



AGENDA

REGULAR BOARD OF DIRECTORS MEETING SPECIAL STRATEGIC WORKSHOP

WEDNESDAY, OCTOBER 7, 2026 – 10:00 AM-2:00 PM

GCTD ADMINISTRATIVE FACILITY
1901 AUTO CENTER DRIVE
OXNARD, CA 93036-7966

www.GCTD.org

The meeting will be IN PERSON.

Hybrid / Remote Participation for the Public is available via ZOOM Webinar

<https://us02web.zoom.us/j/89563187727>

A. CALL TO ORDER – 10:00 am

B. ROLL CALL

Chair – Rachel Lang, Councilmember, City of Ojai

Vice-Chair – Gabriela Rodriguez, Councilmember, City of Oxnard

Director – Matt LaVere, Supervisor District 1, County of Ventura

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

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

C. CEREMONIAL CALENDAR

o Pledge of Allegiance

o Service Awards

Roberto Navarro, Facility & Vehicle Cleaner, 5 Years

Honorio Navarro, Service Worker I, 5 Years

D. GENERAL PUBLIC COMMENT PERIOD

The GCTD Board of Directors will consider public comments for business matters that are not on the agenda. Each speaker is limited to three (3) minutes. The presiding officer shall enforce the time limit. Such matters cannot be discussed by the Board at the time of presentation but may be referred to the general manager/secretary for administrative action or public report at a later meeting or scheduled on a subsequent agenda for consideration. This rule shall not prohibit a member of the Board, at this time, from briefly responding to a public statement, question, or proposed initiative, as provided in Government Code Section 54954.2. Speakers are requested to complete a green speaker form from the Clerk of the Board and file it with the Clerk before speaking. Public members may participate in the Board Meeting either In Person at 1901 Auto Center Drive, Oxnard, CA, or by emailing or mailing their public comments to the Clerk of the Board before 9:00 AM on the morning of the meeting. In addition, members may also participate in the meeting by logging into Zoom [HERE](#).

E. BOARD OF DIRECTORS' REPORTS

The Board of Directors may use this time to report on any activities in their respective jurisdictions that may be of interest to the District.

F. AGENDA REVIEW

The Board of Directors may use this time to make a motion to make changes to the agenda.

G. GENERAL MANAGER'S REPORT

GOLD COAST TRANSIT DISTRICT

Gold Coast Transit District
Board of Directors Meeting
October 7, 2026

Page 2 of 3

1. **General Manager's Monthly Report**

Recommendation: The General Manager will provide a brief update on agency activities.

Staff: Vanessa Rauschenberger, General Manager

H. CONSENT ITEMS

All items listed under consent are to be considered routine by the governing body and will be enacted by one motion in the form listed unless items are removed for separate consideration.

2. **Minutes of September 2, 2026 Board of Directors Meeting**

Recommendation: Approve the Sept 2 Board of Directors Meeting Minutes

Staff: Angelica Delgado, Clerk of the Board/Executive Assistant

3. **Report of Monthly Expenditures**

Recommendation: Receive Report of Expenditures for the Month of September

Staff: Angelica Salatan, Accounting Specialist

4. **Report of Monthly Budget/Actual Report**

Recommendation: Receive Report of Budget/Actual for the Month of August

Staff: Christine Feng, Chief Financial Officer/AGM

5. **Report of Contracts Awarded**

Recommendation: Receive Report of Contracts Awarded for the Month of September

Staff: Tanya Hawk, Inventory & Asset Management Coordinator

I. FORMAL ITEMS - PUBLIC COMMENTS ON AGENDA ITEMS

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

6. **STRATEGIC CHOICES WORKSHOP**

Recommendation: Staff will facilitate a Board Strategic Choices Workshop to discuss three critical topics: service preservation, long-term funding and future innovation opportunities. The workshop format will include a combination of staff presentations, a consultant-led "service preservation and prioritization" activity and discussion of Board direction on funding avenues for staff to pursue.

The strategic choices the Board will be asked to consider are: **1)** provide direction to staff on service preservation priorities given the need to bring expenses in line with available funding and **2)** provide strategic direction on what opportunities GCTD should pursue as it relates to long-term revenue, and **3)** Provide direction on potential technology, innovation, and efficiency strategies to explore or pursue.

Future major service change plans or other direction that may arise through discussion would return to the Board through the appropriate public review and approval process.

The workshop is expected to begin immediately following the consent agenda item, with a short break for lunch from approximately 12:00-12:30, and will be concluded by 2pm.

Staff: Vanessa Rauschenberger, General Manager

Gold Coast Transit District
Board of Directors Meeting
October 7, 2026

Page 3 of 3

Strategic Choices Workshop Agenda Schedule

Approx Time	Topic / Desired Outcome	Lead	Activity
10:20	Welcome & Workshop Goals	Vanessa	Introduction
10:30	Review of current conditions Establish a shared understanding among the Board of the fiscal challenge facing GCTD, and what actions are underway to address	Vanessa	Presentation & Discussion
11:00	Strategic Choices #1 Service Preservation Priorities Provide strategic direction to staff on service preservation priorities given the need to bring expenses in line with available funding	Gary Hewitt Consultant & GCTD Staff	Service allocation priorities + ranking of choices
12:00	Lunch break		
12:30	Strategic Choices #2 Provide strategic direction on what opportunities GCTD should pursue as it relates to long-term revenue	Vanessa	Brainstorm and Provide input on ideas
1:15	Strategic Choices #3 Provide direction on potential technology, innovation, and efficiency strategies to explore or pursue	Gary Hewitt Consultant & GCTD Staff	Idea ranking
1:45	Wrap Up – Re-Cap	Vanessa	Review Next Steps

J. INFORMATIONAL ITEMS

7. [Future Agenda Items](#)

Recommendation: Discussion of topics to be discussed at a future meeting.

Staff: Vanessa Rauschenberger, General Manager

K. CLOSED SESSION

none

The next regular meeting of the GCTD Board of Directors will be held on **November 4, 2026, at 10:00 AM at 1901 Auto Center Drive, Oxnard, CA 93036**. Copies of administrative reports relating to the Board agenda are available online at www.GCTD.org or from the Clerk of the Board, Gold Coast Transit District, 1901 Auto Center Drive, Oxnard, CA 93036-7966.

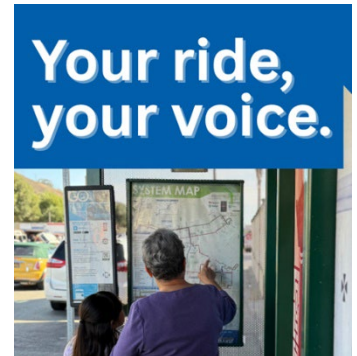
IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT, IF YOU NEED SPECIAL ASSISTANCE TO PARTICIPATE IN THE MEETING, PLEASE CONTACT THE CLERK OF THE BOARD AT (805) 483-3959, Ext. 160, OR E-MAIL adelgado@gctd.org OR THROUGH THE CALIFORNIA RELAY SERVICE AT 711. NOTIFICATION 72 HOURS PRIOR TO THE MEETING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



General Manager's Monthly Report – October

Help Shape Our Future – Public Rider Survey AND Employee Surveys

Public and employee feedback helps us better understand what's working well and where we can continue to improve. We have launched two surveys: one for riders and the public to share their preferences, satisfaction, and travel needs. Passengers can complete it digitally or fill out a paper survey available onboard GCTD buses and GO Access vehicles starting October 5th. Additionally, we also have an Employee survey to ask about what they think we should focus on as we face challenge in the coming years. The results of the surveys will be shared with the Board once data is collected.



Wellness Fair

GCTD staff held a wellness fair featuring information about GCTD health benefits, ScholarShare 529, and other savings programs available. This was also an opportunity to promote Flu Shots as well as the Annual Open Enrollment period for Health Benefits.



Central Coast Transit Summit

Vanessa, Christine, Dean, Austin, Dante, and Juan participated in the Central Coast Transit Summit, hosted by Santa Cruz Metro. The summit provided a valuable opportunity to connect with transit peers, exchange ideas and best practices, and share GCTD's experiences and insights.



Ding Ding Ding Goes the Trolley! Ojai Trolley Training

The Ojai Trolley made a short visit to GCTD. Thank you to our Safety and Training team for assisting with training for Ojai's new staff. The trolley will soon make its way back home to Ojai, where it will continue helping transport community members throughout the valley.



Transit Supervisor Certificate Course

From September 14–18, GCTD hosted approximately 25 participants, including several GCTD supervisors, for a Transportation Safety Institute (TSI) Transit Supervisor Certificate Course held in the Oxnard Room. The course provided specialized training focused on strengthening the knowledge and skills of transit supervisors. We were pleased to host this valuable training opportunity at GCTD and support the continued professional development of our team and fellow transit professionals.

