



VENTURA COUNTY TRANSPORTATION COMMISSION

Transforming Transportation in Ventura County

SERVING:

Camarillo, Fillmore, Moorpark
Ojai, Oxnard, Port Hueneme
San Buenaventura, Santa Paula
Simi Valley, Thousand Oaks and
the County of Ventura



BUDGET

Fiscal Year 2016/2017
Ventura County, CA
Approved June 3, 2016

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VENTURA COUNTY TRANSPORTATION COMMISSION

“Transforming Transportation in Ventura County, California”

FISCAL YEAR 2016/2017 BUDGET

Presented by:

Darren Kettle, Executive Director
Sally DeGeorge, Finance Director



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EXECUTIVE BUDGET SUMMARY

June 3, 2016

Honorable Commissioners
Ventura County Transportation Commission

Subject: Fiscal Year 2016/2017 Annual Budget

Dear Commissioners:

The Fiscal Year 2016/2017 Ventura County Transportation Commission Annual Budget is hereby presented to the Commission for consideration and approval. This budget was developed not only as a fiscal document but also to reflect the many goals, programs and priorities VCTC has set to serve its community and fulfill its mission. As presented, the Fiscal Year 2016/2017 Budget is a balanced budget and maintains existing service levels. The total annual budget for this fiscal year is approximately \$63.1 million, a 10.6% decrease from the prior year and has no bond debt obligation.

As required by the VCTC Administrative Code, the proposed Draft Budget was reviewed by the VCTC Finance Committee on March 21, 2016 in advance of being presented to the full Commission which included a public hearing at the meeting on April 1, 2016. The Finance Committee reviewed the proposed Final Budget on May 26, 2016. As staff has prepared this final budget, we have done so with very conservative revenue assumptions in an effort to minimize the chances of having to return to the Commission with service cuts or other cost cutting measures.

The Commission utilizes a comprehensive agency-wide task driven budget that emphasizes the Commission's commitment to greater transparency and accountability to the residents of Ventura County. The budget is divided into two main sections: the Main Budget and the Program Task Budgets. The Main Budget contains the program overviews and projections and is intended to provide a general understanding of VCTC's budgeted activities and programs for the coming fiscal year. The Program Task Budgets contain task level detail of the programs including objectives and accomplishments, staff resource costs and non-staff costs. This task driven budget is designed to provide accountability, transparency and clarity of VCTC's programs and services to the region.

As the Commission enters the 2016/2017 fiscal year it does so following one of the most important decisions it has made in over a decade. In April 2016, following extensive public outreach and community education effort and conducting voter research, the Commission unanimously approved a 30-year transportation investment plan funded from a proposed countywide ½ cent sales tax generating \$70 million annually and estimated \$3.3 billion over the life of the plan. The allocation of sales tax revenues amongst Ventura County's numerous transportation needs and stakeholders is one of the most important elements of VCTC's proposal. Fully one half of the funds would go to local jurisdictions to be used for



local priorities. That translates to about \$1.650 billion dollars over the next 30 years for cities and the County to do what is most important to their citizens, whether it be filling potholes, repaving city streets, repairing sidewalks, building bike paths or operating transit services. The other 50 percent of the sales tax revenues will be used to address pressing regional transportation issues, including much-needed improvements to the 101 and the 118; projects to facilitate goods movement to and from the Port of Hueneme, a program to keep transit fares affordable for seniors, veterans, students and people with disabilities, and environmental related transportation investments. While the measure is not officially placed on the ballot as of the writing of this budget letter, the Commission's unanimous approval in April initiated the required process to have the measure placed on the November 2016 ballot. The Commission believes now is the time for residents to invest in the future and repair, preserve and improve the transportation system that is integral to Ventura County's quality of life.

In the meantime, VCTC will continue to rely entirely on federal and state revenue sources to fund transportation projects and services. At the federal level, in December 2015 Congress passed a five year authorization, known as Fix America's Surface Transportation Act (or FAST Act) which authorizes federal transportation spending through September 30, 2021. However, remaining "unfixed" is the sustainability of the Highway Trust Fund (HTF) as an \$80 billion infusion from the federal general fund provides the necessary funding for the FAST Act. Since 2008 the United States Treasury has bailed-out the federal highway trust fund to the tune of \$145 billion. The Mass Transit (MT) Account, a sub-account of the federal HTF is also continues to limp along in much the same way. The MT is the federal funding source for transit services in Ventura County including the VCTC Intercity Bus and Metrolink as well as the other public transit services within the County.

The Commission receives funding from three State revenue sources; two for public transit purposes primarily, and a third to fund freeway improvement projects. Following the "great recession" as the economy improved we experienced an upward trend for revenue estimates for Local Transportation Funds (LTF). That trend appears to be slowing down. LTF comes from statewide ¼ cent sales tax on retail sales and partially funds VCTC Administration and Planning, Metrolink operations, bicycle and pedestrian improvements, bus transit services, and local streets and roads projects. Legislation passed in 2011, coupled with voter approval of Proposition 22 has created a reasonably reliable State Transit Assistance (STA) program that will permit the Commission to use this source of revenue for both public transit operations and capital purchases which will be devoted to ensuring continuation of regional and intercity public transit service such as VCTC Intercity service and Metrolink.

Additional State funds come to the Commission as part of the State Transportation Improvement Program (STIP) which is used primarily for major highway projects. While the STIP funds do not flow through Commission budget, the Commission is responsible for programming these funds to priority projects. The Governor's proposed budget estimates that due to the continued drop in fuel prices, under the provisions of the state's "gas tax swap" the gasoline tax rate levied in lieu of the Proposition 42 sales tax amount will be dropped from 12 cents per gallon to 9.8 cents per gallon. Based on this development, the California Transportation Commission has adopted a revised Fund Estimate which goes from having a zero-dollar STIP to having a STIP which is \$754 million in the hole, meaning that the regional agencies must de-program one-third of the previously-committed program.



VCTC's share of the \$754 million shortfall is \$12.4 million, but since VCTC had earlier decided to use its Surface Transportation Program funds to advance \$17 million for the highway improvement environmental document preparation, VCTC will not be expected to cut anything further from the STIP. However, the loss of \$12.4 million from VCTC's STIP share will further delay the ability to fund construction of our planned highway improvements. On a related note, the drop in fuel prices will also result in another significant cut in gas tax subventions to local governments for street and road maintenance.

A brief description of what is expected to take place in other VCTC programs follows below:

Financial Management

VCTC strives to run an efficient and fiscally responsible Finance Department that produces timely and accurate reports to provide the Commission and the public financial information about the Commission's operations. The Finance Department is responsible for performing the day-to-day accounting functions consisting of cash management, accounts receivable, accounts payable, payroll, general ledger and financial and investment reports. The VCTC maintains a general fund, a Service Authority for Freeway Emergencies (SAFE) fund, a Local Transportation Fund (LTF), a State Transit Assistance (STA) fund, a VCTC Intercity Services fund and a Valley Express fund. The Finance Department prepares and monitors the agency's budget, provides budgetary assistance to project managers who monitor individual task budgets, and provides grant support and specific project support for many projects. The Finance Department is in charge of multiple state and federal audits throughout the year. The Finance Department is also tasked with overseeing the financial compliance with various state and federal regulations including changing GASB requirements.

Transportation Development Act

As the State designated Regional Transportation Planning Agency (RTPA), VCTC is responsible for the administration of the TDA LTF and STA funds. As such, VCTC processes TDA claims and allocates funds in compliance with State laws and regulations. Each year annual fiscal and compliance audits of all claimants are performed and submitted as required to the State Controller's Office. Necessary administrative changes resulting from State legislation Senate Bill (SB) 716, SB 203, SB 508 and Assembly Bill (AB) 664 continue to be addressed and policies established as needed.

Airport Land Use Commission

With the conclusion of the Naval Base Ventura County Joint Land Use Study (NBVC JLUS), the Airport Land Use Commission (ALUC) will primarily focus on reviewing development projects within the Airport Comprehensive Land Use Plan (CLUP) boundaries during Fiscal Year 2016/2017. ALUC staff will continue to work with the County Department of Airports and local jurisdictions to ensure appropriate development around the County's airports. In addition to the normal project consistency reviews ALUC staff will begin the process of identifying and assembling funds to update the CLUP and develop the associated Environmental Impact Report (EIR) in a future year.



VCTC HQ 2220 Ventura Boulevard

After a year and a half of negotiations with the City of Camarillo (which was constrained by the Redevelopment Agency dissolution process), the Commission approved the purchase of a new headquarters building at 2220 Ventura Boulevard in old town Camarillo for a purchase price of \$1. The Commission set-aside \$3.5 million of State Transit Assistance funds for the purposes of purchasing and renovating an office building that will serve as the new VCTC main offices. The building, located in the pedestrian oriented Old Town Camarillo, is a couple of blocks from the Camarillo Metrolink/Amtrak Station where VCTC's Intercity 101 and CSUCI's routes make frequent stops and is centrally located within the county and has easy access to Highway 101. VCTC's architect is currently preparing the design plans which include LEED certification and space to allow for some expansion of VCTC and also make space available for VCTC's regional transportation partners such as SCAG and other regional or countywide agencies.

Freight Movement

VCTC will continue to participate in the coordinated regional goods movement planning effort, which has in recent years translated into significant Southern California freight project funding, including funding for Port of Hueneme access improvements. The Comprehensive Transportation Plan identified the need for another \$60 million for port landside access improvements, and VCTC will continue to seek these funds as part of a regional goods movement strategy. Most significant of these improvements is the Rice Avenue Bridge over the railroad in Oxnard, which has recently attracted national attention due to the recent unfortunate accident at that crossing, and which recently received a \$1.5 million discretionary federal grant for final design. Although the federal FAST Act has created a new funding source for such projects, it is currently unclear where VCTC can obtain sufficient local match to not only be eligible to receive funds but also to successfully compete against areas that have significant local transportation funding sources to offer with their grant applications.

Transportation Funds Programming

During the upcoming year VCTC will continue to consider projects for funding as money becomes available through various programs, with calls for projects anticipated to occur for FTA Section 5310 Seniors and Individuals with Disabilities funds, the Jobs Access and Reverse Commute (JARC) portion of the Section 5307 program, and for Congestion Mitigation and Air Quality (CMAQ) funds newly-authorized under the federal FAST Act. VCTC will remain involved in the process to select projects in the third cycle of the state's Active Transportation Program. Staff will also continue to monitor and facilitate the delivery of many smaller projects funded from various state and federal sources.



