred when the District relocated to the new Facility in July 2019. The more functional facility allows GCTD a base of operations to support public transit in the county. To fund the facility, the District secured commitments for over 50% of the total project cost in 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 2027, GCTD will require interest and principal payments totaling approximately \$1.38 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 2026 and through the end of FY 2027. It should be noted that early repayment of the facility COP is permitted after FY 27. If funding can be identified to do this, this would save a significant amount in interested fees.

Year Ending June 30	Principal	Interest	Total
2026	\$ 475,000	\$ 909,506	\$ 1,384,506
2027	495,000	887,038	1,382,038
2028	520,000	861,663	1,381,663
2029	550,000	834,225	1,384,225
2030	580,000	804,563	1,384,563
2031-2035	3,360,000	3,559,956	6,919,956
2036-2040	4,140,000	2,779,225	6,919,225
2041-2045	5,265,000	1,648,125	6,913,125
2046-2048	3,855,000	295,625	4,150,625
Total	\$ 19,240,000	\$ 12,579,926	\$ 31,819,926



Gold Coast Transit District
FY 2027 Operating & Capital Budget

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14.DETAILED BUDGET TABLES

TABLE 1
FY 2027 Operating Funding Sources
 (July 1, 2026, to June 30, 2027)

OPERATING REVENUE (FUNDING SOURCES)		FY 2027
LOCAL OPERATING REVENUE		
Passenger Fares	\$	2,350,000
Paratransit & Special	\$	360,000
Advertising	\$	305,000
Non Operating Transportation revenues	\$	750,000
Total Local Operating Revenues:	\$	3,765,000
LOCAL TRANSPORTATION FUNDS / TDA Allocation to GCTD		
Ojai		\$363,956
Oxnard		\$9,568,724
Port Hueneme		\$1,003,321
Ventura		\$5,247,479
County of Ventura		\$4,489,042
Total Local Transportation Funds / Transportation Development Act	\$	20,672,522
FEDERAL TRANSIT ADMINISTRATION		
SECTION 5307 - OPERATING ASSISTANCE.	\$	2,750,000
SECTION 5307 - PREVENTATIVE MAINTENANCE	\$	2,500,000
SECTION 5310 - Enhanced Mobility	\$	92,000
SECTION 5307 - BOND PAYMENT	\$	602,038
CAPITAL - SECTION 5339 - BUSES & FACILITIES (Bond Payment)	\$	780,000
SECTION 5307 JARC - late night /sunrise/unhoused employment Transport	\$	675,785
CMAQ - DEMO PROJECT - VENTURA ROAD ROUTE 23*	\$	1,500,000
Total Federal Funds	\$	8,899,823
STATE FUNDS		
SB125	\$	5,700,000
LCTOP (Youth Ridefree)	\$	73,500
LCTOP (Youth Ridefree)	\$	2,787,903
LCTOP (College Ride)	\$	800,000
Total State Operating	\$	9,361,403
Total Operating Revenues--Funding Sources	\$	42,698,748

TABLE 2
FY 2027 Operating Funding Uses (Expenses)
 (July 1, 2026, to June 30, 2027)

EXPENSES	FY 2027	
OPERATING BUDGET		
Wages/Salaries	\$	16,910,357
Benefits	\$	14,157,050
Services	\$	1,797,051
Materials/Supplies/Fuel	\$	3,052,420
Utilities	\$	442,000
Causality and Liability	\$	2,110,700
Misc. (Fees, Promotions, Travel, Training, etc)	\$	419,340
Total Operating	\$	38,888,917
Bond Payment and Member Transit Needs		
Bond Payment	\$	1,382,038
Member distribution (LTF) - Ojai	\$	116,050
Member distribution (LTF) - Oxnard	\$	723,082
Member distribution (LTF) - Port Hueneme	\$	49,594
Member distribution (LTF) - City of Ventura	\$	347,597
Member distribution (LTF) - Ventura County	\$	1,191,470
Total Non-Operating	\$	3,809,831
Total Expenses:	\$	42,698,748
CAPITAL EXPENSES		
Replacement Fixed Route Bus (CNG) (8 GILLIGs)	\$	6,536,000
Replacement Demand Response (CNG) (8 Cutaways)	\$	1,615,000
Replacement Service Vehicles (Relief Sedan)	\$	248,000
Replacement Service Vehicle (Supervisor Van)	\$	100,000
Facility Solar/Energy Storage Project	\$	1,242,000
Business Systems	\$	62,000
Total Capital Expenditures	\$	9,803,000
Grand Total ---- Expenses	\$	52,501,748

TABLE 3
Three-Year Comparison Operating and Capital Budget
FY 2025 vs. FY 2026 vs. FY 2027

OPERATING BUDGET	FY 2025		FY 2026		FY 2027	
	Approved Budget	Approved Budget	Change	Proposed Budget	Change	
LOCAL OPERATING REVENUE						
Total Local Operating Revenues (Fares, Advertising, etc)	\$ 3,530,970	\$ 3,650,000	3%	\$ 3,765,000	3%	
LOCAL TRANSPORTATION FUNDS / TDA Allocation to GCTD						
Total Local Transportation Funds / Transportation Development Act	\$ 20,631,299	\$ 20,028,323	-3%	\$ 20,672,522	3%	
FEDERAL TRANSIT ADMINISTRATION						
Total Federal Funds (Formula 5307, 5310, 5339)	\$ 8,696,270	\$ 9,354,523	8%	\$ 8,899,823	-5%	
STATE FUNDS						
Total State Operating including SB 125 (One time funding)	\$ 5,775,005	\$ 7,205,378	25%	\$ 9,361,403	30%	
Total Operating Revenues--Funding Sources	\$ 38,633,544	\$ 40,238,224	4%	\$ 42,698,748	6%	
CAPITAL BUDGET						
Total Capital Revenues--Funding Sources	\$ 12,549,000	\$ 21,481,248	71%	\$ 9,803,000	-54%	
Grand Total ---- SOURCES	\$ 51,182,544	\$ 61,719,472	21%	\$ 52,501,748	-15%	
EXPENSE BUDGET						
	FY 2025	FY 2026	Change	FY 2027	Change	
OPERATING BUDGET						
Wages/Benefits	\$ 25,893,422	\$ 29,026,048	12%	\$ 31,067,406	7%	
Contract Services	\$ 2,580,550	\$ 1,274,086	-51%	\$ 1,797,051	41%	
Materials/Supplies/Fuel	\$ 3,618,300	\$ 3,248,366	-10%	\$ 3,052,420	-6%	
Utilities	\$ 450,000	\$ 437,000	-3%	\$ 442,000	1%	
Causality and Liability	\$ 1,340,000	\$ 1,636,500	22%	\$ 2,110,700	29%	
Misc. (Fees, Promotions, Travel, Training, etc)	\$ 509,500	\$ 551,000	8%	\$ 419,340	-24%	
Total Operating	\$ 34,391,772	\$ 36,173,000	5%	\$ 38,888,917	8%	
Bond Payment and Member distribution						
Total Non-Operating	\$ 4,241,772	\$ 4,065,224	-4%	\$ 3,809,831	-6%	
Total Expenses:	\$ 38,633,544	\$ 40,238,224	4%	\$ 42,698,748	6%	
CAPITAL EXPENSES						
Total Capital Expenditures	\$ 12,549,000	\$ 21,481,248	71%	\$ 9,803,000	-54%	
Grand Total ---- USES	\$ 51,182,544	\$ 61,719,472	21%	\$ 52,501,748	-15%	