Celebrate Clean Air Day on Wednesday, October 7 with FREE bus rides throughout Ventura County!

Leave the car at home, hop on board, and give transit a try. Whether you're heading to work, school, or out for the day, it's a great opportunity to ride for free while helping support cleaner air in our community.

GCTD Outreach In the Community

September 1 – Oxnard College Expo

September 10 – Frontier High Back to School

September 17 - Ventura Housing Authority at Buena Vida Apartments

September 29 – Ventura College Community Resource Fair

General Manager Activities & Meetings Attended

- September 2 – GCTD Board Meeting
- September 1 & 3 – Presented at VC Government & Disability Summit
- September 9 – Participated in Monthly Joint Labor Meeting (SEIU)
- September 10 – Attended Day with the Planners in Drivers Room
- September 11 – Attended the VCTC Commission Meeting
- September 14 – Attended Civic Alliance Future of the Region Event
- September 15 – Hosted LAVTA Livermore Transit Staff Tour
- September 16 – Participated in GCTD TAC Meeting
- September 18 – Attended Executive Committee Meeting CTA (virtual)
- September 21 & 22 - Attended Central Coast Transit Summit, Santa Cruz
- September 30 – Health & Wellness Day



**OUR MISSION**

Our mission is serving, moving, and connecting people to opportunity –one ride at a time.

**OUR VISION**

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

###



Item #2

**MINUTES OF THE REGULAR BOARD OF DIRECTORS MEETING
WEDNESDAY, SEPTEMBER 2, 2026 – 10:00 am
THIS MEETING WAS HELD IN PERSON & VIA ZOOM (HYBRID)**

A. CALL TO ORDER

Vice-Chair Rodriguez called the Regular Board of Directors of Gold Coast Transit District meeting to order at 10:03 am at the GCTD Administrative Facility, 1901 Auto Center Drive, Oxnard, California.

B. ROLL CALL

Chair– Rachel Lang, City of Ojai - *Absent*
Vice Chair – Gabriela Rodriguez, City of Oxnard
Director – Matt LaVere, County of Ventura
Director – Dr. Jeannette Sanchez-Palacios, City of Ventura
Director – Dr. Martha McQueen-Legohn, City of Port Hueneme

STAFF PRESENT

Vanessa Rauschenberger, General Manager
Cynthia Duque, Director of Planning & Marketing
Alex Zaretsky, Director of Human Resources
Christine Feng, CFO/Assistant GM
Dean Bower, Controller
Juan De La Rosa, Facility Manager
Marlena Kohler, Procurement Manager & DBE Officer
Veronica, Finance & Grants Analyst
Lorne Henderson, Fleet Manager
Andrea Meza, Planning & Marketing Manager
Maylee Murillo, HR Coordinator
Ana Perez, HR Generalist
Yadira Infante, Payroll Coordinator
Dante McClain, IT Technician
Wesley Cooksy, Planner I
Martin Rodriguez, Planner II

C. CEREMONIAL CALENDAR

Vice-Chair Rodriguez led the Pledge of Allegiance.

SERVICE AWARDS

AUGUST

- Henry Gonzalez, Mechanic I - 5 Years
- Hector Morales, Bus Operator - 5 Years
- Martin Rodriguez, Transit Planner II - 5 Years
- Abel Hernandez, Bus Operator - 15 Years
- Marlena Kohler, Procurement Manager & DBE Officer - 15 Years

GOLD COAST TRANSIT DISTRICT

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

SEPTEMBER

- Julio Avila, Bus Operator – 10 Years
- Julieta Flores, Operations Supervisor – 10 Years
- Leandro Carpio, Service Worker II – 15 Years

D. GENERAL PUBLIC COMMENT

None

E. CLOSED SESSION

1. CONFERENCE WITH LABOR NEGOTIATORS

Agency designated representatives: General Manager / Director of Human Resources

Employee organization: TEAMSTERS Local #186

General Counsel Jeremy Holm announced the closed-session item, as listed on the agenda. The Board convened in closed session at 10:16 a.m.

The Board reconvened in open session at 10:38 a.m. Counsel Holm reported that there was no reportable action taken during closed session. He further noted that Agenda Item No. 8, *Consider Adoption of Resolution No. 2026-06, Approving Updates to the Memorandum of Understanding (MOU) Between Gold Coast Transit District and TEAMSTERS Local 186 (Finance Unit)*, concerns the potential adoption of the MOU with TEAMSTERS Local 186 representing the Finance Unit.

F. BOARD OF DIRECTORS REPORTS

Vice-Chair Rodriguez reminded the public that she continues to hold her hours at the Oxnard Public Library on Saturdays from 11:00 am to 1:00 pm.

G. AGENDA REVIEW

Director McQueen-Legohn moved to approve the Agenda Review with no changes. Director Sanchez-Palacios seconded the motion.

H. GENERAL MANAGER'S REPORT

2. GM Update - Vanessa Rauschenberger, General Manager

Ms. Rauschenberger welcomed GCTD interns Miguel, Ana, and Cristal, who are gaining hands-on experience while supporting District initiatives.

Ms. Rauschenberger announced that GCTD received two GFOA awards for its FY 2025 financial reporting, including the Certificate of Achievement for Excellence in Financial Reporting, GFOA's highest recognition in governmental accounting and financial reporting.

Staff distributed updated Bus Books at the Oxnard and Ventura Transit Centers and more than 115 community locations.

GCTD sponsored the 3rd Annual Government and Disability Summit in Ventura, where staff presented on emergency preparedness, transit services, first-last mile connections, Transit 101, and ADA accessibility.

GCTD recognized John C. Zaragoza for the naming of the Oxnard Transit Center in his honor, acknowledging his more than 60 years of public service and contributions to public transportation.

GCTD successfully completed its 2026 FTA Triennial Review with zero findings across more than 21 compliance areas. FTA Region 9 Administrator Ray Tellis commended staff for their work.

I. CONSENT AGENDA

3. Minutes of July 1, 2026 Board of Directors Meeting

Recommendation: Approve the July 1 Board of Directors Meeting Minutes

Staff: Angelica Delgado, Clerk of the Board/Executive Assistant

4. Report of Monthly Expenditures

Recommendation: Receive Report of Expenditures for the Month of July & August

Staff: Angelica Salatan, Accounting Specialist

5. Report of Monthly Budget/Actual Report

Recommendation: Receive Report of Budget/Actual for the Month of June & July

Staff: Christine Feng, Chief Financial Officer/AGM

6. Report of Quarterly Investment Activity

Recommendation: Receive Report of Quarterly Investment Activity 4th Quarter

Staff: Christine Feng, Chief Financial Officer/AGM

7. Report of Contracts Awarded

Recommendation: Receive Report of Contracts Awarded for the Month of July

Staff: Tanya Hawk, Inventory & Asset Management Coordinator

Director Sanchez-Palacio moved to approve the Consent Agenda Items 3 through 7. Director LaVere seconded the motion.

J. FORMAL ITEMS - PUBLIC COMMENTS ON AGENDA ITEMS

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

8. Consider Adoption of Resolution Number 2026-06, Approving Updates to the Memorandum of Understanding (MOU) between Gold Coast Transit District and TEAMSTERS Local 186 (Finance Unit) - Alex Zaretsky, Director of Human Resources, and Maylee Murillo, Human Resources Coordinator II

Ms. Murillo presented the proposed Memorandum of Understanding (MOU) between GCTD and Teamsters Local 186 for the newly represented Finance Unit. The agreement, effective July 1, 2026, through June 30, 2029, covers five Finance Department classifications and includes COLA increases of 3.75%, 3%, and 2.25% over the three-year term, along with benefits, vacation, training, and applicable Personnel Rules. Staff recommended adoption of Resolution 2026-06 approving the MOU and related Personnel Rules updates.

RECOMMENDED ACTION

Consider Adoption of Resolutions 2026-06 approving the New Finance Unit Memorandum of Understanding (MOU) between GCTD and International Brotherhood of Teamsters Local 186 and updates to GCTD Personnel Rules Section 5B, 11A, 42 & 43

Director LaVere moved to approve Adoption of Resolution 2026-06, Approving Updates to the Memorandum of Understanding (MOU) between Gold Coast Transit District and TEAMSTERS Local 186 (Finance Unit). Director Sanchez-Palacios seconded the motion.

The motion passed unanimously.