Highway Program Management

The Commission has approved using Surface Transportation Program funds to expedite the project development work, and eventual implementation, for the priority Route 101 and Route 118 freeway improvements. As part of this new initiative, VCTC will for the first time be assuming direct management for state highway project development work, in this case for the Route 101 project. A significant amount of VCTC staff effort will also be required for the Route 118 project even though Caltrans will remain the project lead. During the upcoming year the primary emphasis will be on starting the work on the two projects' preliminary engineering and environmental documents. In order to initiate this substantial long-term project management undertaking, this budget includes a new position of Capital Projects Manager to lead the project management efforts.

Service Authority for Freeway Emergencies (SAFE)

Due to the proliferation of personal cellular phones and declining usage of the callbox system, a reduction in the total number of callboxes was anticipated for Fiscal Year 2015/2016 but due to ongoing changes in SAFE legislation clarifying the process for callbox removals, this activity was delayed until this fiscal year. During Fiscal Year 2016/2017 staff will bring forward the siting study that identified likely callbox locations for removal and the process by which they may be removed.

Should the SAFE choose to reduce the total number of callboxes in service, the reduction and associated cost savings may provide an opportunity for the SAFE to explore other options for motorist aid activities permitted under the SAFE legislation, such as freeway service patrols, call centers, participation in 511 or other services.

Regional Transportation Planning

VCTC Regional Transportation Planning efforts will continue in working with all local jurisdictions, our neighboring counties and the Southern California Association of Governments (SCAG) but the primary focus for Fiscal Year 2016/2017 will be building tools and programs to provide solid analytical resources.

Last updated in 2007, the Ventura County Traffic Model (VCTM) reflected the prerecession economic conditions and was outdated as a reliable predictor of regional traffic. An update and expansion of model functionality was begun in late Fiscal Year 2015/2016 and development will continue throughout the fiscal year with completion slated for summer of 2017. The VCTM will contain a 2012 base year model as well as a 2040 forecast year with the ability to analyze peak period traffic, the impacts of changes in transit services, and increases in Vehicle Miles Traveled (VMT) as a result of land use changes. This model build will be the most robust model VCTC has developed and will also serve to inform the County of Ventura as their general Plan update progresses.

Related to the modeling effort, Ventura County's Congestion Management Plan (CMP) will be updated. The CMP hasn't been updated since 2009 and is in substantial need of revision to reflect current policies and project priorities. Additionally, digital count data now exists that meets the highway performance monitoring criteria and will allow staff and the local jurisdictions to monitor their roadways in real time and on-going as opposed to a traffic counts taken once every other year.



Lastly, 2017 will see the completion of the Regional Bicycle Wayfinding Project. During the previous year VCTC's project consultant working with local jurisdictions identified and prioritized a regional bike network that provides connections between cities and neighboring counties and began the design work to develop common signage that can be used countywide. As the project concludes it is hoped that signs can begin to be placed in some of the more critical areas to assist cyclists traveling through Ventura County.

Transit Grant Administration

VCTC will continue to administer transit grants including funds that are passed through to local transit agencies and non-profits. Besides providing ongoing operations and maintenance, several grant-funded projects are anticipated for implementation including the Thousand Oaks transit center expansion; Thousand Oaks transit operations facility enhancements; various Camarillo and Moorpark rail station improvements; bus stop improvements in Oxnard, Ojai, and Heritage Valley; and vehicle purchases for Thousand Oaks, Camarillo, and the Arc of Ventura County. VCTC will continue its ongoing work to submit the required federal and state grants, file required reports, and ensure compliance with requirements. During the coming year VCTC will also complete the corrective actions identified by the Federal Transit Administration through the 2016 Triennial Review.

Commuter Services

The primary focus of the Commuter Services program is to reduce traffic congestion and improve air quality by encouraging the reduction of single occupant vehicle commute trips in Ventura County. VCTC's efforts to provide Transportation Demand Management information in Fiscal Year 2014/2015 resulted in the reduction of 2.2 million vehicle miles traveled (VMT) by commuters resulting in a decrease of 22 tons of carbon monoxide, 2.5 tons of volatile organic compounds (VOC) and 1.67 tons of oxides of nitrogen per estimates provided by the regional ride-matching database. Countywide commuter cost savings are estimated at \$1,232,823 per the American Automobile Association Costs of Driving estimates. With the assistance of our marketing consultant, employer outreach was significantly enhanced with over 50 worksite events held throughout the county focusing on Rideshare Week, Bike to Work Week and employer stand-alone events.

Senior and Disabled Transportation

The Commission administers the countywide certification process for persons with disabilities, as required by the Americans with Disabilities Act (ADA), with the evaluation service performed through a contract. Applications during the past year have continued to surge and appear to be close to 1,350 total for the year, a 20% increase, which has resulted in a cost increase for this item. This increase in the number of ADA certifications will likely have ramifications beyond VCTC's certification cost, to impact the demand for countywide paratransit services, thus affecting the costs to all transit operators.



Regional Transit Planning

During the upcoming year, staff will continue involvement in regional transit planning activities with other transit providers in the county, implementing the short range transit plan, and ongoing coordination of existing service schedules and transfers. Additional continued activities this year include: managing the Unmet Transit Needs process, staffing the Transcom committee, involvement with Ventura County emergency planning, and completing the five-year update of the Coordinated Transit Plan.

New federal regulations now require transit operators to implement transit asset management and safety management plans, which staff will prepare this year. This fiscal year also requires a triennial performance audit of the Transportation Development Act (TDA) for which staff has included in this year's budget. Finally, staff will work with various county transit providers to conduct a feasibility study for a regional transit fare system. The feasibility study is intended to inform develop options and recommendations for a regional transit fare system. It will also inform operators on the cost-effectiveness of new technology investments so that operators can agree on a technical solution that delivers a "smartcard-like" experience for riders while appropriately matching up with operators' individual capabilities.

VCTC Intercity Transit Service

This next fiscal year marks an opportunity for the VCTC Intercity service to continue building upon the successes of the prior year. The newly rebranded "VCTC Intercity" service operated through its first full year. VCTC continues to move ahead on implementing and utilizing new transit technologies (such as automated passenger counters, improved onboard WI-FI, and real-time onboard monitoring systems) that provide both greater planning tools for staff, as well as, an improved experience for our passengers. In addition to the existing fleet, three new VCTC-owned buses are scheduled for deployment this coming year to operate new demonstration routes; growing the VCTC-owned portion of the fleet to seventeen. During this last year, VCTC secured grant funds through two programs, the State's Cap and Trade program, and through the federal CMAQ program. This additional funding will provide for the operation of two demonstration routes: a route connecting South Oxnard with employment centers in Camarillo, and a route that will provide a "single-seat" (transfer-less) trip between the Simi Valley/Moorpark communities to Camarillo, Oxnard, and Ventura. While we are optimistic about the opportunity to utilize grant funds for the demonstration of these two routes, only minor expansion on other parts of the Intercity system is planned at this time, and the VCTC Intercity budget for the coming year reflects a service plan that maintains essential services with limited growth.



Valley Express

The Valley Express bus service celebrated its one-year anniversary this past spring. Growth has been moderate on some parts of the system while in other areas, ridership has surpassed projections. The service continues to be fine-tuned with the guidance and planning assistance of the Heritage Valley Technical and Policy Advisory Committees; this includes oversight of fare policy, route alignments, and general promotional activities. Most notably, new weekend service was recently launched for Piru and has been met with significant growth in ridership. In addition, like other areas of the county, service demands for ADA Paratransit and other transit services for seniors and people disabilities continues to grow. Implementation of fare media pass readers compatible with the VCTC Intercity fare media are planned for this next year as grant funding has been carried over from the prior year. In addition, staff, in conjunction with Santa Paula, Fillmore and the County, will begin on the installation of new transit stop facilities such as bus benches and other bus stop street-side improvements.

Transit Information Center

The Transit Information Center (Center) provides the main interface with the VCTC Intercity Bus riders as well as to the general public seeking trip planning assistance for all modes in Ventura County. It is the transportation planning point of contact for thousands of Ventura County residents each year. The Center provides fixed route bus and rail schedule information for all of Ventura County's transportation providers, contact information for community Dial-a-Ride reservation centers, and, information regarding the VCTC ADA certification program, as well as information about how to contact and/or transfer to transit providers in adjoining counties.

Additionally the Center provides general information and intake support for the VCTC Commuter Services rideshare program. The Center remains the primary point of sales for the VCTC transit media as well as a sales outlet for Gold Coast Transit District's fare media. As mentioned above, The Center is the primary point of contact for customer service matters related to the VCTC Intercity transit service, and manages the federally required formal complaint process for the VCTC Intercity, ADA Certification and Valley Express programs.

Transit Stop Enhancements (formerly titled Nextbus)

VCTC has supported for a number of years a program which provides on-line, real-time bus stop information, including bus locations, predicted stop arrival times, and alerts to riders about disruptions in service. In addition to the service which is available through mobile devices and computers, VCTC maintains electronic signage at a number of key stops and transit centers throughout the county. The program provides a number of management tools which allow the transit managers to not only track buses in real time, but assist with planning and research with historical bus location data. The Commission will continue to provide the service, and replace equipment as buses join and are replaced throughout the various fleets. The current vendor's agreement with VCTC will end shortly after the close of the coming fiscal year, in October 2017. In addition to the standard operational and administrative support of the program, staff's role this coming year will be to identify and administer a replacement for the service so the transition in the coming fiscal year will be seamless.



Fare Collection System / Automatic Passenger Counters (APC's)

During this past fiscal year, the Commission, along with Gold Coast Transit, Simi Valley Transit, Thousand Oaks Transit, all shifted to a new farebox system which accepts a common fare media administered and sold by VCTC through this program. Riders were transitioned from the legacy GoVentura smartcard-based system to this magnetic fare media during the last fiscal year. This new fare media presented new challenges related to inventory control, sales oversight and revenue disbursement to participating operators. However, VCTC has grown its county-wide network of sales outlets, streamlined its operator disbursement operations and looks forward to continued growth in utilization of this fare media. While staff has largely been successful with transitioning riders, work remains to incorporate the remaining smaller transit operators with the necessary technology and capabilities to process the new VCTC regional fare media. During the next fiscal year staff will continue to work cooperatively to explore funding opportunities for those operators who are not yet participating in accepting the existing fare media.