TABLE 4
Fund Balance Table

Funding Source	Actual Sources FY 2025	Adopted Budget FY 2026	Proposed Budget FY 2027	Change from FY 2026 (\$)	Change from FY 2026 (%)
Federal	\$ 7,908,107	\$ 9,354,523	\$ 8,899,823	\$ (454,701)	-5%
State					
<i>State Transit Assistance (STA)</i>	\$ 317,251	\$ 298,300	\$ 269,212	\$ (29,088)	-10%
<i>State of Good Repair (SGR)</i>	\$ 53,044	\$ 51,734	\$ 52,756	\$ 1,022	2%
<i>SB 125</i>	\$ 3,122,260	\$ 4,130,378	\$ 5,700,000	\$ 1,569,622	38%
LCTOP					
<i>Match RT 23 / Youth Ride Free</i>	\$ 77,359	\$ 75,000	\$ 73,500	\$ (1,500)	-2%
<i>Youth Ridefree</i>	\$ 1,870,866	\$ 2,400,000	\$ 2,787,903	\$ 387,903	16%
<i>College Ride</i>	\$ 457,719	\$ 600,000	\$ 800,000	\$ 200,000	33%
Local					
<i>Local Agency Investment Fund (LAIF)</i>	\$ 111,328	\$ 116,578	\$ 121,793	\$ 5,215	4%
<i>Ventura County Pooled Investment Fund (VCPIF)</i>	\$ 1,463,810	\$ 1,521,773	\$ 1,587,506	\$ 65,733	4%
<i>Local Transportation Funding (LTF)</i>	\$ 21,184,826	\$ 20,028,323	\$ 20,672,522	\$ 644,199	3%
Total Funding	\$ 36,566,570	\$ 38,576,610	\$ 40,965,015	\$ 2,388,405	6%
Fund Use					
<i>Operating Expenses</i>	\$ 36,355,276	\$ 40,238,224	\$ 42,698,748	\$ 2,460,524	6%
District Reserve	\$ -	\$ 1,661,614	\$ 1,733,733	\$ 72,119	4%
Total Fund Balance (Surplus/Deficit)	\$ 211,294	\$ -	\$ -	\$ -	

GCTD does not have traditional "Fund Balances" like other governmental agencies because the District operates as a single enterprise fund. The District uses an accrual basis for both accounting and budgeting. Under this method, revenues are recorded when earned and expenses are recorded when related liability is incurred, regardless of timing of related cash flows.

TABLE 5
FY 2027 Personnel Levels

Position	FY 2026 Approved Budget	FY 2027 Proposed Changes	FY 2027 Proposed Budget
Bus Operators			
Bus Operator - Fixed Route	126.0		126.0
Bus Operator - Demand Response (Paratransit)	40.0		40.0
Operations Management			
Director of Operations & Maintenance	1.0		1.0
Operations Manager - FR	1.0		1.0
Operations Manager - DR	1.0	-	1.0
Assistant Operations Manager	1.0		1.0
Operations Safety & Training Supervisor	3.0		3.0
Operations Supervisors	10.0		10.0
Operations & Maintenance Mgmt Coordinator	1.0		1.0
Dispatch & Reservationist - Demand Response (Paratransit)	8.0		8.0
Operations Total	192.0	-	192.0
Fleet Maintenance			
Fleet Manager	1.0		1.0
Maintenance Supervisor	2.0		2.0
Mechanic I	4.0		4.0
Mechanic II	4.0		4.0
Mechanic III	3.0		3.0
E-Mechanic II	1.0		1.0
Fleet and Facilities Maintenance			
Facility Manager	1.0		1.0
Maintenance Administration Supervisor	1.0		1.0
Facility & Equipment Mechanic II	2.0		2.0
Maintenance Material Specialist	2.0		2.0
Building Maintenance Worker	1.0		1.0
Service Worker I	6.0		6.0
Service Worker II	2.0		2.0
Facilities & Vehicle Cleaner-Sanitizer	4.0		4.0
Maintenance Total	34.0	-	34.0
Executive			
General Manager	1.0		1.0
Clerk of the Board/Executive Assistant	1.0		1.0
Intern (Supports all Departments)	-	2.0	2.0
Finance			
CFO/Assistant General Manager	1.0		1.0
Controller	1.0		1.0
Accounting Manager	1.0		1.0
Accounting Specialist - Accounts Payable	1.0		1.0
Revenue Specialist	1.0		1.0
Finance and Grant Analyst	1.0		1.0
Fiscal Analyst	1.0		1.0
Payroll Coordinator	1.0		1.0
I.T. Technician	1.0		1.0
Purchasing Manager/DBE Officer	1.0		1.0
Inventory and Asset Management Coordinator	1.0		1.0
Human Resources			
Director of Human Resources	1.0		1.0
Human Resources Generalist	1.0		1.0
Human Resources Coordinator II	1.0		1.0
Planning & Marketing			
Director of Planning & Marketing	1.0		1.0
Communications & Marketing Manager	1.0		1.0
Customer Service Supervisor	1.0		1.0
Customer Service Assistant	1.0		1.0
Compliance & Special Projects Manager	1.0		1.0
Mobility Management Coordinator	1.0		1.0
Transit Planning Manager	1.0		1.0
Transit Planner I	1.0		1.0
Transit Planner II	1.0		1.0
Administration Total	25.0	2.0	27.0
TOTAL	251.0	2.0	253.0
Operators	166.0	-	166.0
Non-Operators	85.0	2.0	87.0
Total	251.0	2.0	253.0