9. Consider Approval of Award a Contract for CNG Fuel to Clean Energy - Staff Marlina Kohler, Procurement Manager & DBE Officer

Ms. Kohler presented the proposed award of a three-year contract to Clean Energy for the purchase of Compressed Natural Gas (CNG), not to exceed \$2 million. Following a competitive procurement and evaluation of pricing options, staff recommended a pricing structure fixing 25% of anticipated natural gas consumption at \$0.49 per therm, with the remaining 75% priced at the

SoCal Citygate Index less a \$0.02 per therm discount. Staff recommended authorizing the General Manager to execute the contract effective October 1, 2026.

RECOMMENDED ACTION

Based on the competitive procurement process and evaluation, Clean Energy submitted a responsive and responsible proposal that represents fair and reasonable pricing and best overall value for GCTD.

It is recommended the Board of Directors authorize award of a contract for the Purchase of Natural Gas (CNG) to Clean Energy in an amount up to \$2,000,000 for a three-year period effective October 1st, 2026. Actual pricing will be based on 25% fixed at .49 per/therm with 75% at the So Cal Citygate with a \$0.02 discount.

Director McQueen-Legohn moved to Approve Award of Contract for CNG Fuel to Clean Energy. Director Sanchez-Palacios seconded the motion.

The motion passed unanimously.

K. INFORMATIONAL ITEMS

10. FY 25-26 4th Quarter and Year End Fixed Route and Demand Response Service Report

Recommendation: Receive Presentation FY 26 4th Quarter and Year End Fixed Route and Demand Response Ridership and Service Report.

Staff: Austin Novstrup, Planning Manager & Robbie Lucio, Mobility Management Coordinator

The Report was filed and received.

11. Future Agenda Items

Recommendation: Discussion of topics to be discussed at a future meeting.

Staff: Vanessa Rauschenberger, General Manager

The Report was filed and received.

There being no further business, Vice-Chair Rodriguez adjourned the Board of Directors meeting at 11:15 am.

Minutes recorded by Angelica Delgado, Clerk of the Board of Directors.

Vanessa Rauschenberger
Secretary of the Board of Directors

Chair Rachel Lang
Board of Directors

Unless otherwise determined by the Board of Directors, the GCTD Board of Directors' next meeting will be on **October 7, 2026, at 10:00 am**. Copies of administrative reports relating to the Board agenda are available online at www.gctd.org or from the Clerk of the Board, Angelica Delgado, at adelgado@gctd.org Gold Coast Transit District, 1901 Auto Center Drive, Oxnard, CA 93036.



Item #3

DATE October 7, 2026
TO GCTD Board of Directors
FROM Angelica Salatan, Accounting Specialist AP *a S*
SUBJECT **Consider the Approval of Expenditures for the Month of September 2026**

Attached is a list of expenditures for the Month of September 2026 from the various GCTD Accounts.

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

Attachments:

Accounts Payable Disbursement List – September 2026

GENERAL MANAGER'S CONCURRENCE

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

Vanessa Rauschenberger
General Manager

GOLD COAST TRANSIT DISTRICT

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

Payee	ReferenceDate	Amount	TypeOfGoods
ASSURANT EMPLOYEE BENEFITS	03-Sep-26	\$1,094.08	DENTAL PREMIUMS
CARPE DIEM 2024, LLC	03-Sep-26	\$4,369.14	SECURITY SERVICES
COUNTY OF VENTURA - IT SVCS. DEPT.	03-Sep-26	\$5,779.18	REPEATER SITE RENTAL
CUMMINS PACIFIC LLC	03-Sep-26	\$3,862.19	PARTS
EDISON CO.	03-Sep-26	\$32,584.46	ELECTRICAL POWER
FIRST CALL AUTO PARTS	03-Sep-26	\$161.14	PARTS
FORTRESS ARMORED SERVICES COMPANY	03-Sep-26	\$477.34	ARMORED CAR SERVICES
GENFARE LLC	03-Sep-26	\$3,002.79	PARTS
GILLIG LLC	03-Sep-26	\$4,534.74	PARTS
LOS ANGELES TRUCK CENTERS, LLC	03-Sep-26	\$858.77	PARTS/SERVICE
MARIPOSA LANDSCAPES, INC	03-Sep-26	\$4,577.00	LANDSCAPING SERVICES
MISSION LINEN SUPPLY	03-Sep-26	\$1,307.34	MAINTENANCE UNIFORMS
PARKHOUSE TIRE, INC.	03-Sep-26	\$5,391.48	TIRES
PARTS AUTHORITY LLC	03-Sep-26	\$19.60	PARTS
PLATINUM TOW AND TRANSPORT INC.	03-Sep-26	\$390.00	TOWING SERVICES
SIGNOGRAPHICS 2000	03-Sep-26	\$118.01	GRAPHICS
STORERITE INC.	03-Sep-26	\$110.00	SHREDING SERVICES
SUPERIOR SANITARY SUPPLIES	03-Sep-26	\$1,890.74	SUPPLIES
TEAM NISSAN	03-Sep-26	\$209.76	ELECTRIC VEHICLES
THE AFTERMARKET PARTS COMPANY, LLC	03-Sep-26	\$9,480.88	PARTS/BUSES
THE DETAIL SHOP INC	03-Sep-26	\$191.17	SUPPLIES
THE GAS COMPANY	03-Sep-26	\$725.21	NATURAL GAS
WESLEY COOKSY	03-Sep-26	\$388.50	EMPLOYEE REIMBURSEMENT
CITY OF OXNARD	09-Sep-26	\$5,186.25	UTILITIES/TRASH
AMERICAN CYLINDER HEAD REPAIR & EXCHANGE	10-Sep-26	\$13,417.95	PARTS
BEST BEST & KRIEGER LLP	10-Sep-26	\$26,344.50	GENERAL COUNSEL SERVICE
BRADY INDUSTRIES OF CALIFORNIA LLC	10-Sep-26	\$964.42	JANITORIAL SUPPLIES
CALTIP	10-Sep-26	\$4,495.86	LIABILITY INSURANCE
CITI CARDS	10-Sep-26	\$2,890.57	OFFICE SUPPLIES
COMMUNE COMMUNICATION CORP.	10-Sep-26	\$5,025.00	CALL MARKETING/COMMUNICATION
CUMMINS PACIFIC LLC	10-Sep-26	\$38,547.19	PARTS
FEDERAL EXPRESS CORP.	10-Sep-26	\$35.38	MAIL SERVICES
FLUID NETWORKS	10-Sep-26	\$41.85	SERVICES
FRN of Tulsa,LLC	10-Sep-26	\$2,828.90	PARTS
FRONTIER COMMUNICATIONS	10-Sep-26	\$859.87	INTERNET PRVDER - PTSIT CNTOR
GENFARE LLC	10-Sep-26	\$492.72	PARTS
GILLIG LLC	10-Sep-26	\$141.71	PARTS
GOVERNMENTJOBS.COM	10-Sep-26	\$12,041.33	HR SOFTWARE
GREG'S PETROLEUM SERVICE, INC	10-Sep-26	\$2,411.68	OIL SUPPLIER
HOERBIGER SERVICE INC.	10-Sep-26	\$2,649.20	GEMINI COMPRESSOR PRTS
INTERSTATE BATTERIES	10-Sep-26	\$1,209.43	BATTERIES
J-W POWER COMPANY	10-Sep-26	\$6,414.96	MAINTENANCE SUPPLIES
LIGHTGABLER	10-Sep-26	\$682.50	LEGAL SERVICES
M.O.DION & SONS, INC.	10-Sep-26	\$909.72	FUEL
MACVALLEY OIL COMPANY	10-Sep-26	\$11,012.11	FUEL
NATIONAL DRIVE HEADQUARTERS	10-Sep-26	\$24.00	PAYROLL DEDUCTION
PARKHOUSE TIRE, INC.	10-Sep-26	\$2,567.13	TIRES
PARTS AUTHORITY LLC	10-Sep-26	\$287.01	PARTS
PREMIER ELECTRICAL A JONES GROUP CORP	10-Sep-26	\$29,610.00	ELECTRICAL
PURE EARTH SYSTEMS, INC.	10-Sep-26	\$400.00	TROUBLE SHOOTING, DIAGNOSTICS