Through assistance with the planning resources in the Regional Transit Planning program a feasibility analysis is planned for the coming year with the goal of identifying the most realistic and cost-efficient plan forward to replace the prior GoVentura regional fare media. This will entail exploration of existing technologies such as smartcard based media as well as new fare media options (such as, mobile apps and online ticket sales) as these technologies continue to make inroads in the transit market. In addition to the management of internal control, the reconciliation of regional fare media inventory, and the disbursement of corresponding revenues, this program continues to provide resources for VCTC's automatic passenger counter systems.

Passenger Rail (Metrolink and Surfliner)

With changes in executive management over the past year and recent adoption of a new strategic plan, Metrolink continues to work toward improving its financial revenue position and delivery of service. Actions taken to improve safety, rehabilitate aging infrastructure, and change fare policies are a few examples of drivers associated with the trend in Metrolink's increasing operational costs. Metrolink continues to make headway on full implementation of Positive Train Control and modernizing its ticket vending machine equipment. However, continuous flat ridership trends on the Ventura County line coupled with the increasing operational costs of commuter rail service will pose future challenges to VCTC. Further complicating matters in early Spring 2016, the Commission was placed on notice by the Los Angeles County Metropolitan Transportation Authority (Metro) that the long-standing "fund swap" arrangement whereby Metro would provide VCTC with rail operations funds on a dollar for dollar exchange for VCTC federal rail capital funds likely will not continue beyond the 2016/2017 fiscal year. VCTC staff is exploring all options to maintain existing Metrolink service levels in the 2017/2018 fiscal year.

The Amtrak Pacific Surfliner service is fully funded by the State but is locally governed by way of the LOSSAN joint powers authority and the LOSSAN managing agency. VCTC is a member of the JPA and through our representation on the LOSSAN governing board we will continue to advocate for two key priorities: the retiming of a peak hour service to allow for commute friendly service to and from Santa Barbara and Goleta and having all Surfliner trains stop at all Ventura County stations. The Coast Rail Coordinating Committee focuses on the longer distance intercity trips such as the Amtrak Coast Starlight and continues to pursue Amtrak Coast Daylight service between Los Angeles and San Francisco.



Santa Paula Branch Line

The Santa Paula Branch Line (SPBL) continues to present a management challenge. The unresolved contractual issues continue to work their way through the courts constraining VCTC's operational options on the line. Despite the unresolved issues there remain a number of planned activities for the upcoming year.

As required by the Federal Railroad Administration (FRA) VCTC will continue with the Bridge Management Plan which requires inspection and evaluation of all bridges on the Santa Paula Branch Line. As in previous years VCTC will have the bridges visually inspected for defects as required but will also conclude the process of calculating the load carrying capacity of each bridge informing the Commission on the ability of the existing bridges to remain in service.

The proposed budget maintains funding to support efforts to be a good neighbor to those along the SPBL through weed abatement and refuse removal. Of particular note is that Fiscal Year 2016/2017 is the first year that the Santa Paula Branch Line will not have to revenue share with Union Pacific and will retain all of its lease revenue adding approximately \$100,000 to the operating revenues.

Community Outreach/Public Information/Marketing

In Fiscal Year 2015/2016 VCTC entered into a contract with Celtis Ventures to develop its Marketing and Public Outreach Program. After a review of recent outreach efforts and printed materials, it was determined that the marketing and outreach plan should focus on social and electronic media specifically designed to educate the public.

The cornerstone of the education program is ***REPAIR, PRESERVE, IMPROVE***. A dedicated educational website has been created and an informative power point presentation has been well received by community organizations. In an effort to provide more timely information about VCTC activities the monthly newsletter has been replaced with weekly eblasts, which provide quick bits of information on a single topic. Eye Catching graphics are included in daily posts on social media and a 20 second video resulted in over 25,000 views. Monthly display ads featuring VCTC News in local newspapers help reinforce recognition of the VCTC brand and message.

This year we are teaming with the student council at CSUCI to present a Transportation Summit, a half-day event bringing together college and older high school students from around Ventura County to learn about important transportation issues facing our region, our state and our country. Faculty will serve as moderators on panels which will discuss subjects such as goods movement and the economy, transportation and the environment, and the future of transportation.



State and Federal Relations

Despite a high level of recent legislative activity, there has still been little state or federal action on the fundamental issue of eroding transportation revenues. Probably the biggest transportation legislative news from 2015 was the December passage of a five-year federal authorization entitled Fixing America's Surface Transportation (FAST), which is the first time in a decade that the transportation authorization has been extended by more than two years. Thanks to FAST, projects can be programmed with greater certainty of future funds being available. Furthermore, FAST incorporated a long-time goal of the Southern California region by establishing a stand-alone federal freight program. However, the name of the act is belied by the fact that funds will only increase slightly more than anticipated inflation, so the federal program will not help the country to catch up on the backlog of needed infrastructure investment. Furthermore, funding cuts were avoided through 5-years' worth of transfers from other federal accounts, so after 5 years the transportation fund shortfall will be larger than ever.

Although the State Legislature continues to be active in passing many significant transportation-related bills, there is still no progress in obtaining the required two-thirds majority for the major priority of the Administration and Legislative leadership to increase statewide revenues for transportation, especially for rehabilitation and goods movement. During the upcoming year there will likely be considerable discussion on the distribution of unallocated transportation cap-and-trade revenues, as well as possible adjustments at the state level to address federal changes due to FAST. VCTC will continue to be engaged in these discussions in coordination with other transportation agencies throughout the state.

Looking Ahead

While a case can certainly be made that the transportation needs of Ventura County have for too long not been adequately addressed, it is a certainty that over the past 10 years most of the work that has been completed has happened thanks to "one-time" programs such as the federal stimulus funds and Proposition 1B. With those funds now completely programmed, the long term transportation infrastructure investment in Ventura County, particularly for the freeway system, maintaining and improving local roads, and active transportation projects for bicyclists and pedestrians will be minimal. The 101/23 interchange project is the last of the projects funded from these one-time sources. And, now it is not just infrastructure but also both rail and bus transit operations as revenues have "flattened", or declined in some cases, as well as long standing arrangements with regional transportation partners have become increasingly unreliable.

This upcoming year has both much to be excited about, but also to be anxious about as well. The Commission has made a bold decision to move forward with a ½ cent sales tax measure that will raise \$70 million a year for 30 years that will be directly invested into Ventura County's transportation system. The challenge, of course, is that this measure requires a two thirds approval by Ventura county voters at the November 2016 election. The first four months of the coming fiscal year will require that both Commissioners and VCTC staff continue a sustained public education process to inform Ventura County residents of our future transportation challenges and how a local transportation revenue measure could address those challenges. Depending on the outcome of election day November 2016, while this budget maintains service levels, the future will be very much determined by what occurs on that day. Regardless of the election day result, the Commission should be proud of the



effort that has been put forth over the last few years and particularly the past 12 months to raise the public profile and brand of VCTC and the many services that it provides and raise awareness of the transportation challenges for Ventura county cities, the county, and all of those that have a stake in Ventura county's transportation future.

Respectfully Submitted,



Darren M. Kettle
Executive Director



VENTURA COUNTY TRANSPORTATION COMMISSION AND THE COMMUNITY WE SERVE

THE ORGANIZATION AND ITS RESPONSIBILITIES

The Ventura County Transportation Commission (VCTC or Commission) was created by Senate Bill 1880 (Davis), Chapter 1136 of the Public Utilities Code in September of 1988 (effective January 1, 1989) as the successor agency to the Ventura County Association of Governments (VCAG) assuming all the assets and liabilities of that body. In 2004, VCTC was reorganized under Assembly Bill 2784, expanding the Commission to its current configuration of a seventeen-member board composed of five Ventura County Supervisors; ten City Council members; two Citizen Appointees, one representing the cities and one representing the county. In addition to the above membership, the Governor appoints an Ex-Oficio member to the Commission, usually the Caltrans District #7 Director. Below are the current members of the Commission:

Keith Millhouse	City of Moorpark, Chair
Peter Foy	County of Ventura, Past Chair
Steve Bennett	County of Ventura
Claudia Bill-de la Peña	City of Thousand Oaks
Douglas Breeze	City of Port Hueneme
Ginger Gherardi	City of Santa Paula
Brian Humphrey	Citizen Representative (Cities)
Severo Lara	City of Ojai
Bill Little	City of Camarillo
Kathy Long	County of Ventura
Bryan MacDonald	City of Oxnard, Vice-Chair
Manuel Minjares	City of Fillmore
Carl Morehouse	City of Ventura
Linda Parks	County of Ventura
Steven Sojka	City of Simi Valley
Jim White	Citizen Representative (County)
John Zaragoza	County of Ventura
Carrie Bowen	Caltrans (Ex-Oficio)

VCTC's mission is to improve mobility within the County and increase funding to meet transportation needs. To fulfill that mission, the VCTC establishes transportation policies and priorities ensuring an equitable allocation of federal, state and local funds for highway, transit, rail, aviation, bicycle and other transportation projects. Our mission is the foundation for all we do, the time we invest and the resources we allocate.



Further adding to VCTC's regional responsibilities the Commission was also designated to administer and act as:

- Airport Land Use Commission (ALUC)
- Congestion Management Agency (CMA)
- Consolidated Transportation Service Agency (CTSA)
- County Transportation Authority (CTA)
- Regional Transportation Planning Agency (RTPA)
- Service Authority for Freeway Emergencies (SAFE)



To invite regional participation in defining VCTC's policies and priorities, VCTC staffs a number of standing regional committees listed below and has the option to create special purpose committees as the need arises. The standing committees are:

- Citizens Transportation Advisory Committee/Social Services Transportation Advisory Council (CTAC/SSTAC)
- Heritage Valley Policy Advisory Committee
- Managers Policy Advisory Committee (MPAC)
- Santa Paula Branch Line Advisory Committee (SPBLAC)
- Transit Operators Advisory Committee (TRANSCOM)
- Transportation Technical Advisory Committee (TTAC) – Public Works/City Engineer Staff
- VCTC Intercity Service



THE COMMUNITY WE SERVE

Ventura County encompassing just under 2,000 square miles is located north of Los Angeles on California's "Gold Coast." The landscape ranges from rugged national forests, to fertile alluvial plains topped with lemon orchards or rows of strawberries flowing down to its shoreline along the Pacific. Ventura County's beaches are a natural destination, but the County offers a wide diversity of attractions ranging from the beauty of the Channel Islands National Park to the historical displays of the Ronald Reagan Library and the San Buenaventura Mission making Ventura County a desirable place to live and visit.

The California Department of Finance (DOF) now estimates that Ventura County's population is just over 856,000 making it the thirteenth largest county in the State. Ventura County's population is largely concentrated into its ten cities, with four cities having a population in excess of 100,000: Oxnard (206,997), Thousand Oaks (132,365), Simi Valley (127,167) and San Buenaventura (108,557).