* Reasons for Change in Headcount: - Restoring the Intern Program

TABLE 6

**Gold Coast Transit District
LTF Revenue and Members' Transit Services Funding – FY 2027**

FY 2027 TDA/LTF Funding to Member Jurisdictions							
TDA/LTF REVENUE PROJECTIONS		TOTAL	OJAI	OXNARD	PORT HUENEME	VENTURA	VENTURA COUNTY
<i>LTF Allocation Estimate (Draft as of April 2026)</i>		\$ 20,672,522	\$ 363,956	\$ 9,568,724	\$ 1,003,321	\$ 5,247,479	\$ 4,489,042
FUNDING REQUESTS FOR RECURRING TRANSIT REQUIREMENTS							
City of Ojai							
Ojai Trolley Operations & Maintenance	Ojai	\$ 157,328	\$ 157,328				
City of Oxnard							
OTC Operation & Maintenance / Transit Services	Oxnard	\$ 523,896		\$ 523,896			
OTC Operation & Maintenance / Transit Services: Assistant PW Director & Admin	Oxnard	\$ 79,186		\$ 79,186			
Recurring Bus Stop Maintenance	Oxnard	\$ 120,000		\$ 120,000			
City of Port Hueneme							
Smart Waste Receptable Service/ Operating expenses	Port Hueneme	\$ 14,538			\$ 14,538		
City of Ventura							
Operation & Maintenance at VTC /AMTRAK/ Metrolink Station/ Bus Stops	Ventura	\$ 361,540				\$ 361,540	
County of Ventura							
Recurring Bus Stop Maintenance	County	\$ 30,000					\$ 30,000
County Transit Services Management & Oversight	County	\$ 150,000					\$ 150,000
Transit Service - Heritage Valley	County	\$ 325,000					\$ 325,000
Transit Service - Ojai Trolley	County	\$ 450,000					\$ 450,000
Transit Service - T.O. D-A-R / Unincorporated Area	County	\$ 100,000					\$ 100,000
Transit Service - ECTA D-A-R	County	\$ 15,000					\$ 15,000
Transit Service - Kanan Road Shuttle	County	\$ 500,000					\$ 500,000
TOTAL - RECURRING TRANSIT REQUIREMENTS		\$ 2,826,488	\$ 157,328	\$ 723,082	\$ 14,538	\$ 361,540	\$ 1,570,000
<i>Prior Year Carryover Operating Funds Applied to FY 27</i>		\$ 442,852	\$ 41,278		\$ 9,101	\$ 13,943	\$ 378,530
Net LTF Funding for FY 2027 Recurring Transit Requests (minus carryover)		\$ 2,383,636	\$ 116,050	\$ 723,082	\$ 5,437	\$ 347,597	\$ 1,191,470
Under/(OVER) Baseline		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2027 Baseline Maximum Request Allowed		\$ 3,450,622	\$ 157,328	\$ 723,082	\$ 79,538	\$ 361,540	\$ 2,129,134
FUNDING REQUESTS FOR ONE-TIME CAPITAL TRANSIT NEEDS							
Ojai Trolley Stop Construction	Ojai	\$ -					
Ojai Trolley Vehicles Purchase/Painting	Ojai	\$ -					
Oxnard - Requested FY 23 Carryover to be used for OTC ADA upgrades)	Oxnard	\$ -					
Port Hueneme - Bus Stop Ammeneties	Port Hueneme	\$ 65,000			\$ 65,000		
Ventura	Ventura	\$ -				\$ -	
County of Ventura	County of Ventura	\$ -					\$ -
TOTAL CAPITAL IMPROVEMENTS		\$ 65,000	\$ -	\$ -	\$ 65,000	\$ -	\$ -
<i>FY 2026 Carryover Capital, Funds may be applied to FY 2027 Operating Activities or returned via check</i>		\$ 20,843	\$ -	\$ -	\$ 20,843	\$ -	\$ -
Net LTF Funding for FY 2027 Capital Improvement Projects		\$ 44,157	\$ -	\$ -	\$ 44,157	\$ -	\$ -
TOTAL NET MEMBER FUNDING RECOMMENDED FOR FY 2027		\$ 2,427,793	\$ 116,050	\$ 723,082	\$ 49,594	\$ 347,597	\$ 1,191,470
Remaining LTF/TDA Available for FY 2027 GCTD Operating Activities		\$ 18,244,729	\$ 247,906	\$ 8,845,642	\$ 953,727	\$ 4,899,882	\$ 3,297,572

TABLE 7

Ten-Year Capital Project Plan – Programmed Projects
 (Funding Identified GREEN and Unfunded YELLOW)

10-Year Capital Plan Funding Needs	Year 1	Year 2	Year 3	Year 4	Year 5
Budget Name	FY2026-27	FY2027-28	FY2028-29	FY2029-30	FY2030-31
Replacement Fixed Route Bus (CNG)	\$6,536,000	\$6,765,000	\$7,002,000	\$0	\$0
Replacement Fixed Route Bus (ZEB)*	\$0	\$0	\$0	\$0	\$0
Expansion Fixed Route Bus (CNG)	\$0	\$0	\$0	\$0	\$0
Expansion Fixed Route Bus (ZEB)*	\$0	\$0	\$0	\$0	\$0
Replacement Demand Response Cutaway (CNG/GAS)	\$1,615,000	\$0	\$0	\$0	\$0
Replacement Demand Response Large Van (CNG/GAS)	\$0	\$597,000	\$247,000	\$256,000	\$397,000
Replacement Demand Response Small Van (CNG/GAS)	\$0	\$0	\$0	\$0	\$0
Replacement Demand Response Large Van (ZEB)*	\$0	\$162,000	\$0	\$0	\$0
Replacement Demand Response Sedan (ZEB)*	\$0	\$0	\$136,000	\$0	\$0
Expansion Demand Response (CNG/GAS)	\$0	\$0	\$240,000	\$0	\$0
Expansion Demand Response (ZEB)*	\$0	\$0	\$0	\$0	\$0
Replacement Relief Car Sedan (ZEB)	\$248,000	\$0	\$0	\$0	\$0
Maintenance Truck (replacement)	\$0	\$0	\$0	\$0	\$0
Replacement Admin/Supervisor Van	\$100,000	\$309,000	\$0	\$0	\$0
Expansion Relief Sedan (ZEB)	\$0	\$0	\$0	\$0	\$0
Solar/ Energy Storage	\$1,242,000	\$0	\$0	\$0	\$0
Camera System/Computer Replacements	\$26,000	\$27,000	\$28,000	\$29,000	\$30,000
Hydrogen Station Upgrades (Hydrogen)	\$0	\$0	\$0	\$0	\$0
On Board Bus Technology Replacement / Update	\$0	\$116,000	\$0	\$56,000	\$0
TOD Property Environmental / Site Work	\$0	\$0	\$0	\$0	\$0
TOTAL Capital Needs by Year	\$9,767,000	\$7,976,000	\$7,653,000	\$341,000	\$427,000
TOTAL FUNDED Capital Needs by Year	\$7,904,000	\$614,000	\$651,000	\$85,000	\$30,000
TOTAL UNFUNDED Capital Needs by Year	\$1,863,000	\$7,362,000	\$7,002,000	\$256,000	\$397,000
TOTAL UNFUNDED ZEB Eligible Projects	\$1,242,000	\$162,000	\$0	\$0	\$0
TOTAL UNFUNDED NON ZEB	\$621,000	\$7,200,000	\$7,002,000	\$256,000	\$397,000

10-Year Capital Plan Funding Needs	Year 6	Year 7	Year 8	Year 9	Year 10
Budget Name	FY2031-32	FY2032-33	FY2033-34	FY2034-35	2035-36
Replacement Fixed Route Bus (CNG)	CNG not allowed after 2029 by CARB (waiver may be requested)				
Replacement Fixed Route Bus (ZEB)*	\$0	\$5,707,000	\$17,119,000	\$7,875,000	\$0
Expansion Fixed Route Bus (CNG)	\$0	\$0	\$0	\$0	\$0
Expansion Fixed Route Bus (ZEB)*	\$0	\$5,703,000	\$0	\$0	\$0
Replacement Demand Response Cutaway (CNG/GAS)	\$0	\$0	\$0	\$0	\$0
Replacement Demand Response Large Van (CNG/GAS)	\$411,000	\$284,000	\$284,000	\$294,000	\$0
Replacement Demand Response Small Van (CNG/GAS)	\$0	\$0	\$0	\$0	\$0
Replacement Demand Response Large Van (ZEB)*	\$0	\$0	\$0	\$0	\$0
Replacement Demand Response Sedan (ZEB)*	\$0	\$0	\$0	\$0	\$0
Expansion Demand Response (CNG/GAS)	\$0	\$0	\$0	\$0	\$0
Expansion Demand Response (ZEB)*	\$0	\$0	\$0	\$0	\$0
Replacement Relief Car Sedan (ZEB)	\$0	\$0	\$0	\$0	\$0
Maintenance Truck (replacement)	\$0	\$0	\$0	\$0	\$0
Replacement Admin/Supervisor Van	\$0	\$0	\$0	\$0	\$0
Expansion Relief Sedan (ZEB)	\$0	\$0	\$0	\$0	\$0
Solar/ Energy Storage	\$0	\$0	\$0	\$0	\$0
Camera System/Computer Replacements	\$31,000	\$32,000	\$32,000	\$33,000	\$0
Hydrogen Station Upgrades (Hydrogen)	\$0	\$0	\$0	\$0	\$0
On Board Bus Technology Replacement / Update	\$135,000	\$0	\$62,000	\$0	\$0
TOD Property Environmental / Site Work	\$0	\$0	\$0	\$0	\$0
TOTAL Capital Needs by Year	\$577,000	\$11,726,000	\$17,497,000	\$8,202,000	\$0
TOTAL FUNDED Capital Needs by Year	\$166,000	\$5,735,000	\$94,000	\$33,000	\$0
TOTAL UNFUNDED Capital Needs by Year	\$411,000	\$5,991,000	\$17,403,000	\$8,169,000	\$0
TOTAL UNFUNDED ZEB Eligible Projects	\$0	\$5,707,000	\$0	\$0	\$0
TOTAL UNFUNDED NON ZEB	\$411,000	\$284,000	\$17,403,000	\$8,169,000	\$0