ROMAINE ELECTRIC CORPORATION	10-Sep-26	\$213.84 BUS PARTS
SEON SYSTEM SALES, INC.	10-Sep-26	\$8,532.90 SURVEILLANCE CAMERAS
TEAMSTERS LOCAL 186	10-Sep-26	\$2,224.00 PAYROLL DEDUCTION
THE AFTERMARKET PARTS COMPANY, LLC	10-Sep-26	\$231.34 PARTS/BUSES
THE DETAIL SHOP INC	10-Sep-26	\$144.17 SUPPLIES
VASQUEZ AND COMPANY LLP	10-Sep-26	\$18,353.75 AUDITOR
VEHICLE TECHNICAL CONSULTANTS, INC.	10-Sep-26	\$6,390.00 BUS LINE INSPECTION/BUY AMERIC
VENTURA COUNTY AUTO SUPPLY	10-Sep-26	\$80.84 PARTS
VENTURA COUNTY TRANSPORTATION COMMISSION	10-Sep-26	\$579.11 SMARTCARD SLS
VERIZON	10-Sep-26	\$2,467.46 PHONE SRVC - CSC
CUMMINS PACIFIC LLC	15-Sep-26	\$8,382.13 PARTS
AGILE OCCUPATIONAL MEDICINE, PC	18-Sep-26	\$6,364.46 DRUG AND ALCOHOL ANALYSIS
BENEFIT COORDINATORS CORP.	18-Sep-26	\$13,522.30 DENTAL PREMIUMS
CANON FINANCIAL SERVICES INC	18-Sep-26	\$1,176.84 PRINTING SERVICES
CASEY PRINTING INC.	18-Sep-26	\$17,281.17 PRINTING SERVICES
CITY OF OXNARD	18-Sep-26	\$1,498.13 MONTHLY RENT OTC
ENVISION VTA FD AUTO LLC	18-Sep-26	\$185.63 PARTS
FEDERAL EXPRESS CORP.	18-Sep-26	\$15.20 MAIL SERVICES
FIRST CALL AUTO PARTS	18-Sep-26	\$5.78 PARTS
FRONTIER COMMUNICATIONS	18-Sep-26	\$1,716.61 INTERNET PRVDER - PTSIT CNTOR
GILLIG LLC	18-Sep-26	\$6,227.50 PARTS
GRAINGER	18-Sep-26	\$83.47 MISC. PARTS/SUPPLIES
LOS ANGELES TRUCK CENTERS, LLC	18-Sep-26	\$5,817.39 PARTS/SERVICE
LOWE'S	18-Sep-26	\$632.83 SUPPLIES
MISSION LINEN SUPPLY	18-Sep-26	\$5,660.57 MAINTENANCE UNIFORMS
NATIONAL DRIVE HEADQUARTERS	18-Sep-26	\$24.00 PAYROLL DEDUCTION
PARKHOUSE TIRE, INC.	18-Sep-26	\$9,386.37 TIRES
PARTS AUTHORITY LLC	18-Sep-26	\$704.29 PARTS
QUADIENT LEASING USA, INC.	18-Sep-26	\$134.81 RENTAL FEES
SUPERIOR SANITARY SUPPLIES	18-Sep-26	\$900.19 SUPPLIES
TEAMSTERS LOCAL 186	18-Sep-26	\$652.00 PAYROLL DEDUCTION
THE ARC OF VENTURA COUNTY, INC.	18-Sep-26	\$2,995.92 MONEY CNTERS/BUS CLNRS
VENTURA COUNTY AUTO SUPPLY	18-Sep-26	\$120.61 PARTS
VENTURA FEED & PET SUPPLIES, INC.	18-Sep-26	\$842.11 SAFETY SHOES
ASSURANT EMPLOYEE BENEFITS	24-Sep-26	\$1,064.54 DENTAL PREMIUMS
BENEFIT COORDINATORS CORP.	24-Sep-26	\$12,771.20 DENTAL PREMIUMS
CREATIVE BUS SALES	24-Sep-26	\$2,344.07 PARATRANSIT BUS/VANS
DEPT OF TOXIC SUBSTANCES CONTROL	24-Sep-26	\$262.94 FILING FEE
ENVISION VTA FD AUTO LLC	24-Sep-26	\$1,568.48 PARTS
GILLIG LLC	24-Sep-26	\$7,214.44 PARTS
GREG'S PETROLEUM SERVICE, INC	24-Sep-26	\$2,766.81 OIL SUPPLIER
HOERBIGER SERVICE INC.	24-Sep-26	\$8,537.10 GEMINI COMPRESSOR PRTS
JAMES BECK	24-Sep-26	\$534.96 EXPENSE REIMBURSEMENT
LIFT-U-INC.	24-Sep-26	\$165.42 WHEEL CHAIR PARTS
LORNE HENDERSON	24-Sep-26	\$837.69 EMPLOYEE REIMBURSEMENT
LOS ANGELES TRUCK CENTERS, LLC	24-Sep-26	\$301.20 PARTS/SERVICE
MACVALLEY OIL COMPANY	24-Sep-26	\$10,159.46 FUEL
MISSION LINEN SUPPLY	24-Sep-26	\$653.67 MAINTENANCE UNIFORMS
PARKHOUSE TIRE, INC.	24-Sep-26	\$1,691.01 TIRES
RINGCENTRAL, INC.	24-Sep-26	\$2,375.11 PHONE SRVC - CSC
SAFETY-KLEEN SYSTEMS, INC.	24-Sep-26	\$1,654.62 SOLVENT TANK FLUID

STAPLES ADVANTAGE	24-Sep-26	\$1,001.42	OFFICE SUPPLIES
SUPERIOR PRINTING & GRAPHICS, INC	24-Sep-26	\$935.84	PRINTING SERVICES
SUPERIOR SANITARY SUPPLIES	24-Sep-26	\$166.75	SUPPLIES
THE AFTERMARKET PARTS COMPANY, LLC	24-Sep-26	\$564.06	PARTS/BUSES
TRANSFOR CORPORATION	24-Sep-26	\$1,094.70	WHEELCHAIR PARTS
U.S. BANK	24-Sep-26	\$15,959.26	CALCARD PAYMENT
ZEP MANUFACTURING CO.	24-Sep-26	\$946.79	INDUSTRIAL CLEANERS
CalPERS Health for September 2026	EFT	\$350,628.35	HEALTH INSURANCE
CalPERS Unfunded Liability for September 2026	EFT	\$168,782.00	UNFDED ACCRD LIAB CLASSIC
Life Basic/Supplemental insurance September 2026	EFT	\$15,564.31	LONG TERM DISABILITY PREMIUMS
CalPERS Pension Contributions PR 09/04/2026	EFT	\$129,153.03	PENSION CONTRIBUTIONS
CalPERS Pension Contributions PR 09/18/2026	EFT	\$130,422.70	PENSION CONTRIBUTIONS
TOTAL		<u>\$1,246,684.41</u>	



Item #4

Date: October 7, 2026
To: Board of Directors
From: Veronica Navarro, Finance & Grants Analyst
Christine Feng, Chief Financial Officer/AGM
Subject: **Consider Acceptance of August 2026 Actual vs. Budget
Financial Analysis Report**

This report summarizes the financial activities for August 2026, comparing actual performance with the budgeted amounts for Gold Coast Transit District.

Overview:

In August 2026, the Gold Coast Transit District (GCTD) experienced a monthly deficit of **\$838,615** as revenues were below budget and total expenses were below the monthly budget.

Revenues

Total revenues for the month came in at **\$2.03 million**. Key highlights include:

- **Operating Revenues** were approximately \$241,000, **4% below budget**.
- **Non-Operating Revenues** were approximately \$52,00, **18% below budget**.
- **Federal Assistance** had no revenue recorded during August, **100% below budget**.
- **State Assistance** was **below budget by 95%**, with approximately \$38,000 recognized during August.
- **Local Assistance** funding was in line with budget expectations.

Year-to-date (YTD), revenues totaled **\$4.24 million**, representing **9.94%** of the annual budget.

GOLD COAST TRANSIT DISTRICT

Expenses

For the month of August, total expenses were **\$2.87 million**, approximately 19% below the monthly budget. Key variances included:

- **Salary/Wage** expenses were **below budget by 7%**.
- **Fringe Benefits** expenses were **below budget by 26%**.
- **Services** expenses were **below budget by 57%**.
- **Materials and Supplies** expenses were over budget by 23%.
- **Utilities** expenses were over budget by 1%
- **Casualty and Liability** expenses were **below budget by 95%**.
- **Miscellaneous** expenses were over budget by 72%.
- **Member Contribution** expenses were all in line with expectations.

YTD, total operating expenses are 14.29% of the annual budget.

Overall, August results are lower than budgeted revenues, primarily in State and Federal Assistance, while operating expenses remained below budget overall. Gold Coast Transit District demonstrates alignment with long-term goals while maintaining good financial management as the fiscal year continues.