Ventura County's modest growth rate is projected to follow historic trends and remains approximately one percent (1%) or less per year. With thoughtful growth controls in place Ventura County's residents continue to enjoy a variety of lifestyle options from metropolitan to rural and the cities within Ventura County are consistently ranked among some of the safest in the nation.



According to the 2010-2014 United States Census American Community Survey (ACS), Ventura County's population is largely comprised of two groups: White/Non-Hispanic at 47.5% and Hispanic at 41.2%. The median age of County residents is 36.9 which is slightly higher than the State's median age of 35.6. The senior population (over 65) is 12.6% and the population under 18 years is at 24.9%. Over the next decade, it is estimated that the 55 and over population will continue to grow faster, bringing significant changes to Ventura's economy, social structure and workforce composition.

Ventura County residents enjoy a favorable comparison to the State as a whole in median household income and education levels. The United States Census ACS states the County's median household income increased slightly to \$77,335 in 2014 (\$76,544 in 2013) and remains higher than the State's median household income of \$61,489. Unfortunately, the percentage of people below the poverty level in Ventura County grew from 10.3% in 2012 to 11.1% in 2014, but the County is better off than the State as a whole at 16.4%. The percentage of Ventura County residents holding a bachelor's degree or higher has increased from 31.4% in 2013 to 31.6% in 2014 as compared to the State at 31.0%.

The 2010-2014 United States Census American Community Survey depicts Ventura County's workforce of 394,105 workers, sixteen years old and above, in a wide variety of industries. More than half of Ventura County workers are found within four employment categories:

- Educational, health care and social assistance workers – 73,625
- Professional, scientific, management, administrative and waste management workers – 47,386
- Retail trade – 44,560
- Manufacturing workers – 40,826

Considering VCTC's mission of improving mobility, it is especially important to note how the County's workers travel to their jobs. With a mean travel time to work of 25.1 minutes (up from 24.6 minutes in 2013), the overwhelming majority of Ventura County's workers drive alone in private vehicles. The transportation mode split in 2014 in Ventura County was:

- Drove alone – 76.5%
- Carpooled – 12.8%
- Worked at home – 5.6%
- Walked – 2.0%
- Other means – 1.7%
- Public Transportation – 1.4%



Transportation touches every area of our lives on a daily basis and we often overlook its importance. We expect roads to carry us safely and efficiently to where we want to go, that we have options to drive, bike, walk and/or take a bus. Business owners need and should have easy access to their locations for their workers, customers and goods so that Ventura County's economy thrives. Mobility is an essential ingredient in the quality of life that we've come to expect in Ventura County. Unfortunately VCTC is faced with a significant challenge in achieving its mission of improving mobility in Ventura County considering that resources available to invest in improvements are rapidly diminishing for all modes.

THE LOCAL ECONOMY

The last few years the economy has slowly improved both nationally and locally. Similar to last year, gains in the stock market and housing market lead the indicators of national economic growth. Unemployment continues to decline and in some areas reaching pre-recession unemployment rates but job growth remains slow with wages flat. The Consumer confidence index, at 94.2, is down from 95.2 for the same period last year, but consumers see current conditions as improved but with no momentum in economic growth. The Southern California Association of Governments (SCAG) recently characterized the last few years as the “Great Recession followed by the Great Dismal Recovery.”

The stock market continues to be a volatile bull market. The Dow Jones Industrial Average (DJIA) continued to bounce around 17,000 +/- 1,000 points. Daily swings of 100+ points continue to be accepted as normal as the world economy continues to influence our domestic economy. The stock market has been climbing since its low in April of 2009 as shown below in Chart 1, *Dow Jones Industrial Average Ten Year History*. Market analyst continue to send mixed messages as the long period of stock market growth continues in a weak economy, but few economist expect a major slowdown in 2016.

Chart 1 - Dow Jones Industrial Average Ten Year History

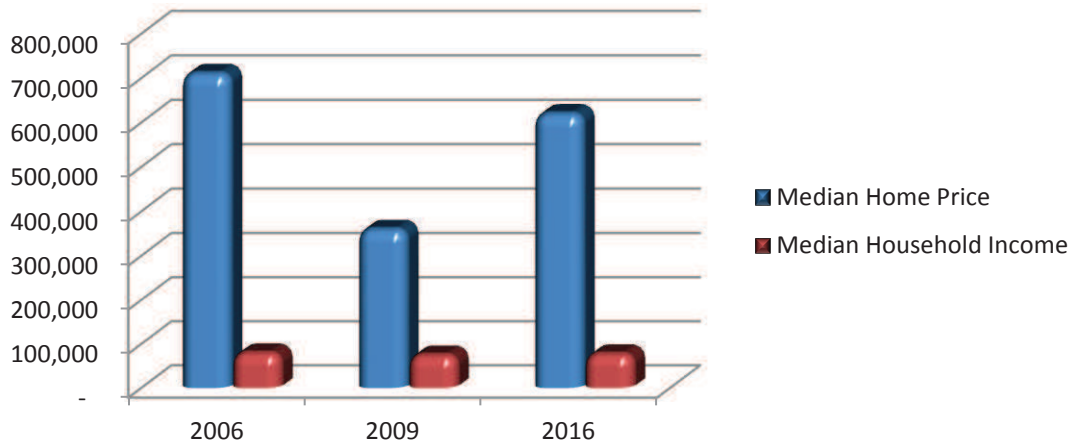


Housing prices and number of units sold continue to rise in many areas of the United States but not all. Locally in Ventura County the market prices are still below pre-recession levels but prices continue to trend upward each year. According to the California Association of Realtors sales of single family residence in the Ventura County home prices rose 3.9% from last year with the median price in the County at \$620,020 in March 2016. Median time on the market for homes sold in March was approximately 54 days. Number of homes sold in March was up 8.0% from the previous year. Foreclosure filings are up slightly from last year with foreclosure rates in March 2016 at 1 foreclosure for every 1,306 housing units compared to 1 in every 1,136 the previous March.

Although prices have risen from a median low of \$359,632 in early 2009, it is still far from the high of \$710,906 in 2006 leaving some homeowners owing more on their homes than the homes are valued. This loss of value continues to have far reaching effects on home owners, lending institutions and local governments.

Even with the loss of value on homes, housing costs remain high compared to household income (see Chart 2, *Median Home Price to Median Household Income*.) As housing prices continue to rise faster than incomes, the affordability index (percentage of households that can afford to purchase the median priced home) continues to decline. In Ventura the affordability index in 2016 was 34% compared to 55% in 2009. This imbalance of housing costs to income continues to force young families to look outside Ventura County to raise their families resulting in a loss of sales tax revenue and property tax revenue that pay for government services and allow for improvements within the County.

Chart 2 – Median Home Price to Median Household Income

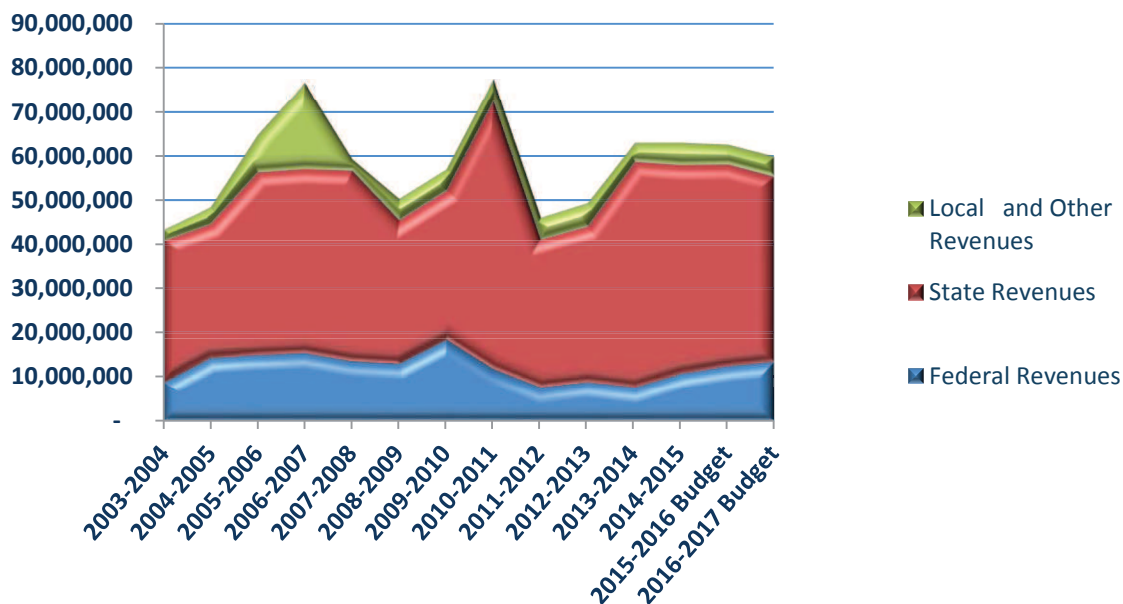


Although unemployment is down, wages remain flat and many workers are still underemployed. In March 2016, California's unemployment rate was 5.6%, down from 6.5% at the same time last year. Similar to the State, Ventura County's unemployment rate for March was 5.0%, down from 5.4% at the same time last year. Although there has been improvement, unemployment is still above pre-recession levels and some economists feel that this is an acceptable level of unemployment. Furthermore, the concern remains that some reductions in unemployment are due to discouraged worker's giving up completely and leaving the workforce and/or taking lower skilled/lower paying jobs.

Predictably, with property values rising and unemployment declining, local, state and federal governments that are dependent on revenues generated by property, income and sales taxes are seeing a small amount of revenue relief. However, despite several years of revenue growth, government budgets are still feeling the effects of the recession because the recent growth was not substantial enough to restore the steep revenue declines.

VCTC is entirely reliant on State and Federal funds. Even a small cut to state and/or federal funds will have a large impact on the services and projects VCTC provides to the County's residents. Federal funds comprise 23% of the budget and the majority of the funds require a State or local match. If the State and/or local funds are unavailable or not eligible to be used on specific projects, VCTC may be unable to utilize Federal funds that might be available and those funds would go to other counties with the ability to provide local matching funds. Chart 3, *Federal, State and Local Revenues 2003/2004 – 2016/2017*, reflects the historical funding mix VCTC receives.