TABLE 8a

FY 2027 Non-Represented Salary Table

Effective July 1, 2026

FY 2027 BUDGETED SALARY/WAGE TABLE

Proposed Effective July 1, 2026

Non-Represented Classifications Salary Table

Position Title	CLASS	MIN										MAX
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	
General Manager/CEO	Class 9	salary based on contract										\$ 267,250
AGM/Chief Financial Officer (CFO)	Class 8	\$ 175,794	\$ 181,068	\$ 186,500	\$ 192,095	\$ 197,858	\$ 203,793	\$ 209,907	\$ 216,204	\$ 222,690	\$ 229,371	
Director, Human Resources (EEO)	Class 7	\$ 153,075	\$ 157,667	\$ 162,397	\$ 167,269	\$ 172,287	\$ 177,456	\$ 182,780	\$ 188,263	\$ 193,911	\$ 199,728	
Director, Planning and Marketing	Class 7	\$ 153,075	\$ 157,667	\$ 162,397	\$ 167,269	\$ 172,287	\$ 177,456	\$ 182,780	\$ 188,263	\$ 193,911	\$ 199,728	
Director, Operations & Maintenance	Class 7	\$ 153,075	\$ 157,667	\$ 162,397	\$ 167,269	\$ 172,287	\$ 177,456	\$ 182,780	\$ 188,263	\$ 193,911	\$ 199,728	
Controller	Class 6	\$ 135,650	\$ 139,719	\$ 143,911	\$ 148,228	\$ 152,675	\$ 157,255	\$ 161,973	\$ 166,832	\$ 171,837	\$ 176,992	
Operations Manager - Fixed Route/ Demand Response	Class 5	\$ 118,225	\$ 121,771	\$ 125,425	\$ 129,187	\$ 133,063	\$ 137,055	\$ 141,167	\$ 145,402	\$ 149,764	\$ 154,256	
Facilities Manager	Class 5	\$ 118,225	\$ 121,771	\$ 125,425	\$ 129,187	\$ 133,063	\$ 137,055	\$ 141,167	\$ 145,402	\$ 149,764	\$ 154,256	
Fleet Manager	Class 5	\$ 118,225	\$ 121,771	\$ 125,425	\$ 129,187	\$ 133,063	\$ 137,055	\$ 141,167	\$ 145,402	\$ 149,764	\$ 154,256	
Accounting/Finance Manager	Class 5	\$ 118,225	\$ 121,771	\$ 125,425	\$ 129,187	\$ 133,063	\$ 137,055	\$ 141,167	\$ 145,402	\$ 149,764	\$ 154,256	
Transit Planning Manager	Class 5	\$ 118,225	\$ 121,771	\$ 125,425	\$ 129,187	\$ 133,063	\$ 137,055	\$ 141,167	\$ 145,402	\$ 149,764	\$ 154,256	
Procurement Manager/DBE Officer	Class 5	\$ 118,225	\$ 121,771	\$ 125,425	\$ 129,187	\$ 133,063	\$ 137,055	\$ 141,167	\$ 145,402	\$ 149,764	\$ 154,256	
Communications and Marketing Manager	Class 5	\$ 118,225	\$ 121,771	\$ 125,425	\$ 129,187	\$ 133,063	\$ 137,055	\$ 141,167	\$ 145,402	\$ 149,764	\$ 154,256	
Compliance and Grants Manager	Class 5	\$ 118,225	\$ 121,771	\$ 125,425	\$ 129,187	\$ 133,063	\$ 137,055	\$ 141,167	\$ 145,402	\$ 149,764	\$ 154,256	
Transit Planner II	Class 4	\$ 94,856	\$ 97,702	\$ 100,633	\$ 103,652	\$ 106,761	\$ 109,964	\$ 113,263	\$ 116,661	\$ 120,161	\$ 123,765	
Human Resources Generalist	Class 4	\$ 94,856	\$ 97,702	\$ 100,633	\$ 103,652	\$ 106,761	\$ 109,964	\$ 113,263	\$ 116,661	\$ 120,161	\$ 123,765	
Assistant Operations Manager	Class 4	\$ 94,856	\$ 97,702	\$ 100,633	\$ 103,652	\$ 106,761	\$ 109,964	\$ 113,263	\$ 116,661	\$ 120,161	\$ 123,765	
Finance & Grants Analyst	Class 4	\$ 94,856	\$ 97,702	\$ 100,633	\$ 103,652	\$ 106,761	\$ 109,964	\$ 113,263	\$ 116,661	\$ 120,161	\$ 123,765	
Transit Planner I	Class 3	\$ 77,904	\$ 80,241	\$ 82,649	\$ 85,128	\$ 87,682	\$ 90,312	\$ 93,022	\$ 95,812	\$ 98,687	\$ 101,647	
Operations & Maintenance Management Coordinator	Class 3	\$ 77,904	\$ 80,241	\$ 82,649	\$ 85,128	\$ 87,682	\$ 90,312	\$ 93,022	\$ 95,812	\$ 98,687	\$ 101,647	
Clerk of the Board/Executive Assistant	Class 3	\$ 77,904	\$ 80,241	\$ 82,649	\$ 85,128	\$ 87,682	\$ 90,312	\$ 93,022	\$ 95,812	\$ 98,687	\$ 101,647	
Human Resources Coordinator II	Class 3	\$ 77,904	\$ 80,241	\$ 82,649	\$ 85,128	\$ 87,682	\$ 90,312	\$ 93,022	\$ 95,812	\$ 98,687	\$ 101,647	
Fiscal Analyst	Class 3	\$ 77,904	\$ 80,241	\$ 82,649	\$ 85,128	\$ 87,682	\$ 90,312	\$ 93,022	\$ 95,812	\$ 98,687	\$ 101,647	
Mobility Management Coordinator	Class 2	\$ 65,596	\$ 67,564	\$ 69,591	\$ 71,679	\$ 73,829	\$ 76,044	\$ 78,325	\$ 80,675	\$ 83,095	\$ 85,588	
Not Used (Placeholder)	Class 1	\$ 58,024	\$ 59,765	\$ 61,558	\$ 63,405	\$ 65,307	\$ 67,266	\$ 69,284	\$ 71,363	\$ 73,503	\$ 75,708	

TABLE 8b

FY 2027 Represented Salary/Wage Table

Supervisory Unit MOU Effective July 1, 2025 (Per MOU 7.1.2023-6.30.2026) New MOU Under Negotiations