General Manager's Concurrence

GOLD COAST TRANSIT DISTRICT
Financial Activities Summary - Actual vs. Budget
August 2026 | FY 2027

	<u>August 2026</u> <u>Actual</u>	<u>August 2026</u> <u>Budget</u>	<u>Variance Over</u> <u>(Under) Budget</u>	<u>YTD Actual</u>	<u>Annual Budget</u>	<u>Percentage of</u> <u>Annual Budget</u>
Revenues:						
Operating revenues	\$ 241,190.94	\$ 251,250.00	-4.00%	\$ 420,547.56	\$ 3,015,000.00	13.95%
Non- Operating Revenues	\$ 51,542.34	\$ 62,500.00	-17.53%	\$ 67,798.64	\$ 750,000.00	9.04%
Local Assistance	\$ 1,703,213.08	\$ 1,703,213.08	0.00%	\$ 3,406,426.17	\$ 20,438,557.00	16.67%
State Assistance	\$ 38,380.75	\$ 799,614.00	-95.20%	\$ 350,170.50	\$ 9,595,368.00	3.65%
Federal Assistance *	\$ -	\$ 741,651.92	-100.00%	\$ -	\$ 8,899,823.00	0.00%
Total Revenues	\$ 2,034,327.11	\$ 3,558,229.00	-42.83%	\$ 4,244,942.87	\$ 42,698,748.00	9.94%
* reflects timing of Federal claims						
Expenses:						
Salary/Wage	\$ 1,316,553.39	\$ 1,409,196.42	-6.57%	\$ 2,620,572.70	\$ 16,910,357.00	15.50%
Fringe Benefits	\$ 871,493.52	\$ 1,179,754.17	-26.13%	\$ 2,133,078.05	\$ 14,157,050.00	15.07%
Services	\$ 63,988.91	\$ 149,754.17	-57.27%	\$ 107,733.40	\$ 1,797,050.00	6.00%
Materials and Supplies	\$ 311,878.41	\$ 254,368.33	22.61%	\$ 463,325.61	\$ 3,052,420.00	15.18%
Utilities	\$ 37,298.07	\$ 36,833.33	1.26%	\$ 38,021.96	\$ 442,000.00	8.60%
Causality and Liability	\$ 9,166.64	\$ 175,891.67	-94.79%	\$ 272,047.48	\$ 2,110,700.00	12.89%
Miscellaneous	\$ 60,247.34	\$ 34,945.00	72.41%	\$ 61,206.33	\$ 419,340.00	14.60%
Debt Service	\$ -	\$ 115,169.83	-100.00%	\$ -	\$ 1,382,038.00	0.00%
Members Contribution	\$ 202,316.08	\$ 202,316.08	0.00%	\$ 404,632.17	\$ 2,427,793.00	16.67%
Total Expenses	\$ 2,872,942.36	\$ 3,558,229.00	-19.26%	\$ 6,100,617.70	\$ 42,698,748.00	14.29%
Surplus or (Deficit)	\$ (838,615.25)			\$ (1,855,674.83)		



October 7, 2026

Item #5

TO GCTD Board of Directors
FROM Tanya Hawk, Inventory and Assets Management Coordinator
SUBJECT Report of Contracts Awarded

SUMMARY

As requested by the Board of Directors on December 2, 2020, and in accordance with the GCTD Purchasing Resolution, staff is to provide a monthly report of all purchases issued by this agency. The attached report lists all purchase orders awarded since the September 2026 Board meeting.

RECOMMENDATION

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

GENERAL MANAGER'S CONCURRENCE

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

Vanessa Rauschenberger
General Manager

GOLD COAST TRANSIT DISTRICT

Contracts/PO Awarded Report
October 2026

PO#	ITEM DESCRIPTION	VENDOR NAME	CITY	COST
PARTS				
M0052269	VALVOLINE PREMIUM BLUE 9200 15W-40, SAE OW-20 MOTOR OIL, REGULATORY COMPLIANCE FEE & STATE RECYCLING FEE	GREG'S PETROLEUM SERVICE, INC	DELANO	\$2,714.21
M0052270	BATTERY - INTERSTATE, AUX14 BATTERY & CA BATTERY FEE	INTERSTATE BATTERIES	VENTURA	\$584.11
M0052274	NON STOCK SUPPLIES JANITORIAL	SUPERIOR SANITARY SUPPLIES	OXNARD	\$1,759.64
M0052275	COIL EXTENSION	LOS ANGELES TRUCK CENTERS, LLC	OXNARD	\$859.29
M0052276	SYSTEM CONTROLLER	GILLIG LLC	LOS ANGELES	\$1,604.74
M0052277	DEVICE, AFTERTREATMENT (CATALYST)	CUMMINS PACIFIC LLC	VENTURA	\$24,187.47
M0052278	WHEEL SEAL RETAINER GREASE-FRONT, PARKING BRAKE HARDWARE KIT, REAR, PCV VALVE ASSEMBLY & REAR BRAKE PADS- NISSAN LEAF	PARTS AUTHORITY LLC	VENTURA	\$283.08
M0052279	PULLEY, IDLER, SENSOR, OXYGEN, THERMOSTA, SENSOR, EGR PRESSURE, SEAL VALVE COVER, BREATHER HOUSING GASKET & OIL FILTER HEAD	CUMMINS PACIFIC LLC	VENTURA	\$339.34
M0052280	KIT, NOISE ISOLATOR, ROTOR, BRAKE, U-JOINT, KIT, LAMP, AMBER SIDE TURN/MARKER, REGULATOR, PRESSURE, DECAL, EMERGENCY INSTRUCTIONS LOCATION, BOLT, HUB , SPRING ASM, GAS 81LB, SWITCH, SPST, ON/OFF, GASKET, FRONT HUB, FILTER KIT & FUEL	GILLIG LLC	LOS ANGELES	\$9,119.16
M0052282	CNG PRIMARY FUEL FILTER (PARKER)	CREATIVE BUS SALES	CHINO	\$211.71
M0052283	BUS INSPECTIONS-GILLIG-LIVERMORE, CA	VEHICLE TECHNICAL CONSULTANTS, INC.	APPLE VALLEY	\$6,390.00
M0052284	WT2- ADAPTER HARNESS, TARIFF-LY-L & PARTS-1-HANDLING	SEON SYSTEM SALES, INC.	CHICAGO	\$232.56
M0052285	BRUSHES-CONDENSER MOTOR, BRG6203-NTN BEARING- CONDENSER MOTOR & BRG6204-NTN BEARING- CONDENSER MOTOR	ROMAINE ELECTRIC CORPORATION	KENT	\$194.17
M0052287	DEVICE, AFTER CLEANING CATALYST	PURE EARTH SYSTEMS, INC.	NORTHRIDGE	\$400.00
M0052288	VALVOLINE PREMIUM BLUE ONE SOL. 15W-40, STATE RECYCLING OIL GAL & REGULATORY COMPLIANCE FEE	GREG'S PETROLEUM SERVICE, INC	DELANO	\$2,411.68
M0052291	SPARK PLUGS, KIT, ACTUATORY TURBO SERVICES, VALVE, EGR VALVE & EGR CORE	CUMMINS PACIFIC LLC	VENTURA	\$4,114.28

Contracts/PO Awarded Report
October 2026

M0052296	BELT TENSIONER- CUTAWAY, STABILIZER BAR LINK, REAR BRAKE PADS- CHRYSLER, DIRECTION INDICATOR SWITCH, STANDARD CAPSULE, BATTERY BXT-65-850, SERPENTINE BELT 6- GROOVE 136- INCH-CUTAWAY & POWER STEERING PRESSURE LINE ASSY	PARTS AUTHORITY LLC	VENTURA	\$969.43
M0052297	SLIDING DOOR SWITCH ASY & FUEL FILTER	ENVISION VTA FD AUTO LLC	OXNARD	\$740.45
M0052298	3939906D CPR, AIR ISC/ISL 30.4 CFM, 5320525D MODULE & IGNITION CONTROL	CUMMINS PACIFIC LLC	VENTURA	\$873.61
M0052302	FILTER OIL, FILTER ASM PRIMARY, AIR & FILTER & COOLANT	LOS ANGELES TRUCK CENTERS, LLC	OXNARD	\$2,244.41
M0052303	NON STOCK SUPPLIES JANITORIAL	SUPERIOR SANITARY SUPPLIES	OXNARD	\$760.55
M0052305	COIL IGNITION	LOS ANGELES TRUCK CENTERS, LLC	OXNARD	\$3,874.17

Parts Total	\$64,868.06
Local (Ventura County)	\$41,589.83



Date: October 7, 2026

Item #6

To: Board of Directors

From: Vanessa Rauschenberger, General Manager

Subject: Strategic Choices Workshop - Background Information

A. EXECUTIVE SUMMARY

The purpose of this workshop is to build upon GCTD's 2023 Strategic Plan and the Budget Discussion held earlier this year, which anticipated issues now facing the District, including the budget deficit, long term funding issues, and emerging trends. For this item, staff will facilitate a Strategic Choices Workshop to seek Board direction on key issues facing the GCTD:

- 1) Facing the need to bring expenses in line with available funding, what should GCTD's service preservation priorities be under a 20% budget reduction?
- 2) Given the strategic goal to increase revenue, what should GCTD staff pursue as it relates to long-term revenue opportunities?
- 3) Given the need to adapt to changing needs of Ventura County, what potential technology, innovation, and efficiency strategies should GCTD explore?