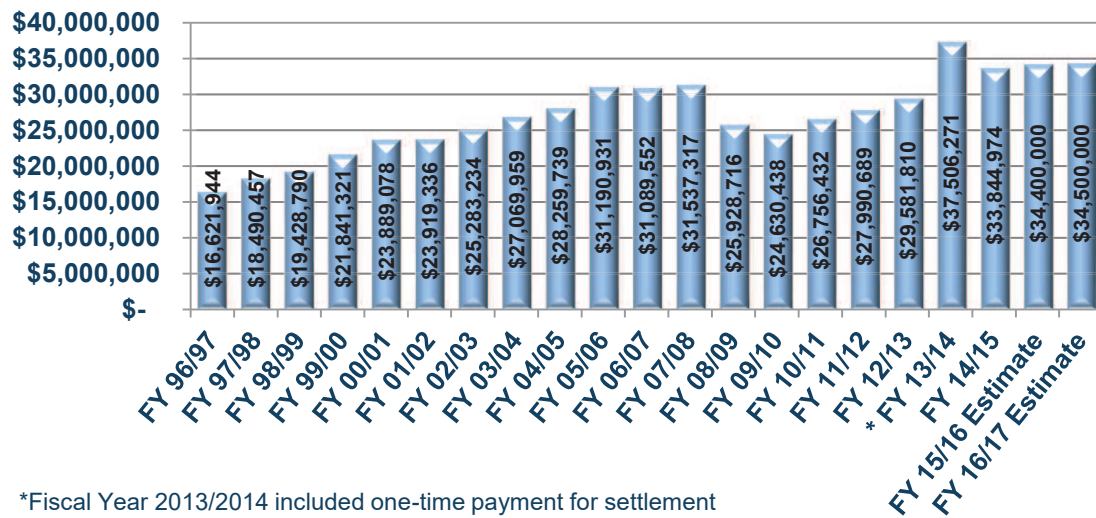
Chart 3 - Federal, State and Local Revenues 2003/2004 – 2016/2017



Unfortunately, although revenues are up they are flattening out. State and local government entities are still struggling to meet the demand for services they normally provide as costs continue to rise faster than revenues, and VCTC finds itself in a similar position. This year VCTC will receive 58% of its revenue from the statewide one-quarter cent Local Transportation Fund (LTF) sales tax. VCTC passes through the majority (87.5% in Fiscal Year 2016/2017) of the LTF funds to local agencies. With the passage of SB 716, SB 203, SB 508 and AB 664 a larger portion of these funds are used for transit. A small portion will still be used for bicycles and pedestrians projects and cities with a population under 100,000 receiving TDA allocations can use these funds for streets and roads purposes after transit needs are met. VCTC uses the majority of its portion of the LTF funds for passenger rail with additional funds used for planning and administrative purposes.

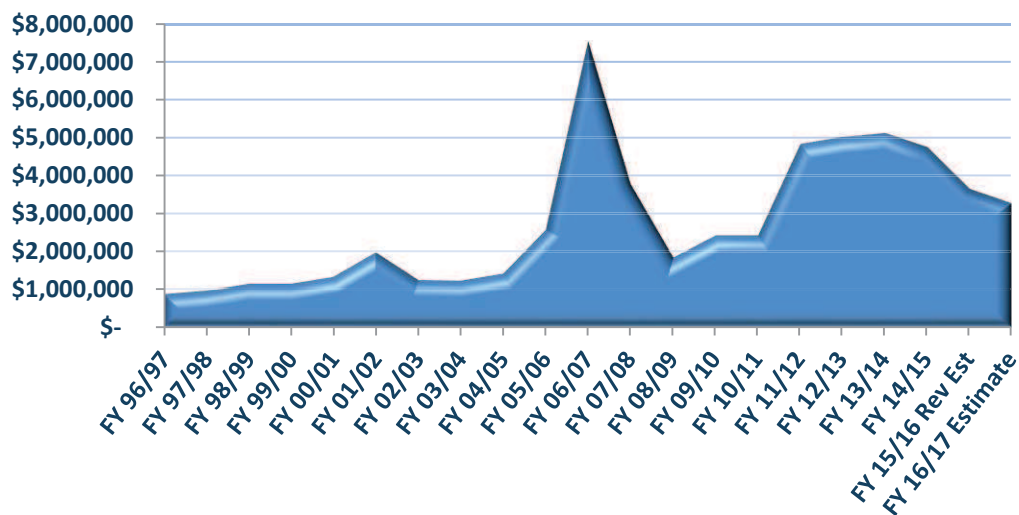
The County enjoyed growing LTF receipts for many years (see Chart 4, *Local Transportation Fund Revenues Fiscal Years 1996/1997 – 2016/2017*). In fact, there was almost a 100 percent increase in a ten year period from 1997 to 2007. However, with the downturn of the economy, LTF revenues declined and bottomed out in Fiscal Year 2009/2010, LTF revenues have returned to previous levels but growth has flattened while local governments continue to struggle with increasing demands.

Chart 4 - Local Transportation Fund Revenues Fiscal Years 1996/1997 - 2016/2017



In prior years when the State's revenues fell short, the State Transit Assistance (STA) funds were raided but this has now been legislatively addressed and the funds now flow to the Regional Transportation Planning Agencies. However, the STA revenues are declining due to the reduction in the price-based portion of the diesel fuel tax as diesel prices remain low and consumption is offset by more efficient vehicles and/or vehicles that use alternative fuels (See Chart 5, *State Transit Assistance Revenues Fiscal Years 1996/1997 – 2016/2017*). STA revenues are 6% of the budget and are used to fund Metrolink Commuter rail services within the County, LOSSAN, the Santa Paula Branch Line, VCTC intercity transit service and other transit projects. VCTC will continue to monitor the STA funds in order to fund on-going and one-time transit needs.

Chart 5 - State Transit Assistance Revenues Fiscal Years 1996/1997 - 2016/2017



The federal budget and transportation programs have been highly unstable and difficult to forecast over the past several years. Congress passed multiple short-term extensions of the previous transportation act continuing to make transportation funding unpredictable. In December 2015, President Obama signed the five year Fixing America's Surface Transportation (FAST) Act. The FAST Act is the first law enacted in over ten years that provides long-term funding certainty for surface transportation, meaning States and local governments can move forward with critical transportation projects bringing some stability back to local governments. Unfortunately, the FAST act is actually a slight reduction in revenues after adjusting for inflation.

VCTC, like most government agencies, must continue to provide services to the County's residents in the face of growing demand and decreasing revenues. The transportation system that enables mobility in Ventura County is beginning to show the strain of many years of under-funding. Highways once free flowing are now congested, pot holes are an all too familiar sight on city streets and bus and rail services are struggling just to maintain current schedules and fares.

While maintenance costs are increasing significantly, State and Federal funding for transportation is diminishing and typically requires a commitment (sometimes dollar for dollar) for a local investment before funds are allocated. Absent local funding, these federal and state funds will go to other counties that can provide the local match. All this contributes to a transportation system which cannot meet our current or future needs. Local investment in our transportation system enables Ventura County to compete for federal and state funds and brings the tax dollars back to the County.

VCTC continues to aggressively seek new revenues to support the County's transportation needs. Innovative strategic plans need to be developed now. These plans need to recognize the issues of an aging population that will place increased demands on transit and paratransit service and a diminishing revenue streams from taxes while educating the public on the significance of transportation in the County's overall economic health.



RESOLUTION ADOPTING THE BUDGET

**RESOLUTION NO. 2016-06
A RESOLUTION OF THE
VENTURA COUNTY TRANSPORTATION COMMISSION,
THE VENTURA COUNTY AIRPORT LAND USE COMMISSION,
VENTURA COUNTY SERVICE AUTHORITY FOR FREEWAY EMERGENCIES
VENTURA COUNTY CONSOLIDATED TRANSPORTATION SERVICE AGENCY
VENTURA COUNTY CONGESTION MANAGEMENT AGENCY AND THE
ADOPTING THE FISCAL YEAR 2016/2017 BUDGET**

The VENTURA COUNTY TRANSPORTATION COMMISSION, the VENTURA COUNTY AIRPORT LAND USE COMMISSION, the VENTURA COUNTY SERVICE AUTHORITY FOR FREEWAY EMERGENCIES, VENTURA COUNTY CONSOLIDATED TRANSPORTATION SERVICE AGENCY and the VENTURA INTERCITY SERVICE TRANSIT AUTHORITY, (hereinafter collectively referred to as "VCTC" or the "Commission") hereby finds and determines:

WHEREAS, the VCTC budget for Fiscal Year 2016/2017 has been presented to the Commission who has conferred with the Executive Director and appropriate staff in public meetings, and has deliberated and considered the proposed budget; and

WHEREAS, the budget was made available to the public and a public hearing was held by VCTC prior to this adoption as required by section 12, subsection f, of the VCTC Administrative Code;

NOW, THEREFORE, the Commission hereby resolves as follows:

Section 1. The Commission hereby approves the Fiscal Year 2016/2017 Budget and authorizes expenditures of \$63,065,451. Included in the budget adoption is the approval for all identified estimated revenues, expenditures and transfers between funds as well as the schedule of salary ranges for the fiscal year.

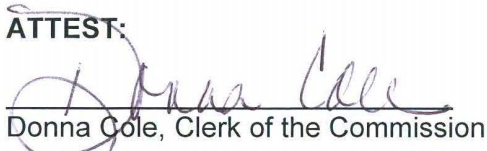
Section 2. The Executive Director and/or his designee is authorized to make payments as herein above set forth commencing on/or after July 1, 2016 in the manner and to the extent authorized by the VCTC Administrative Code.

Section 3. The Chair of VCTC is hereby authorized to execute this Resolution on behalf of VCTC and the Clerk of the Commission is hereby authorized to attest to the signature of the Chair and to certify the adoption of this resolution.

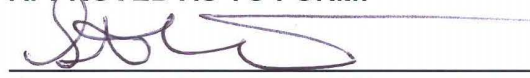
Section 4. This Resolution shall take effect immediately upon its adoption.

Adopted this 3rd day of June 2016.


Keith Millhouse, Chair

ATTEST:

Donna Cole, Clerk of the Commission

APPROVED AS TO FORM:


Steven T. Mattas, General Counsel



FINANCIAL SECTION

BUDGET PROCESS

The budget is an important tool used to measure and control financial accountability of public agencies for taxpayer dollars. The annual budget is used to communicate to the public, elected officials and other stakeholders detailed information about the anticipated allocation of resources and expenditures for the upcoming fiscal year.

The Ventura County Transportation Commission is responsible for transportation planning and the majority of transportation funding for the County of Ventura, as well as providing some direct services to the general public. The Commission uses the modified accrual basis of accounting for its governmental funds and the accrual basis of accounting for its proprietary funds. The budget is prepared with the same methodology.