Position Title	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
Supervisor	\$ 79,915	\$ 83,910	\$ 88,106	\$ 92,511	\$ 97,137
Safety & Training Supervisor	\$ 79,915	\$ 83,910	\$ 88,106	\$ 92,511	\$ 97,137
Operations Supervisor	\$ 74,731	\$ 78,467	\$ 82,391	\$ 86,510	\$ 90,836
Customer Service Supervisor	\$ 68,798	\$ 72,258	\$ 75,870	\$ 79,664	\$ 83,647

Dispatcher/Reservations Unit MOU Effective July 1, 2026 (Per MOU 2.26.2026-6.30.2028)

Position Title	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
Dispatcher/Reservationist Demand Response	\$ 53,519	\$ 55,124	\$ 56,778	\$ 58,481	\$ 60,236	\$ 62,043	\$ 63,904

Finance Unit MOU Effective July 1, 2025 (New MOU Under Negotiations)

Position Title	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10
Payroll Coordinator Class 3	\$ 75,088	\$ 77,341	\$ 79,661	\$ 82,051	\$ 84,513	\$ 87,048	\$ 89,660	\$ 92,349	\$ 95,120	\$ 97,973
Accounting Specialist A/P Class 3	\$ 75,088	\$ 77,341	\$ 79,661	\$ 82,051	\$ 84,513	\$ 87,048	\$ 89,660	\$ 92,349	\$ 95,120	\$ 97,973
Inventory & Asset Management Coordinator Class 3	\$ 75,088	\$ 77,341	\$ 79,661	\$ 82,051	\$ 84,513	\$ 87,048	\$ 89,660	\$ 92,349	\$ 95,120	\$ 97,973
Revenue Specialist Class 2	\$ 63,225	\$ 65,122	\$ 67,076	\$ 69,088	\$ 71,161	\$ 73,295	\$ 75,494	\$ 77,759	\$ 80,092	\$ 82,495
Information Technology Technician Class 2	\$ 63,225	\$ 65,122	\$ 67,076	\$ 69,088	\$ 71,161	\$ 73,295	\$ 75,494	\$ 77,759	\$ 80,092	\$ 82,495

SEIU LOCAL 721

Bus Operator Unit (SEIU 721) Effective July 1, 2026 (Per MOU 7.1.2024-6.30.2027)

Position Title	A	B	C	D	E	F	G	H
Bus Operator Fixed Route	\$ 27.04	\$ 28.26	\$ 29.53	\$ 30.86	\$ 32.25	\$ 33.70	\$ 35.22	\$ 36.80
Bus Operator Demand Response	\$ 25.94	\$ 26.65	\$ 27.38	\$ 28.14	\$ 28.91	\$ 29.71	\$ 30.52	\$ 31.36

Administrative Support Unit (SEIU 721) Effective July 1, 2026 (Per MOU 7.1.2024-6.30.2027)

Position Title	A	B	C	D	E	F
Customer Service Assistant	\$ 24.18	\$ 25.39	\$ 26.66	\$ 27.99	\$ 29.39	\$ 30.86
Maintenance Material Specialist	\$ 26.66	\$ 27.99	\$ 29.39	\$ 30.86	\$ 32.40	\$ 34.02

Mechanical Unit (SEIU 721) Effective July 1, 2026 (Per MOU 7.1.2024-6.30.2027)

Position Title	A	B	C	D	E	F
Facility & Vehicle Cleaner	\$ 21.93	\$ 23.03	\$ 24.18	\$ 25.39	\$ 26.66	\$ 27.99
Service Worker I	\$ 23.03	\$ 24.18	\$ 25.39	\$ 26.66	\$ 27.99	\$ 29.39
Service Worker II / Building Maintenance Worker	\$ 25.39	\$ 26.66	\$ 27.99	\$ 29.39	\$ 30.86	\$ 32.40
Mechanic I / Facility & Equipment Mechanic I	\$ 27.99	\$ 29.39	\$ 30.86	\$ 32.40	\$ 34.02	\$ 35.72
Mechanic II / Facility & Equipment Mechanic II	\$ 34.02	\$ 35.72	\$ 37.51	\$ 39.38	\$ 41.35	\$ 43.42
Mechanic III	\$ 37.51	\$ 39.38	\$ 41.35	\$ 43.42	\$ 45.59	\$ 47.87

*E-Mechanic +\$1/hr

APPENDIX A – DEPARTMENTAL BUDGET NARRATIVES & PROGRESS TOWARD STRATEGIC GOALS

The following pages include department budget narratives, a summary of department established goals and progress toward achieving goals.

Department Name: 10 - Operations Department
Staff Responsible: James Beck, Director of Operations and Maintenance
Chiharu Lee, Operations Manager
Number of Employees: 126

The Operations Department is responsible for delivering safe, reliable, and efficient public transportation services through a network of fixed-route bus services, GCTD connects residents to employment centers, schools, healthcare facilities, and essential community services, supporting regional mobility and economic vitality.

The Operations Division is staffed by 126 fixed-route bus operators who serve as the frontline representatives of the agency. These operators provide daily service across the district's transit network, ensuring that riders experience dependable, courteous, and professional transportation. In addition to vehicle operation, operators play a critical role in maintaining passenger safety, assisting riders with accessibility needs, and adhering to strict operational schedules that keep the system functioning efficiently.

The annual operations budget supports the personnel, training, and operational resources necessary to maintain consistent service levels throughout the district's service area. Key budget components include operator wages and benefits, ongoing safety and compliance training, overtime to support service coverage, and workforce development initiatives designed to recruit and retain qualified operators. Investment in these areas ensures that GCTD maintains a skilled workforce capable of meeting the growing mobility needs of the region.

Operational funding also supports service reliability and performance monitoring, which allows GCTD to evaluate route productivity, on-time performance, and customer demand. These efforts help guide service adjustments and operational improvements that enhance efficiency and responsiveness to the community's transportation needs.

Department Name: 11- Operations Management Department
Staff Responsible: James Beck, Director of Operations and Maintenance
Number of Employees: 26

The Operations Management Department at Gold Coast Transit District is responsible for the oversight and support of daily bus operations throughout the service area. The department's primary mission is to ensure safe, reliable, and efficient public transportation while supporting both bus operators and the communities served.

The management team consists of a Director of Operations, an Operations Manager, an Assistant Manager, ten Operations Supervisors, three Safety and Training Supervisors, and a Management Coordinator. Together, this team provides leadership, guidance, and operational support for approximately 166 bus operators (fixed-route and demand response) who deliver transit services across the District.

Operations Supervisors monitor daily service, respond to service disruptions, and provide field support to operators to maintain on-time performance and service reliability. Safety and Training Supervisors oversee

operator training, safety compliance, and ongoing professional development to ensure operators meet regulatory requirements and district standards.

Management staff also conduct performance evaluations, investigate incidents, address operator concerns, and respond to feedback from passengers and members of the public. The department works collaboratively with other divisions within the district to continuously improve service quality, operational efficiency, and customer satisfaction. Through proactive supervision, training, and responsive communication, the Operations Management Department plays a critical role in maintaining the safe and dependable transit service that residents rely on each day.