The workshop format will include a combination of staff presentations and consultant-led discussion facilitated by Gary Hewitt of Transportation Management Design, who developed GCTD's Short Range Transit Plan. Throughout the workshop GCTD staff will be available to provide information as subject matter experts in areas of planning, operations, finance, and will engage with the Board on efforts under consideration.

Following the workshop, staff will incorporate Board input and direction, employee input, and public input into future service plans and annual work plans. Any recommendations for major service changes would return to the Board through the appropriate public review and approval process.

B. THE FISCAL OUTLOOK

Like many transit agencies across the state, funding available for transit operations is not growing at the same rate as operating costs. Although GCTD's operating cost per revenue hour remains relatively low compared with local transit providers and peer agencies of similar size, operating costs continue to grow faster than available ongoing revenue. While one-time CARES and state SB 125 funding helped support existing service post COVID, those funds are limited and not expected to be renewed by the State.

GOLD COAST TRANSIT DISTRICT

ACTIONS TAKEN/UNDERWAY TO CONTROL COSTS

GCTD has for the past several years been working to address its financial position. In line with the Strategic Plan goal of Stewardship of Resources, the District staff have taken several steps to reduce costs, improve efficiency, generate revenue, and make better use of existing resources. While these actions have helped reduce the size of the projected funding gap and preserve transit service, they are not sufficient by themselves to resolve the structural imbalance.

Actions taken to reduce costs / increase funding include: fare increase (2024), bringing ADA paratransit operations in-house to reduce management overhead costs and provide greater oversight (2024); applying for grant funding for demonstration services (multiple years), partnership with VCTC on Youth Ride Free (ongoing), establishing partnerships with the City of Oxnard and Port Hueneme to utilize GCTD's CNG fueling station (2023); freezing selected vacant positions (ongoing); renegotiating natural gas procurement and Low Carbon Fuel Standard credits (2026); updating investment practices on available District cash while maintaining appropriate safety and liquidity (2024); strengthening procurement policies and controls (2026); and tightening attendance and overtime management (2026).

The District is also continuing to pursue opportunities that could improve its longer-term financial position. These include advancing an RFP for reuse of the former GCTD property, to generate potential long-term ground-lease revenue; we are also evaluating whether eligible federal funds could be used to repay the District's facility debt early and reduce approximately \$1.3 million in annual debt service; and continuing to review contracts, staffing, and business practices.

Staff are also planning to implement a minor 5% service hour reduction to coincide with January 2027 service changes. The January service change will also allow GCTD to implement the planned Route 1 and Route 6 alignment changes identified in the SRTP that were approved for implementation earlier this year. The proposed modified service plan was presented to the GCTD Technical Advisory Committee (TAC) on September 16, 2026. This minor service adjustment represents an initial step and does not resolve GCTD's structural funding challenge.

These efforts reflect GCTD's Strategic Plan commitment to Stewardship of Resources. However, many administrative and operating efficiencies are incremental in comparison with the magnitude of the projected funding gap. For that reason, the District's future ability to provide transit service at the levels we provide today will likely require a combination of both savings and new funding.

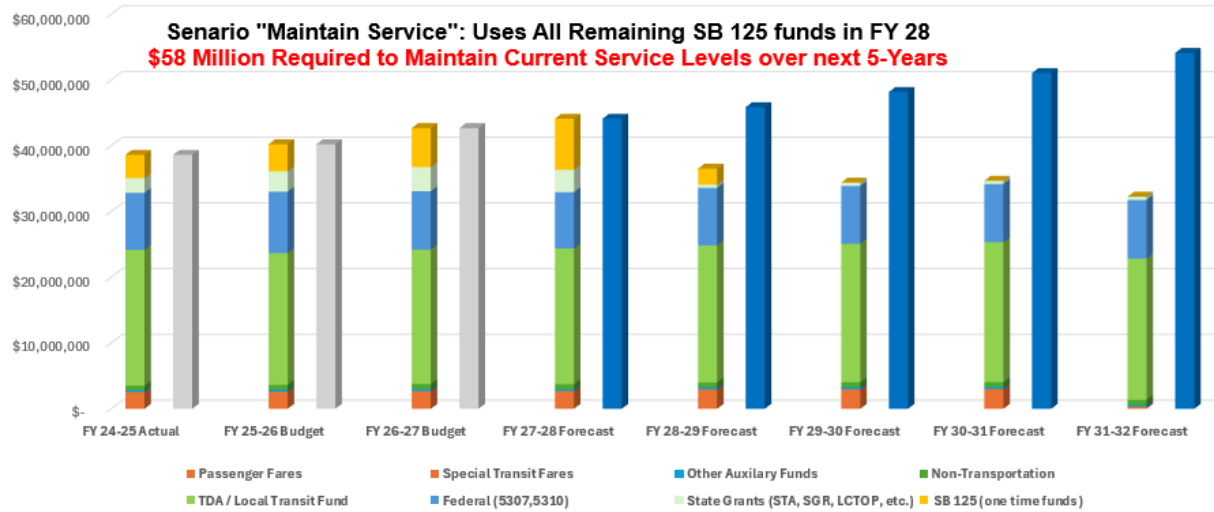
DEFICIT TIMELINE CONSIDERATIONS

Each of the deficit scenarios below assumes status quo funding, no additional revenue from changes in regional funding allocations, no additional State or Federal funding, or any new funding for example from a local or regional ballot measure. If additional ongoing funding is secured, those resources could reduce the magnitude of budget and service reductions.

Scenario A – Maintain Current Service Levels – No New Funding

Assumes operating the same level service we have today, with inflationary increases in labor, parts, fuel, etc. Assumes the same regional allocation of TDA, Federal and other State funding. **The scenario assumes use of most of the remaining SB 125 funds to fill the deficit in FY 28. Even with those funds, the projected five-year funding gap is approximately \$58 million to maintain current service levels.**

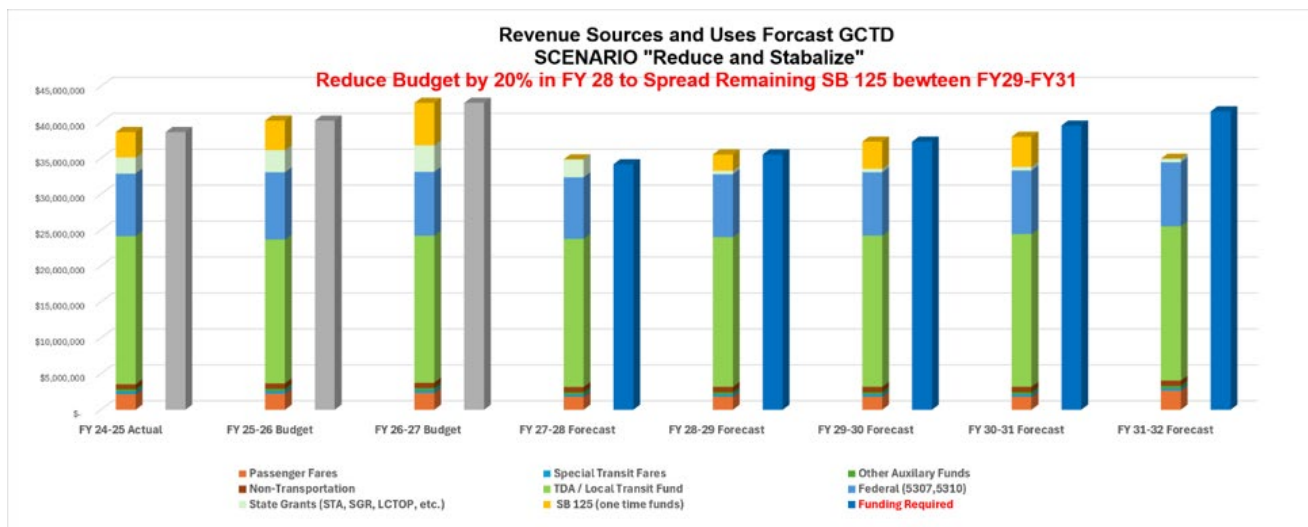
GCTD Revenue Sources & Uses Next 5-Years



Deficit Scenario B – Reduce & Stabilize – No New Funding

Assumes we plan for an operating budget reduction of at least 20% starting next fiscal year July 1, 2027 (FY 2028). If GCTD reduces its overall agency budget by 20%, we could spread SB 125 funds (approximately \$10m remaining after FY 27) to stabilize the budget through FY 31.