After reviewing VCTC's accounting and financial reporting including its measurement focus and basis of accounting and researching industry practice, Governmental Accounting Standards Board (GASB) 34, and other related pronouncements, the budget now includes two proprietary funds for its bus services: VCTC Intercity Service and Valley Express. VCTC management has determined that VCTC should present its financial statements of its bus services using the economic resources measurement focus and the accrual basis of accounting.

The Commission's budget contains six funds: one General Fund, three Special Revenue funds and two Proprietary funds. These funds account for the Commission's budgeted resources. The General Fund is used to account for all activities not legally required or designated to be accounted separately. The Special Revenue funds consist of the Local Transportation Fund, the State Transit Assistance Fund and the Service Authority for Freeway Emergencies Fund. The Proprietary funds consist of the VCTC Intercity Services fund and the Valley Express fund. As VCTC does not have any debt obligations, there is not a debt service fund.

The VCTC budget details each task the agency has undertaken and its associated task budget to provide a crisp snapshot of the agency's workload and expenses. The VCTC budget is prepared for a fiscal year beginning on July 1st and ending on June 30th and includes information about the General Fund, the Special Revenue Funds and the Proprietary Funds. The budget is divided into two main sections: the Main Budget and the Program Task Budgets. The Main Budget contains the program overviews and projections and is intended to provide a general understanding of the programs for which VCTC is responsible for. The Program Task Budgets contain task level detail of each project within the six programs including objectives and accomplishments. This task driven budget is designed to provide fiscal accountability and a method to evaluate VCTC's services to the region.



The process of planning and preparing the budget gives VCTC the opportunity to reassess its plans and goals for the upcoming and future years. Although the budget process is an on-going process, the budget cycle begins in January with a budget meeting to discuss major changes to the upcoming year. Then the Executive Director and management staff review actual progress of the current year's budget to adjust budgetary timelines for current projects and plan for future projects. After projects are identified, the project managers develop detailed line item budgets which include objectives, accomplishments, description, work elements, product, funding sources and expenditure comparisons. These task budgets are discussed with the Executive Director. The Finance Director then compiles the task budgets and prepares and reviews the main budget and makes adjustments as directed by the Executive Director. The budget is then presented to the Executive Director who reviews the entire budget for overall presentation, consistency with VCTC's goals and objectives, the appropriateness of the funding sources for the identified tasks, and any recommended staffing changes.

The Draft Budget is reviewed in late March by the Finance Committee consisting of the Chair, Vice-Chair and Past-Chair. After receiving recommendations from the Finance Committee, the Draft Budget is presented to the full Commission in April with a hearing for public comment. After receiving guidance from the Commission, staff prepares the Final Budget. The Finance Committee reviews the proposed Final Budget in May. The proposed Final Budget is presented to the Commission in June where an additional hearing is held for public comment. The Commission may then adopt the budget or request additional information and/or changes to the budget. The budget must be adopted before the beginning of the upcoming fiscal year.

After the budget is adopted, program managers have the on-going responsibility to monitor actual revenues and expenditures of the budget throughout the year. A budget report comparing actual revenues and expenditures to the budgeted amounts is presented to the Commission as part of the monthly agenda.

The budget is a living document and at times requires budget amendments due to changing needs influenced by the economy, legislation, updated project costs, estimates and other special circumstances. Budget amendments allow for a more useful and meaningful document against which to evaluate the accomplishments and challenges faced by the agency. When it becomes necessary to modify the adopted budget, the amendment procedure depends on the type of change that is needed. Administrative changes that do not result in an increase in the overall budget, but require line item transfers within tasks or programs require approval of the Executive Director. Similarly, the Executive Director's approval is only required for the reallocation of salary costs and revenues from one program to another or when substituting one approved funding source for another. Amendments that result in an increase to total expenditures and/or additional revenues require Commission approval through an agenda item.



The budget process for the development of the Fiscal Year 2016/2017 budget and monitoring of the Fiscal Year 2015/2016 budget is illustrated below in Chart 6, *Budget Process*.

Chart 6 – Budget Process

Budget Task	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Budget Preparation												
Draft Budget Review												
Final Budget Review and Adoption												
Budget Monitoring												

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FINANCIAL POLICIES

VCTC's financial policies provide the framework for the overall fiscal management of the organization. Financial policies provide guidance for the decision-making process, help to maintain financial stability, and provide accountability. The budget, revenue and cash management, investment, auditing, fund balance, capital asset and basis of accounting and budget policies are summarized below.

Budget Policies

Each fiscal year the Commission approves the VCTC budget which contains new revenues and expenditures, as well as estimated revenues and expenditures that are carried-over from the previous fiscal year. The budget must be balanced with anticipated revenues and appropriate fund balances. Administrative costs shall be both reasonable and necessary. The budget is task driven with participation by management staff under the guidance of the Executive Director. Actual expenditures are monitored against the budget throughout the year. Budget amendments occur throughout the year. The Executive Director has the administrative authority to approve budget transfers between budget line items and tasks. Amendments that increase the overall budget require Commission approval.

Revenue and Cash Management Policies

VCTC seeks new funding from federal, state and local agencies in order to address the transportation and transit needs of the residents within Ventura County. Revenues will be deposited electronically when possible or when received directly, in a timely manner. Cash disbursements to local jurisdictions, consultants and vendors will be made in an efficient and timely manner.

Investment Policies

VCTC shall act in a prudent manner in accordance with its adopted investment policy when investing its funds to maximize investment earnings while keeping safety as the foremost objective. An investment report is included with the Commission's monthly budget item.

Auditing Policies

VCTC will produce a Comprehensive Annual Financial Report (CAFR) in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB). An independent audit of the financial reports will be performed annually by qualified auditors from a recognized Certified Public Accounting firm. VCTC will also strive to maintain strong internal controls. As required, a single audit of federal funds and special audits such as a TDA audit of TDA funds and TDA recipients will be performed annually by qualified auditors from a recognized Certified Public Accounting firm.



Fund Balance Policies

VCTC reports its fund balances as nonspendable, restricted, committed, assigned and unassigned fund balances to identify the extent to which the Commission is bound to honor constraints on the specific purposes for which amounts can be spent. When both restricted and unrestricted resources are available for use, it is the Commission's policy to use the most restricted resources first and then unrestricted resources in the following manner: restricted, committed, assigned and unassigned. The Commission in its adopted fund balance policy has designated the authority to assign amounts used for specific purposes to the Executive Director and/or the Finance Director.

Capital Assets Policies

Capital assets are assets that are used in operations and have an initial useful life in excess of one year. Tangible assets with an initial cost in excess of \$5,000 and an estimated useful life greater than one year shall be depreciated over the assets useful life. Intangible capital assets with a cost in excess of \$50,000 and an estimated useful life in excess of two years will be amortized over the assets useful life. Capital assets not meeting these requirements will be expensed in the year of purchase. Repair and maintenance costs are expensed in the period incurred. Capital assets will be recorded in the capital asset ledger and a physical inspection compared against the inventory ledger shall be performed no less than once every two years.

Basis of Accounting and Budgeting Policies

Basis of accounting and budget refers to the concept of recognizing the time a transaction has occurred for the purpose of recording that transaction. VCTC's governmental fund types (General Fund, LTF, STA and SAFE Special Revenue Funds) use the modified accrual basis of accounting and the VCTC's Proprietary Fund types (VCTC Intercity Services and Valley Express Enterprise Funds) use the accrual basis of accounting. The budget is prepared with the same methodology. Furthermore, revenues are recognized as soon as they are both measurable and available. Revenues are considered available when they are collected within the current period or within 180 days of the end of the current fiscal period to be available to pay liabilities of the current period. Expenditures generally are recorded when a liability is incurred.



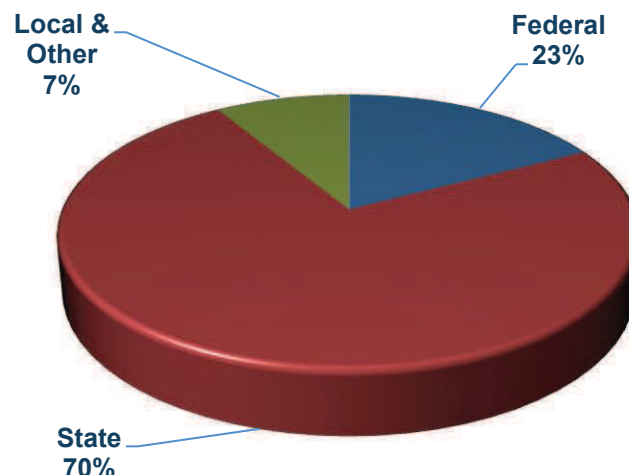
REVENUES AND FUNDING SOURCES

An essential role of VCTC is to allocate State and Federal funds to transportation projects within the County. Although the majority of these funds do not flow through the VCTC budget, the agency is the authority that allocates millions of dollars in transportation funds. Because of the significance of this responsibility, it is important to discuss this role of the agency.

As projects are prioritized in the County in accordance with Commission policy guidelines, VCTC allocates State and Federal funds and designates a lead agency to administer the implementation of these projects. Once the Commission approves the programming of funds and a project is programmed in the Federal Transportation Improvement Program (FTIP), the lead agency is responsible for applying for funds through VCTC, State or Federal agencies as appropriate. These funds are then placed in the lead agency's local budget. If VCTC is designated as the lead agency, these funds will appear in the VCTC budget. These funds include, but are not limited to, Federal Transit Administration (FTA), Federal Surface Transportation Program (STP), Federal Congestion Mitigation and Air Quality (CMAQ), Active Transportation Program (ATP), State Transportation Improvement Program (STIP) and State Proposition 1B funds.

The revenues budgeted for VCTC in Fiscal Year 2016/2017 are estimated to be \$58,973,046 and include both new revenues and funds carried-over from the previous fiscal year. Chart 7, *Funding Source Summary*, shows the revenue split by federal, state and local and other sources. The Federal revenues total \$13,540,035. State revenues (including LTF, STA and SAFE) total \$41,026,552. The Local and Other revenues total \$4,406,459. More detailed information can be found following the discussion of revenues and funding sources on Chart 8, *Funding Sources*, Table 1, *Revenue Sources* and Chart 9, *Funding Source Detail* which provide further information about the budgeted revenues.