Department Goals and Objectives Template

Department Goal/Program/Project	Strategic Goal this Supports	Performance Measure	Timeline
Goal #1: Protect life and property by operating a minimum of 1 per 100,000 miles between preventable accidents.	Safety and Security	1 per 100,000 miles between preventable accidents	Monthly
Goal #2: On Time Performance	Service Excellence	90% on time (on time = < 5 min late, >1 min early)	Monthly
Goal #3: Missed Service	Service Excellence	Less than 1% of miles	Monthly
Goal #4: Customer Contacts	Service Excellence	< 1 verified complaint per 100K boardings	Monthly

Performance Measures Progress to Achieving Goals

Department Goal/Program/Project	Performance Measure	FY 24	FY 25	FY 26 Goal
Goal #1: Protect life and property by operating a minimum of 1 per 100,000 miles between preventable accidents	1 per 100,000 miles between preventable accidents	1.41	1.63	1 per 10K
Goal #2: On Time Performance	90% on time (on time = < 5 min late, >1 min early)	OTP: 82.6% Total Trips: 3.53 Mill	OTP: 85.6% Total Trips: 3.6 Mill	TBD Goal 90% Total Trips: 3.7 Mill
Goal #3: Missed Service	Less than 1% of miles	0.30%	0.08%	<1.0%

Department Name: 12 - Demand Response (ADA / Paratransit)
Staff Responsible: James Beck, Director of Operations and Maintenance
 Cynthia Duque, Director of Planning and Marketing
Number of Employees: 40

Demand Response ADA transportation (GO ACCESS) supports GCTD's commitment to providing equitable mobility for individuals who are unable to use fixed-route services. This program serves ADA-certified individuals with disabilities, whether permanent or temporary, as well as seniors aged 65 and older who qualify without additional documentation. GO ACCESS ensures that eligible riders can travel for any purpose—including medical, employment, education, shopping, and social activities—throughout the GCTD service area.

The service operates as a curb-to-curb, advance-reservation system, with trips typically scheduled one day in advance and same-day service accommodated when capacity allows. Vehicles are fully accessible and equipped with lifts to support passengers using mobility devices. Reasonable accommodation, such as door-to-door assistance, is provided when required by a rider's disability. Drivers focus on safe boarding, securement of mobility devices, and passenger transport, while adhering to ADA guidelines that limit the provision of personal or attendant care.

In addition to core ADA service, Department 12 supports extended mobility options through coordinated transfers with neighboring transit agencies and a premium direct service connection to Camarillo, enhancing regional access. The program also maximizes asset utilization by operating Sunrise and Late-Night Safe Rides, which provide affordable shared transportation during early morning and evening hours using existing paratransit vehicles.

Department Goals and Objectives

Department Goal/Program/Project	Strategic Goal this Supports	Performance Measure	Timeline
Strengthen ADA Compliance and Equity Programs	Priority #2/Goal 3 Safety and Security/ Utilize data management for tracking	Improve training for staff; Complaints properly categorized and tracked; ADA/Title VI complaints responded to within required timeframe; Number of reasonable modification requests processed.	Ongoing to meet quarterly, annual and triennial goals

Performance Measures Progress to Achieving Goals * Since Operating Directly

Department Goal/Program/Project	Performance Measure	FY 24	FY 25	FY 26 Goal
Goal #1: Strengthen ADA/Title VI Compliance and Equity Programs	Improved ADA/Title VI staff training; Complaints categorized and responded to within required timeframe	n/a	n/a	100% responses on time
Goal #2: On Time Performance	90% OTP Goal	n/a	84%	90%
Goal #3: Customer Contacts	Less than 1 verified complaint per 100,000	n/a	4.5	1

**BUDGET NARRATIVE
FLEET & FACILITIES DEPARTMENT 41 & 42**

Department Name: Fleet (Vehicle) Maintenance Department
Staff Responsible Budget: James Beck, Director of Operations and Maintenance
 Lorne Henderson, Fleet Manager
Number of Employees: 15

The Maintenance Department is responsible for maintaining, repairing, and managing the vehicles that support public transportation services. The department ensures that the District's fleet operates safely, reliably, and in compliance with all federal and state regulations. Responsibilities include preventive maintenance, inspections, major repairs, asset lifecycle management, and coordination of vehicle procurement and replacement.

GCTD currently maintains and operates a fleet of **approximately 120 vehicles**, including fixed-route buses, demand response vehicles, and non-revenue vehicles used by operations, supervision, and maintenance staff. As a recipient of federal funding through the Federal Transit Administration (FTA) Sections 5307 and 5339 programs, the District must comply with federal requirements related to vehicle maintenance, asset management, and minimum useful life standards.

The department administers comprehensive time- and mileage-based preventive maintenance programs in accordance with the District's Fleet Maintenance Guide. These programs ensure the safety and reliability of vehicles while extending their useful life and maintaining compliance with regulatory requirements. Key budget factors: rising parts/material costs, aging fleet, regulatory compliance, technology maintenance, and zero-emission transition prep. Vehicle replacement is a major capital cost, funded mostly by competitive state and federal grants.

Department Goals and Objectives

Department Goal/Program/Project	Strategic Goal this Supports	Performance Measure	Timeline
Protect life and property by operating a minimum of 1 per 100,000 miles between preventable accidents, measured monthly.	Safety and Security	1 per 100,000 miles between preventable accidents, measured monthly.	Monthly

Performance Measures Progress to Achieving Goals

Department Goal/Program/Project	Performance Measure	FY 24	FY 25	FY 26 Goal
No Delayed Preventive Maintenance	Goal is to have no late services by FTA or CHP guidelines	5 late	2 late	0 Late
Service Excellence	Service Interruptions: Goal is < 1 per 10,000 (Interruptions are delays to customers of 5 minutes or more)	1 per 15,392	1 per 13,580	< 1 per 10,000k
Service Excellence	Miles Between Road Calls (MBRC): Goal is < 1 per 7500 miles	1 per 5,458	1 per 5,951	< 1 per 7,500K

Department Name: Facilities
Staff Responsible: James Beck, Director of Operations and Maintenance
 Juan De La Rosa, Facilities Manager
Number of Employees: 19

The Gold Coast Transit District (GCTD) Facilities Department (Dept. 42) budget supports the operation and upkeep of its modern Operations and Maintenance Facility in Oxnard, which opened in 2019 to replace an outdated, overcrowded site. The new facility provides the space and infrastructure needed to meet growing transit demand in western Ventura County, with the fleet expected to expand to about 125 vehicles over the next 30 years. This helps improve service reliability and efficiency.

The facility includes four main buildings—Administration, Maintenance, Wash, and Fuel—and key equipment such as bus lifts, a CNG fueling station, a backup generator, and electric vehicle chargers. Contracted services cover landscaping, CNG station maintenance, security, and specialized cleaning systems.

Dept. 42 is staffed by a Facility Manager, Maintenance Administrative Supervisor, two Facility Mechanics, a Building Maintenance Worker, three Facility/Bus Cleaners, and two Maintenance Material Specialists.

Department Goals and Objectives Template

Department Goal/Program/Project	Strategic Goal this Supports	Performance Measure	Timeline
Goal #1: Facility Camera Review	Safety & Security	Get all cameras checked and repaired by Fy 26	1 year
Goal #2: Look into Water Filtration System	Safety & Security	Install water filtration by end of FY 27	1 year
Goal #3: Keep up with all recommended Mfg. Service on all equipment	Service Excellence	Keep up with daily, monthly and yearly services. (ongoing)	ongoing

ADMINISTRATION

DEPARTMENT 160

Department Name: Administration/Finance
Staff Responsible: Christine Feng, Chief Financial Officer/AGM
Number of Employees: 15

The Administrative Department provides financial, IT, procurement and overall support to ensure the effective and efficient delivery of transit services across the District. Key functions include executive management, board support, financial planning, procurement, IT, accounting, payroll.

The Administrative Department budget reflects the District's continued focus on fiscal responsibility, and organizational resilience. Major cost drivers include personnel services to support core administrative functions, contractual services for legal, audit, and consulting support, and compliance activities.