In order to reduce the overall budget by approximately 20%, we can't simply cut every department by 20%. Some expenses such as debt service and basic facility costs remain even if fewer buses operate. Staff would first look for savings across administration, maintenance, paratransit, contracts, and other areas. The amount of fixed-route service that ultimately must be reduced will depend on how much savings can realistically be achieved elsewhere.



Alternatively, reductions could be spread between FY 2028 and FY 2029. This would mean a smaller service cut next year, and then another larger service cut the following year. This may be challenging for riders who will see year-over-year reductions. This would require more SB 125 funding used next year, and would shorten the time before the deficit returns.

C. STRATEGIC CHOICE #1: SERVICE PRESERVATION PRIORITIES

GCTD has historically sought to connect communities throughout the District while maintaining useful service frequencies and access to major destinations. However, as operating costs have increased faster than available ongoing revenues, maintaining the existing level of service has become increasingly difficult.

These financial constraints require GCTD to make difficult service allocation decisions. For example, maintaining service across a larger geographic area can preserve access for more communities but may result in less frequent service. Concentrating resources on higher-ridership corridors can provide more frequent and attractive service but may reduce geographic coverage. Similar choices exist regarding hours and days of service, connections to major destinations, and the populations and trip purposes that should receive the greatest consideration.

For this part of the workshop, consultant **Gary Hewitt of Transportation Management Design** (who worked with GCTD on its Short Range Transit Plan) will lead the Board through an interactive exercise designed to provide background on the SRTP, Transit 101, and ask the board to identify preferences between service choices such as:

- ☐ Ridership vs. Coverage
- ☐ Frequency vs. Span
- ☐ Weekday vs. Weekend Service
- ☐ Low Performing Routes
- ☐ Continue with SRTP proposed network
- ☐ All at Once or Phased

The Board will help identify the service characteristics that should receive the greatest consideration when staff develop future service plans. The exercise will help provide staff with guiding principles, that along with public input and ridership data, will be used to develop service adjustment plans. Staff will then use the Board's direction when developing future service scenarios for public review and subsequent Board consideration.

D. STRATEGIC CHOICE #2: WHAT LONG-TERM REVENUE SHOULD GCTD PURSUE?

GCTD's financial challenge is not solely a short-term budget issue, or an issue that can be solved by budget and service cuts. Without new funding, continued service reductions could contribute to a cycle in which declining service leads to declining ridership and revenue.

Improving GCTD's long-term financial sustainability will likely require pursuing multiple strategies rather than relying upon a single funding source.

Staff will ask the Board to identify which funding ideas warrant further pursuit or which should be not be explored at this time. Recognizing that some opportunities can't be pursued directly by GCTD, while others may require cooperation from member jurisdictions, regional partners, or other organizations.

Long-Term Funding Idea	Potential Benefit	Staff Work Required	Control of Outcome
Evaluate GCTD Ballot Measure	High	Legal/tax analysis; revenue estimate; polling	Shared - GCTD can initiate; voters decide
Regional Funding Review	Medium / High	Develop proposal; regional advocacy; pursue policy changes	Shared - GCTD can request; VCTC decides
Increase Fares (Last Increase 2024)	Medium	Model fares/revenue; equity analysis; public process	High - GCTD Board decision
City/Developer Funding	Low / Medium	Develop pricing; engage cities/developers; negotiate agreements	Shared — Partner participation required
Funding Partnerships	Low / Medium	Identify partners; develop pricing; negotiate agreements	Shared — Partner agreement required
Establishment of Fees Safety / Accessibility (Parking In Bus Stops)	Low	Legal review; city coordination; enforcement approach	Low / Shared — Likely requires local coordination
Former Property Redevelopment	Low	Complete RFP; evaluate proposals; negotiate agreement	Shared — GCTD controls property; market/developer dependent

Evaluation of a GCTD Ballot Measure

GCTD's enabling District legislation established in 2014 allows the District to place a tax measure on a ballot with a majority vote of the Board. However, given the different tax rates already in place locally, a GCTD-wide proposal would need careful legal/tax analysis because the amount of remaining capacity is not uniform across the District.

Monterey County provides a useful example for the Board's consideration. In 2014, voters approved Monterey-Salinas Transit's 1/8-cent Measure Q, that focused on dedicated funding for transportation serving seniors, veterans and people with disabilities. Following the passage of Measure Q, a broader regional 3/8-cent transportation measure followed later, illustrating that a smaller transit-focused measure and a larger regional measure can coexist.

One consideration is that a GCTD-led measure would be presented to different electorates than a countywide measure. GCTD's service area is concentrated in western Ventura County communities, where demographics, transportation needs, transit use, and community priorities are different from the County as a whole. Conducting research on this would allow the GCTD board to evaluate this option based on the unique characteristics of GCTD's service area and the member jurisdiction transit needs.

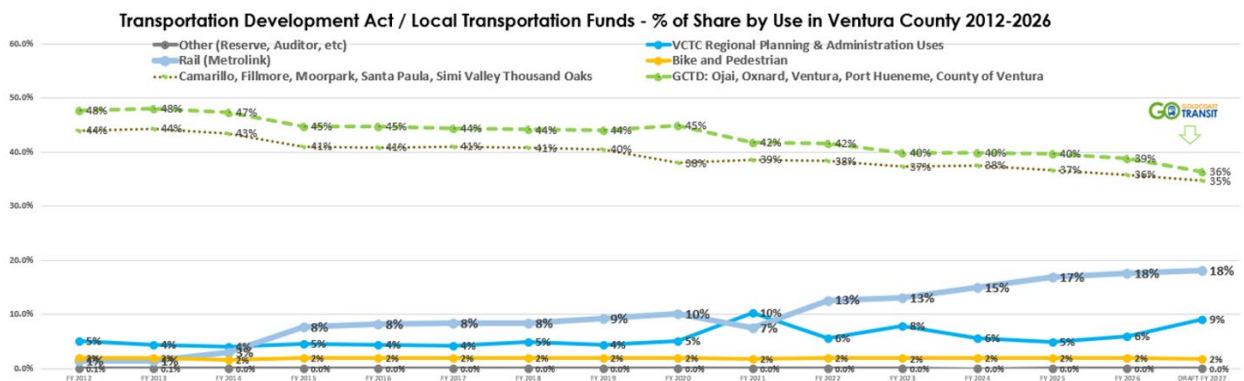
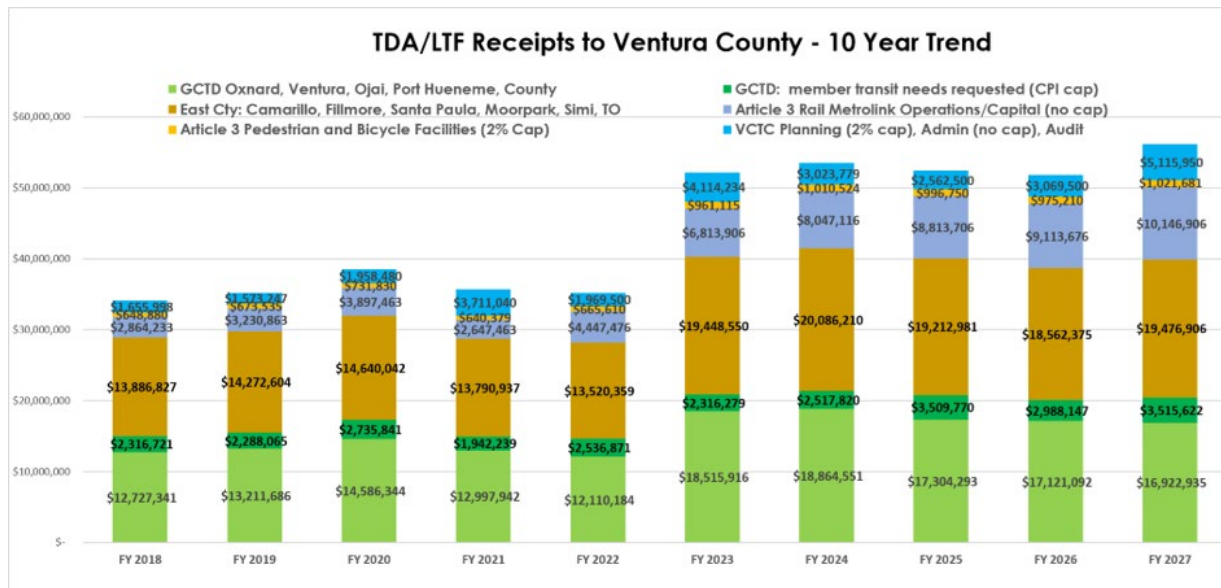
Waiting to participate in a larger VCTC regional measure is also an option; however, there is uncertainty regarding whether a measure would proceed and how much funding would ultimately be dedicated to local transit vs. other regional transportation priorities.