Chart 7 - Funding Source Summary



Federal Revenues

Federal Transit Administration (FTA)

The Federal Transit Administration provides funding for transit related programs in a variety of areas. FTA funds generally require the lead agency to match the federal funds with state or local funds. FTA projects are included in the Program of Projects (POP) based on an estimated apportionment prepared by staff, and feedback from transit operators on funding needs. The amount of FTA funding is provided in the federal register notice and then the FTA grant is prepared based on published apportionments. FTA divides the program funds into Sections as described below. VCTC's budget contains \$12,508,035 in FTA revenues.

- Section 5304 "Statewide Planning" funds are available for planning studies conducted by Metropolitan Planning Organizations or their subrecipients. Eligible uses of the funds include urban, small urban, or rural transit planning studies, surveys and research, as well as internship program. The matching ratios are generally 88.53% federal and 11.47% local match.
- Section 5307 "Urban Area Formula" funds are available for capital, capital leases and maintenance, planning projects, and for operating in urbanized areas under 200,000 residents or in the case of transit operators with fewer than 100 buses. Capital and planning ratios are generally 80% federal to 20% local match. The majority of FTA funds received by VCTC are Section 5307 funds.
- Section 5310 "Elderly and Disabled" funds are for transportation capital expenditures for paratransit services to elderly and disabled individuals. The ratio is generally 80% federal to 20% local match.
- Section 5311 "Rural" funds provide support for rural transit operating subsidies and capital projects. Operating match can be up to 50% of net operating costs whereas the capital match is usually 20%. Historically, the majority of the 5311 funds were programmed by VCTC and administered by the State but used by other agencies.
- Section 5316 "Jobs Access and Reverse Commute (JARC)" funds are for projects that improve access to employment for low-income individuals. Operating costs can generally be reimbursed up to 50%, and capital costs up to 80%. MAP-21 combined this program with Section 5307 in future grants.
- Section 5317 "New Freedom" funds are for new transit services for disabled individuals, which go beyond the ADA minimum requirements. Operating cost reimbursement is up to 50%, and capital cost up to 80%. MAP-21 combined this program with Section 5307 in future grants.
- Section 5337 "State of Good Repair" funds are provided under the Moving Ahead for Progress in the 21st Century (MAP-21) transportation authorization. Funds may be used for rail capital projects including rehabilitation. This program replaced the Section 5309 Fixed Guideway Modernization program.
- Section 5339 "Bus and Bus Facilities Program" funds replace Section 5309 "Bus and Bus Facilities" discretionary program funds. The primary difference being that funds are apportioned to urban areas by formula rather than to specific projects selected by the federal government. The funds can be used for bus-related capital projects.
- CMAQ transfer funds are transit project revenues transferred from the FHWA to the FTA. These projects are implemented by VCTC and its subrecipients and then included in FTA-administered grants to VCTC. The match rate is 88.53% federal and 11.47% local for capital projects and 50/50 match rate for transit operations "demonstration" projects which can only be used to subsidize the first 3 years of costs for new or expanded service.



Federal Highway Administration (FHWA)

The Federal Highway Administration funds guarantee funding for highways, highway safety, and local roads. These funds are allocated to States and then to Regional Transportation Planning Agencies (RTPA) including VCTC. VCTC further allocates these funds based on federal laws and regulations. The FHWA classifies its funds into Surface Transportation Program (STP) funds, Congestion Mitigation and Air Quality (CMAQ) funds and Transportation Alternatives Program (TAP) funds. In California, the TAP funds are the primary component of the Active Transportation Program (ATP). VCTC has historically programmed the majority of FHWA funds for other agencies within the county and Caltrans Local Assistance Division administers the funds directly.

Surface Transportation Program (STP)

The Surface Transportation Program funds provide revenue for federal-aid highways, bridge projects on public roads, and transit capital projects, as well as local streets and road improvement projects. The matching ratio is generally 88.53% federal to 11.47% local match. STP funds are allocated by the Commission and administered through Caltrans. STP estimates and apportionments are published by Caltrans. Projects are programmed by VCTC in the TIP based on the Caltrans estimates and then Caltrans obligates funds against the apportioned amounts they publish. VCTC's budget contains \$589,000 in STP revenues for activities related to the Route 101 environmental document preparation.

Congestion Mitigation and Air Quality (CMAQ)

The Congestion Mitigation and Air Quality funds are allocated by the Commission for transportation projects which reduce transportation related emissions. These funds provide revenue for public transit projects, rail transit capital improvements, pedestrian and bicycle paths and other projects that serve to reduce congestion and improve air quality. CMAQ estimates and apportionments are published by Caltrans. Projects are programmed by VCTC in the TIP based on the Caltrans estimates and Caltrans obligates funds against the apportioned amounts they publish. VCTC's budget contains \$443,000 in CMAQ revenues.

Defense Community Planning Assistance Funds

Department of Defense (DoD) Office of Economic Adjustment (OEA) Defense Community Planning Assistance Funds are provided to assist State and local governments in preparing and adopting a planning study to mitigate and/or prevent incompatible civilian land use/activity that is likely to impair the continued operational utility of a DoD military installation – specifically the Joint Land Use Study within the Airport Land Use Commission budget. This funding is grant based and the amount is set by the DOD. VCTC's budget contains \$0 in Defense Community Planning Assistance Fund revenues as the ALUC-JLUS study was completed.



State Revenues

Transportation Development Act (TDA)

The Transportation Development Act funds are comprised of two separate revenues: the Local Transportation Fund and the State Transit Assistance.

Local Transportation Fund (LTF)

The Transportation Development Act, Public Utilities Code 99200, authorizes the creation of a Local Transportation Fund in each county for transportation purposes. Revenues for the Local Transportation Fund are derived from one-quarter cent of the general statewide sales tax. These funds are received monthly from the State and are held in trust by the County of Ventura. Disbursement of LTF revenues requires a three-step process: apportionment by the Commission, allocation by VCTC staff and disbursement by the County. The LTF revenues for the upcoming fiscal year are estimated by the Ventura County Auditor-Controller to be \$34,500,000.

As the administrator of the Local Transportation Funds, VCTC will apportion and allocate \$34,100,000 to local agencies in the upcoming year. Of this amount, \$13,500 is for County Administration, \$652,860 will be apportioned and allocated through a competitive project process and by Class I maintenance miles for Article 3, Bicycle and Pedestrian, funds and \$29,125,927 will be apportioned to local agencies by population to Article 4, Public Transportation, Article 8a, Streets and Roads, and Article 8c, Transit. An additional \$229,594 of carry-over fund balance from Fiscal Years 2014/2015 and 2015/2016 is budgeted for a total Article 3 Bicycle and Pedestrian available funds of \$882,454. In addition to the role of administrator for the LTF, VCTC is a direct recipient of the Local Transportation Funds for planning, administration, and commuter rail programs in the budgeted transfer amounts of \$682,000, \$761,480 and \$2,864,233 respectively. These funds will be reflected as a fund transfer from LTF to the general fund in the budgeted amount of \$4,307,713. An additional \$900,300 of carry-over fund balance from Fiscal Year 2015/2016 is budgeted for a total Article 3 Rail allocation \$3,764,533. Also, it is anticipated that \$217,120 of LTF general fund balance will be carried-over from Fiscal Year 2015/2016.

State Transit Assistance (STA)

The Transportation Development Act provides a second source of revenue with the State Transit Assistance revenues. State Transit Assistance revenues are derived from the State portion of the sales tax on diesel fuel. The State Controller allocates these funds based on the County's population (PUC 99313 allocation) and revenue miles (PUC 99314 allocation) of each eligible transit operator. The State generally disburses the STA revenues on a quarterly basis and the funds are held in trust by the County. STA revenues are restricted for transit purposes and are administered by VCTC. At this time the State is estimating \$3,278,000 in STA revenues. The STA funded expenditures of \$6,681,392 will be transferred from the STA fund balance to the General Fund and thus, are shown as an "other financing source/transfer in."



Service Authority for Freeway Emergencies (SAFE)

The Service Authority for Freeway Emergencies Vehicle Registration Fees (VRF) was created under Chapter 14 (commencing with Section 2550) of Division 3 of the California Streets and Highways Code and Section 2421.5 and 9250.1 of the Vehicle Code. In 1991 the Commission began to manage the operation and expansion of the cellular callbox system and related operating and capital expenditures under the SAFE program. SAFE receives revenues from the \$1 fee levied on registered vehicles to be used to implement and maintain an emergency motorist aid system, as specified, on the freeways and state highways in the County. Staff estimates the annual revenues based on prior year receipts. VCTC's budget contains \$770,000 in SAFE revenues.

State Transportation Improvement Program (STIP)

Under the "gas tax swap" approved by the State in 2010, the State Transportation Improvement Program (STIP) funds are now funded by fuel excise taxes which are automatically adjusted to equal the funding formerly provided by Proposition 42 (sales tax on gasoline). The STIP consists of two types of funds: Regional Improvement Program (RIP) and Interregional Improvement Program (IIP) funds. The RIP funds are available for capacity projects and are 75% of the STIP funds. The remaining 25% of the STIP funds are IIP and are available for capacity projects on the State regional road system and for Intercity Rail projects. VCTC, as the Regional Transportation Planning Agency (RTPA) is responsible for proposed project selection of RIP while Caltrans is responsible for proposed IIP project selection. Both programs must be approved and allocated by the California Transportation Commission (CTC). As a subset of the STIP program, VCTC can claim up to 5% in planning, programming and monitoring (PPM) funds for administrative purposes. The County's share of STIP funds is published by the CTC and then VCTC nominates projects to come from the County share. VCTC has claimed STIP funds for the Lewis Road Project in previous budgets, but this budget contains no STIP funds.

Planning, Programming and Monitoring (PPM)

The Planning, Programming and Monitoring funds are also derived from the STIP. When SB45 was enacted in 1999, many of the rules governing the funding and monitoring of projects in the Regional Improvement Program (RIP) changed. VCTC receives PPM funds to provide increased planning, programming and monitoring responsibilities required by the State. VCTC can program up to 5% of the STIP County share for PPM purposes that are published by the CTC. VCTC's budget contains \$962,200 in new and carry-over PPM revenues.



Proposition 1B

In 2006, Californians approved Proposition 1B, which funds various transportation programs from bonds issued by the State of California. Programs to be funded through Proposition 1B include transit capital, corridor mobility improvements, STIP augmentation, goods movement, state-local partnership funds, and local streets and roads allocated directly to cities and counties. The availability of these funds is contingent upon the State's ability to sell bonds. In the past VCTC has received Proposition 1B funding for various projects including Metrolink, Valley Express and VCTC Intercity Service. Proposition 1B apportionments are published by the State Controller and then VCTC submits grant requests based on the apportionments. At this time the VCTC budget contains \$1,029,552 in Proposition 1B revenues.