This budget supports key priorities, including strengthening internal controls, advancing strategic initiatives, supporting major capital and operational projects, and ensuring compliance with federal, state, and local regulations. The department also plays a central role in coordinating agency-wide efforts related to financial sustainability, and organizational effectiveness.

Overall, the Administrative Department budget aligns resources with the District's strategic goals while maintaining efficient administrative operations and supporting high- quality transit service delivery to the community.

Department Goals and Objectives

Department Goal/Program/Project	Strategic Goal this Supports	Performance Measure	Timeline
Goal #1: Improve internal controls to ensure that costs are monitored and controlled in accordance with all FTA and State oversight requirements.	Financial Stewardship	Review, update policies related internal controls	Ongoing
Goal #2: Ensure monthly financial statements to the Board and Department Directors are prepared on time, accurate, to support decision making.	Financial Stewardship	Reports prepared monthly and reviewed by Dept Director	Ongoing
Goal #3: Increase non-fare non-grant funding (i.e., alt-fuel sourcing, partnerships, non-traditional grants, medical reimbursement, property development, advertising, etc.)	Financial Stewardship	% of non-fare non-grant funds	Ongoing

Department Goal/Program	Performance Measure	FY 24	FY 25	FY 26
Financial Stewardship	Review, update policies related internal controls	Updated: Investment Policy	Updated: Financial Manual (for Triennial)	Updated: IT Policy, Procurement Policy
Financial Stewardship	Reports prepared monthly and reviewed by Dept Director	complete	complete	All reports complete

Financial Stewardship	Increase % of non-fare non-grant funds	Established fuel partnership with Oxnard	Continued fuel partnership with Oxnard	Continued fuel partnership with Oxnard
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BUDGET NARRATIVE

ADMINISTRATION

DEPARTMENT 162

Department Name: Planning and Marketing
Staff Responsible for Budget: Cynthia Duque, Director of Planning and Marketing
Number of Employees: 7

The Planning and Marketing Department supports Gold Coast Transit District’s mission by leading service planning, performance monitoring, regulatory compliance, and public communication efforts. The department ensures that transit services are responsive to community needs through data-driven analysis, customer engagement, and alignment with regional mobility goals. Key responsibilities include short- and long-range planning, implementation of service improvements, ADA and Title VI compliance, grant coordination, and development of marketing and outreach initiatives that promote ridership and enhance customer experience.

In the upcoming fiscal year, the department will focus on implementing service enhancements identified in the Short-Range Transit Plan, with an emphasis on improving service reliability, frequency, and connectivity. Additional priorities include advancing equitable access to transit services, strengthening performance monitoring and reporting, and expanding bilingual community outreach to ensure transparent and inclusive public engagement. The department will also continue to support innovative mobility solutions and regional coordination efforts that improve access to jobs, education, and essential services.

The requested budget supports staffing, outreach, technology, and program resources necessary to deliver these functions effectively. These investments enable the District to maintain compliance with federal and state requirements, implement strategic service improvements, enhance data-driven decision-making, and increase public awareness and ridership. Through these efforts, the Planning and Marketing Department helps ensure that GCTD provides efficient, equitable, and sustainable transportation services that align with organizational goals and community priorities.

Department Goals and Objectives

Department Goal/Program/Project	Strategic Goal this Supports	Performance Measure	Timeline
Goal #1: Implement Phase 1 of the SRTP/ MORE GO Service Plan	Priority #1/Goal 4 Service Excellence/Develop a transit system that attracts and retains riders	On-time performance improvement; Average travel time reduction (target ~15 min on key corridors). Ridership change on modified routes.	July 2026 implementation; monitor quarterly
Goal #2: Enhance System Performance Monitoring and Reporting with improved technology and data tools	Priority #1/Goal 3, Service Excellence/Improve Customer Experience and Priority #2/Goal 3 Safety and Security/ Utilize date management for tracking	Tracking of ridership, KPI dashboard accuracy, quarterly reports delivered	Ongoing/Quarterly, annual and triennial deadlines
Goal #3: Expand Community	Priority #5 Expand Public Awareness	Number of outreach events/meetings	Ongoing; peak outreach prior to

Engagement and Outreach		conducted; Participation levels; Customer awareness metrics, survey based	biannual service changes.
Goal #4: Increase ridership and public awareness of programs and services	Priority #1 Service Excellence/ Goal #4 Develop a transit system that attracts and retains transit riders	System-wide ridership growth %; Campaign engagement metrics (web, app downloads, social media); Fare payment program participation (Token, Tap 2 Ride, Free Fare Days)	Ongoing; evaluate quarterly
Goal #5: Improve Bus Stop Cleanliness and Rider Experience (based on public survey results)	Strategic Priority # 1 Service Excellence and Priority #2 Safety and Security	Passenger satisfaction results; reduction in number of bus stop related complaints; create pathway for addressing bus stop issues with member cities	Ongoing; evaluate quarterly

Performance Measures Progress to Achieving Goals

Department Goal/Program/Project	Performance Measure	FY 24	FY 25	FY 26 Goal
Implement Phase 1 of SRTP/MORE GO	OTP, travel time, ridership on realigned routes	OTP: 82.6% Total Trips: 3.53 Mill	OTP: 85.6% Total Trips: 3.6 Mill	TBD Goal 89% Total Trips: 3.7 Mill
Enhance System Performance Monitoring and Reporting with improved technology and data tools	Tracking of ridership, KPI dashboard accuracy, quarterly reports delivered	4	4	4
Expand Community Engagement and Outreach	Number of outreach events/meetings conducted; Participation levels; Customer awareness metrics, survey based	47 Events recorded + public survey	21 Events recorded	35 Events Record + completed public survey
Increase Ridership and Public Awareness of Programs and Services	System-wide Fixed Route Ridership	3.5 Mill	3.6 Mill	3.7 Mill
Improve Bus Stop Cleanliness and Rider Experience (based on public survey results)	Passenger Satisfaction and Bus Stop Cleanliness	6 complaints	7 complaints	TBD Goal: 5

ADMINISTRATION**DEPARTMENT 167****Department Name:****Human Resources****Staff Responsible:****Alex Zaretsky, Director of Human Resources****Number of Employees:****3**

The Human Resources department at Gold Coast Transit District is responsible for the hiring of staff, the maintenance of employee benefits, overseeing DOT Drug and Alcohol program and management of leave programs, such as FMLA and Workers Compensation. Additionally, the department works closely with other departments on recruitment, labor relations, risk management, safety, and compliance training. The department is always looking for new ways to promote employee engagement, wellness, satisfaction and professional development.