Regional Funding Review

While GCTD is the recipient of TDA funds on behalf of its members, we also operate within a regional funding structure in which Ventura County Transportation Commission (VCTC) determines how TDA is allocated among eligible transit uses. The current process requires partnership and cooperation of the jurisdictions across the county.

GCTD staff conducted an initial review of how TDA funds have been divided between local bus service, regional rail, and other uses; however, a broader review of all transit funding sources, including TDA and Federal and State funding, would be beneficial.

For example, based on a review of TDA allocation from 2012 to 2027, GCTD's share did not increased relative to total receipts to Ventura County. One reason is the amount of funds taken "off the top" for other transit uses. The tables below show the "off the top" share has grown from 10-15% to 27-29% over the last decade. Metrolink has been the primary beneficiary, after a policy established in 2012 which provides 1/3 of every year's TDA increase to rail purposes.



It is important to note that TDA law does enable VCTC to prioritize certain transit needs such as commuter rail over local bus based on local priorities. Furthermore, VCTC can at its discretion, increase the amount off the top for these needs from year to year, further reducing the share for

local use. Over the last five years, while GCTD has been able to use SB 125 and CARES funds to make up for these gaps, however it is no longer able to sustain these fluctuations.

Notwithstanding the above, public transit ridership in Ventura County takes place overwhelmingly on buses. Local bus operators, led by the Gold Coast Transit District and VCTC Intercity, combine for over 4 million annual boardings across the region. Our 2024 rider survey found that 40% of GCTD's riders report earning less than \$19,999, 27% earning \$20,000-\$49,999, which in Ventura County, is in the extremely low-income category. Additionally, on fixed-route, 34% of riders are comprised of youth, 9% college, 17% seniors and people with disabilities. On our paratransit system, 49% of riders are seniors, while 32% have a disability.

While commuter rail was established in Ventura County to provide an important regional connection and to alleviate traffic on the HWY 101; historically, only a quarter of Ventura County Line boardings occur within Ventura County, with the majority taking place at LA County stations. In data shared by Metrolink, average weekday boardings at the six stations in Ventura County (combined) average less than 500 per weekday. For comparison, GCTD's Route 6 alone carries 2,880 riders each weekday. As transit funding becomes increasingly constrained, a review of the share and uses of limited transit funding is warranted.

GCTD has initiated informal discussions with VCTC staff on this issue, and we have asked that this topic be brought back for discussion involving staff from each jurisdiction for a more comprehensive review. GCTD staff could also work to develop a formal proposal for consideration by the Commission, to support continued discussions with staff.

City/Developer Funding

Another option that could be explored with local jurisdictions is the establishment of developer fees or city-funded contributions to support service in areas where new or expanded transit service may be needed, such as near major developments. GCTD has received requests for new service to locations such as Amazon, Kaiser Permanente, and Ventura Harbor.

It should be noted that currently, all five member jurisdictions are eligible to request funds annually for things like bus stops, transit centers, and local transit services. The allocations are capped each year to no greater than CPI each year. However, GCTD could work with the jurisdictions operating these services to explore cost reduction options. These funds are used by member cities for maintenance of transit centers Oxnard and Ventura, bus stops, Port Hueneme, and Ojai for the Trolley, as well as to County of Ventura for operations of paratransit in unincorporated areas (Kanan Shuttle, Heritage Valley, ECTA, Ojai Trolley).

Funding Partnerships with Schools/Colleges

Explore agreements in which schools or colleges contribute toward the cost of transportation for their students. This could include institutional passes, annual agreements, or contributions toward services that directly benefit their campuses. For example, SBMTD has institutional student-pass agreements with UCSB and Santa Barbara City College, with the payments included in MTD's fare revenue. VCTC have indicated this is something they are exploring, and GCTD would dedicate staff time to support their efforts on this.

Establishment of Fines / Safety / Accessibility Measure

The primary purpose of this idea is safety/accessibility rather than revenue. One example of this is SacRT, which partnered with the City of Sacramento to use bus-mounted cameras to identify vehicles illegally blocking bus stops, which can prevent people from accessing the bus.

AC Transit has a similar program and issues \$110 citations. This issue may increase as more delivery vehicles or TNCs utilize bus stops as drop off areas. Staff could evaluate whether GCTD could establish or receive revenue from fines associated with activities that interfere with transit operations, such as vehicles illegally blocking bus stops. This would require legal review and likely coordination with member cities and enforcement agencies.

Former Property Redevelopment

Continue the process to put the former GCTD property into productive use through redevelopment or a long-term ground lease. The objective would be to generate ongoing revenue while retaining the long-term value of the District-owned asset.

E. STRATEGIC CHOICE #3: WHAT TECHNOLOGY, INNOVATION, AND EFFICIENCY STRATEGIES SHOULD GCTD EXPLORE?

Financial sustainability is not only about identifying additional revenue. GCTD must also continue looking for ways to provide service more efficiently and make the best use of its workforce, fleet, facilities, technology, and other assets. Not every concept will produce savings, and some may require upfront investment, labor discussions, partnerships, or changes in existing practices.

For this part of the workshop, consultant **Gary Hewitt** will lead a discussion of innovation opportunities. This discussion advances both Service Excellence and Stewardship of Resources, while also reflecting GCTD's organizational value of Accountability, Adaptability & Creativity.

The Board will be asked for input on the technology, innovation, and efficiency strategies it would like staff to further explore or pursue. Board input will help staff determine which concepts should move forward for additional research, feasibility analysis, pilot programs, partnership discussions, or development into proposals for future Board consideration.

Scheduling Efficiencies

Review schedules, running times, operator assignments and vehicle utilization to identify opportunities to provide the same service with fewer resources or reduce overtime and inefficient vehicle hours.

Transit Priority on Streets to Speed Up Service

Work with member cities on signal priority, bus stop improvements and other street treatments that reduce delays. Faster trips can improve reliability and reduce the number of buses and operator hours needed to provide service.

Partner with TNCs (Uber/Lyft)

Explore using TNCs for targeted trips where operating a GCTD vehicle is less efficient, such as overflow, late-night, first/last-mile or other low-demand service.

Managing Paratransit Cost Growth

ADA paratransit is an essential and federally required service, but it is significantly more expensive per passenger trip than fixed-route service. GCTD can explore strategies to manage future cost growth through more efficient scheduling and trip grouping, encouraging fixed-route use when appropriate, coordinating trips with other agencies and health-care providers, seeking Medi-Cal or other third-party reimbursement, and using lower-cost providers such as taxis or TNCs for appropriate overflow trips. The goal would be to slow the growth in cost per trip while maintaining service quality and ADA compliance.

Automation and AI of Some Tasks

Explore opportunities to automate some administrative and operational tasks so employees can spend more time on work requiring judgment, customer service, supervision, and problem-solving. Potential applications include automated customer, scheduling and dispatch support, document and policy drafting, predictive maintenance, and analysis of operational data.

Facility Utilization / Consolidation

The recently completed VCTC TIES and DRIP study included various recommendations to explore consolidation and coordination of some transit services at GCTD's facility. GCTD staff are interested in making the best use of the facility, which is currently utilized at around 60% of its capacity. Creative uses of the facility, that don't require service expansion or costs increases could be explored not just for GCTD but for other transit operators.

F. WORKSHOP CONCLUSION AND NEXT STEPS

The workshop is intended to build a shared understanding of the challenges facing GCTD and provide strategic direction on service priorities, long-term funding, innovation and efficiency. Three key outcomes are anticipated:

1. Resize and stabilize the transit system. GCTD will need to align service levels with projected revenues to create a financially sustainable network for the next several years. Board direction on service priorities will help shape that network and identify priorities for restoration if additional funding becomes available.
2. Pursue sustainable long-term funding. The next several years provide an important window for GCTD and its regional partners to pursue changes to regional funding priorities and identify additional ongoing State, federal, regional, or local revenue.
3. Continue improving efficiency and productivity. Partnerships, technology, automation, and operating efficiencies can help stretch available resources, control future costs, and potentially support service restoration. However, efficiencies alone are unlikely to resolve the structural funding challenge.

Following the workshop, staff will summarize the Board's direction and incorporate it into work plans and service plans. Staff will return to the Board with more detailed analysis and recommendations as appropriate. Any major service changes or other actions requiring formal approval will proceed through the applicable public review and Board approval processes.