Department Goals and Objectives

Department Goal/Program/Project	Strategic Goal this Supports	Performance Measure	Timeline
Goal #1: Labor Union Agreements	Ensure safety and security while caring for the well-being of employees, passengers, and the general public.	Successful negotiation, with completed contract.	Before MOU end date
Goal #2: Employee Events	Increase methods of communication and engagement of employees engagement, high performance, learning and development	Positive employee feedback.	Fiscal Year
Goal #3: Health and Wellness Fair	Decrease costs incurred due to passenger and worker injuries by 10% to be achieved by December 31st, 2025. Ergonomic utilization for employees.	Employee injuries. Ergonomic Program and Activities to support employee wellness.	September 2026
Goal #4: Compensation and Employee Benefits	Establish a performance management process and employee evaluations annually by January 30 th or Anniversary Date. Annually review of employee benefits for competitiveness.	Remain competitive for employee retention and attract talent. Enhance or add employee benefits to improve retention. Increase benefits utilization by employees. Positive feedback from employees.	Annually, March 2026 May/June 2026, add 529 Program
Goal #5: Recruitment	Establish a baseline for perceptions regarding three key areas raised by employees in employee assessment: <ul style="list-style-type: none"> • communications • fairness/favoritism • managerial effectiveness 	Employee turnover and overall job satisfaction.	Fiscal Year

Goal #6: Employee Learning and Development	Increase methods of communication of employees' engagement, high performance, learning and development	Employee Feedback. Certifications received by employees.	Fiscal Year
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Performance Measures Progress to Achieving Goals

Department Goal/Program	Performance Measure	FY 24	FY 25	FY 26
Labor Union Agreements	Introduction of new/update MOU that benefits both parties.	Updated MOU for SEIU	Updated Bus Operator MOU for SEIU	New MOU for Dispatchers Unit and In active negotiations for Finance Unit Teamsters.
Employee Events	Feedback on employees that attend events.	Employees seemed satisfied with event held. Enjoyed introduction of Hall of Fame Ceremony.	Received good feedback from employee on events held.	Plans to make changes to event to encourage more employee engagement and support strategic goals.
Health and Wellness Fair	A decrease in workplace injuries. Employees utilization of benefits provided.	Good event feedback.	Employees enjoyed event.	Plans to update event to encourage better health and wellness, as more department engagement.
Employee Benefits	Employees utilization of benefits provided. Feedback from employee on satisfaction of benefits provided.	Employees seemed overall satisfied with benefits provided.	Notable increases in cost of medical insurance. Employee satisfied with GCTD contribution amounts.	Plans to introduce new benefit.
Recruitment	Years of service of active and retired employee and employee turnover rate.	14.78%	9.28%	10.27%
Employee Learning and Development	All Administrative Staff Complete 2hrs annually of development training	Introduction of Vector solution as learning tool.	Continued use of Vector solutions. Better promotion of software for employee use.	Began work on new onboarding process. Vector solutions and Paycom used as learning tools. Also held in person workshops for staff.

APPENDIX B – GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

Medical Exams – The memorandum of understandings (MOUs) provide for bi-annual physical examinations for all represented employees. Management and non-represented employees are provided with an exam annually. New employees are given pre-employment exams and employees absent from work for significant periods of time are examined prior to their return to work. Pre-employment physicals and exams of safety-sensitive personnel include a drug/alcohol screen, which is required by FTA regulations and GCTD policy.

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

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

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

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

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

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

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

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

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

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

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

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

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

Uniforms – Uniforms are provided by contract to the maintenance and operation employees. Maintenance employees are provided rental uniforms cleaned and delivered by a vendor.

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

Workers' Compensation Insurance – Premium for the required workers' compensation insurance



Item 8

DATE June 17, 2026
TO GCTD Technical Advisory Committee
FROM Wesley Cooksy, Transit Planner
SUBJECT **Introduce and Review Bus Stop Maintenance Questionnaire**

SUMMARY

A primary takeaway from GCTD's 2025 Passenger Survey was that safety and cleanliness of buses and bus stops were a high priority among riders. The survey results also indicated a gap between the importance of these aspects and passengers' satisfaction.

In seeking to improve the perception of safety and cleanliness GCTD is working to develop a better understanding of the current practices within the district for maintaining and improving these facilities. The first step in this process is to request that GCTD's jurisdictional partners complete the attached questionnaire. Staff will evaluate responses and develop recommendations for the consideration of the TAC.

DISCUSSION

The survey was designed to consider the various ways that our jurisdictional partners maintain and improve transit facilities. The attached draft is broken into the three areas of interest below:

- A. Proactive: Relates to regular upkeep of bus stops to prevent deterioration, safety hazards, and maintain cleanliness. Examples: refuse collection, pressure washing, landscaping, red curb painting.
- B. Reactive: Relates to how our partners respond to specific issues at bus stops when they arise. Examples: graffiti removal, safety hazards, signage, etc.
- C. Capital Improvements: Relates process for making improvements to existing bus stops or addressing the need for new transit facilities. Examples: updating sidewalks, adding new shelters, improving lighting, enhancing accessibility.

RECOMMENDATION

It is recommended that the Technical Advisory Committee receive and file this report and its verbal presentation, provide feedback on the draft survey.

Attachment A: Bus Stop Maintenance Questionnaire

GOLD COAST TRANSIT DISTRICT

STOP MAINTENANCE QUESTIONNAIRE

Routine Maintenance

1. *What department or departments in your organization are responsible for bus stop maintenance?*
2. *Does your jurisdiction have a regular inspection schedule for bus stops. If yes, how often is this inspection performed?*
3. *How often are trash receptacles emptied in your jurisdiction? How is the frequency of trash removal determined?*
4. *How often are bus stops pressure washed in your jurisdiction? How is the frequency of cleaning determined.*
5. *How often is litter removed from bus stop in your jurisdiction? How is the frequency determined?*
6. *How often is tree trimming scheduled around bus stops? How is the frequency of tree trimming determined?*

Requests for Service

7. *How are service requests received by your agency? If your jurisdiction uses a Customer Request Management (CRM) System, please describe it below.*
8. *What is the most common way your agency receives reports of bus stop issues?*
9. *How are bus stop issues processed in your jurisdiction? Please detail the procedure from the moment an issue is received to point where you organization considers the issue addressed.*
10. *What are the most common bus stop issues your jurisdiction addresses?*
11. *Outside of GCTD itself, who is the most common party your jurisdiction receives bus stop complaints from? (i.e. passengers, business owners, property owners, etc.)*

12. *Is there any bus stops or areas in your jurisdiction that tend to generate more issues than others?*

13. *How long would it typically take you agency to address the following concerns? Mark N/A if not applicable to your jurisdiction.*

- a. Graffiti on bus stop infrastructure*
- b. Damaged benches*
- c. Missing or damaged signage/signposts*
- d. Trash around the stop, or issues with trash receptacles at stops*
- e. Facility maintenance at transit centers (i.e. bathroom maintenance)*
- f. Encampments*
- g. Lighting issues at or near bus stops (within 25 feet of a bus stop)*
- h. Repainting red curbs at bus stops*
- i. Tree trimming*

14. *Is there a phone number or web link you would like GCTD to post on our website or at bus stops for passengers to report issues? If yes, please provide it.*

15. *What challenges do departments in your jurisdiction face in addressing bus stop concerns?*

16. *What is your jurisdiction's policy and procedure for addressing lost property at bus stops?*

17. *What is your jurisdiction's policy and procedure for addressing encampments at bus stops?*

18. *What improvements would your jurisdiction like to see in the way GCTD communicates bus stop maintenance requests to your agency?*

19. *Is there a preferred means of contact your jurisdiction would like to receive bus stop maintenance requests through? Email, phone, or web submission portal?*

20. *Would your agency consider having GCTD or a GCTD contractor performing maintenance activities at bus stops in your jurisdiction? Please detail any questions or concerns you have about this option.*

21. *Are there any areas of bus stop maintenance that your agency is responsible for that have not been addressed in this questionnaire?*

Long Term Capital Improvements

22. *How does your agency identify and plan for transportation capital projects in your jurisdiction? Is there a mechanism for including transit capital improvements in this process?*

23. *Does your agency have a plan in place to address gaps in the pedestrian infrastructure to improve accessibility to bus stops? If so, does that plan address proposed bus stops in addition to existing ones?*

24. *How does your agency plan for the replacement or restoration of existing bus stop amenities?*