Low-Carbon Transit Operations Program (LCTOP)

Beginning in Fiscal Year 2014/2015, the State has provided a portion of its transportation-related cap-and-trade auction proceeds to transit operators by formula for public transit capital and operating assistance to reduce greenhouse gas emissions. Funds spent for ongoing transit can only be for new or expanded services. Half of the apportioned funds must be used to benefit areas specified by the California Environmental Protection Agency as being economically and environmentally disadvantaged, which in Ventura County is defined to include southern and eastern Oxnard, southern Santa Paula, and Piru. LCTOP apportionments are published by the State Controller and then VCTC submits grant requests based on the apportionments. VCTC's budget includes \$469,000 LCTOP funds at this time.

California Public Utilities Commission (CPUC) Signal Funds

In 1965, the Grade Crossing Protection Maintenance Fund was established to pay the local agency's share of the cost of maintaining automatic highway/rail crossing warning devices installed or upgraded after October 1, 1965. Each year funds are approved by the Legislature and allocated and administered by the California Public Utilities Commission (CPUC) railroad operating companies/agencies in California. The amount received by agencies each year is based on the number and type of signalized railroad grade crossings maintained by each applicant. Staff estimates the number each year based on prior year's receipts. VCTC's budget contains \$17,800 in Signal revenues.



Local and Other Funding Sources

Local Contributions and Fees

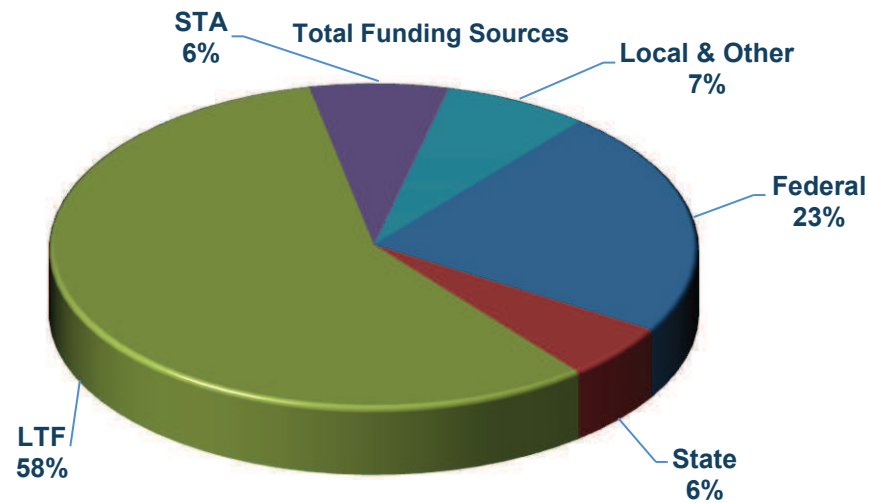
VCTC receives local funding from other agencies. These funds include contributions from the Air Pollution Control District (APCD), Santa Barbara County Association of Governments (SBCAG), the cities and County of Ventura, Moorpark College, California State University, Channel Islands (CSUCI), etc. to support VCTC and regional programs. Local funds also include fares paid on the VCTC Intercity and Valley Express buses and lease payments paid through the Santa Paula Branch Line. These funds are estimated by staff based on projected expenditures and prior receipts. VCTC's budget contains \$2,525,379 in local contribution revenues and \$1,786,080 in local fee revenues.

Investment Income and Other Revenues

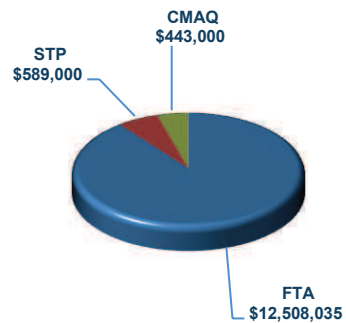
Other funding sources include interest and miscellaneous income. VCTC utilizes investment income to offset expenditures when possible. Interest is estimated by staff based on prior receipts and current rates. VCTC's budget contains \$95,000 in investment income and other revenues.



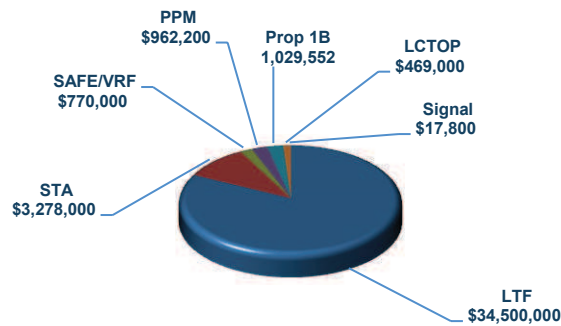
Chart 8 - Funding Sources



Federal Funding Sources



State Funding Sources



Local - Other Funding Sources

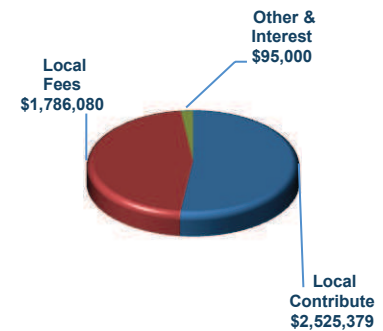
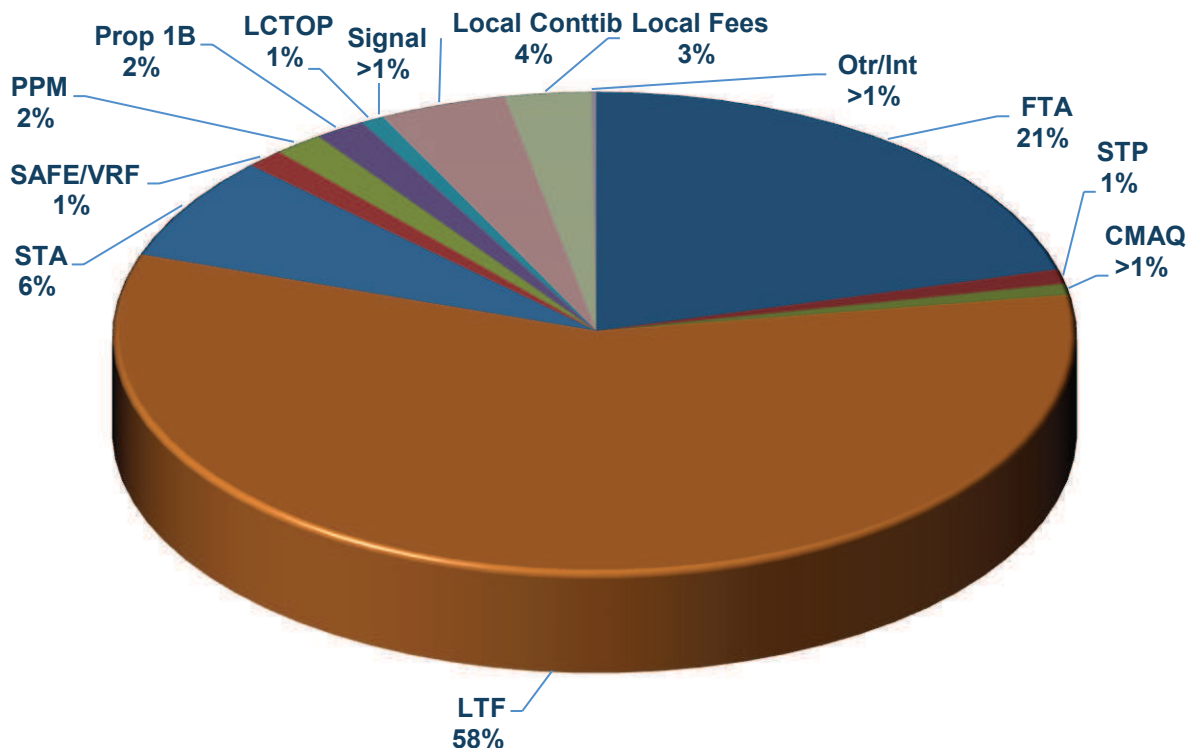


Table 1 - Revenue Sources

Funding Source	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget	Fiscal Year 2016/2017 Budget
Federal Transit Administration (FTA)	\$10,364,479	\$10,976,838	\$12,508,035
Surface Transportation Program (STP)	0	562,200	589,000
Congestion Mitigation and Air Quality (CMAQ)	370,963	541,000	443,000
Environmental Enhancement and Mitigation (EEM)	0	350,000	0
Defense Community Planning Assistance Funds	43,987	95,480	0
Local Transportation Fund (LTF)	33,844,974	34,400,000	34,500,000
State Transit Assistance (STA)	4,752,030	4,761,919	3,278,000
Service Authority for Freeway Emergencies (SAFE)	766,387	735,000	770,000
Planning, Programming and Monitoring (PPM)	384,453	1,032,300	962,200
Proposition 1B	7,555,135	4,484,524	1,029,552
LCTOP – Cap and Trade	0	295,041	469,000
California Public Utilities Commission Signal	23,284	17,800	17,800
Local Contributions	3,187,682	2,515,792	2,525,379
Local Fees	1,661,136	1,700,350	1,786,080
Investment Income and Other Revenues	109,695	82,000	95,000
Total Funding Sources	\$63,064,205	\$62,550,244	\$58,973,046

Chart 9 - Funding Source Detail



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PERSONNEL AND OPERATIONS

PERSONNEL AND BENEFITS

The Ventura County Transportation Commission employs a small but extremely capable team of transportation professionals, administrative support staff and customer service representatives. Although the Ventura County Transportation Commission was established as a planning and funding organization, over time it has also evolved into an implementation agency responsible for providing regional services to other agencies and the general public. The Commission's current responsibilities can be broken down into three major areas: Core-Countywide Services, Regional Services and Pass-Through Services. Core-Countywide services include the day-to-day operations and activities outlined in enabling legislation consisting of regional transportation planning and funding. Regional services include programs the agency operates to provide centralized services and/or cost efficiency to the County we serve. Pass-Through services provide a mechanism to receive and distribute "pass-through" funds to other agencies. Below in Chart 10, *Pass-Through, Regional and Core-Countywide Service Expenditures*, is a breakdown of VCTC's expenditures by service type and a listing of the projects and a breakdown of budgeted staff hours spent on these projects by service type is listed in Table 2, *Pass-Through, Regional and Core-Countywide Services and Associated Hours*.

Chart 10 - Pass-Through, Regional and Core-Countywide Service Expenditures

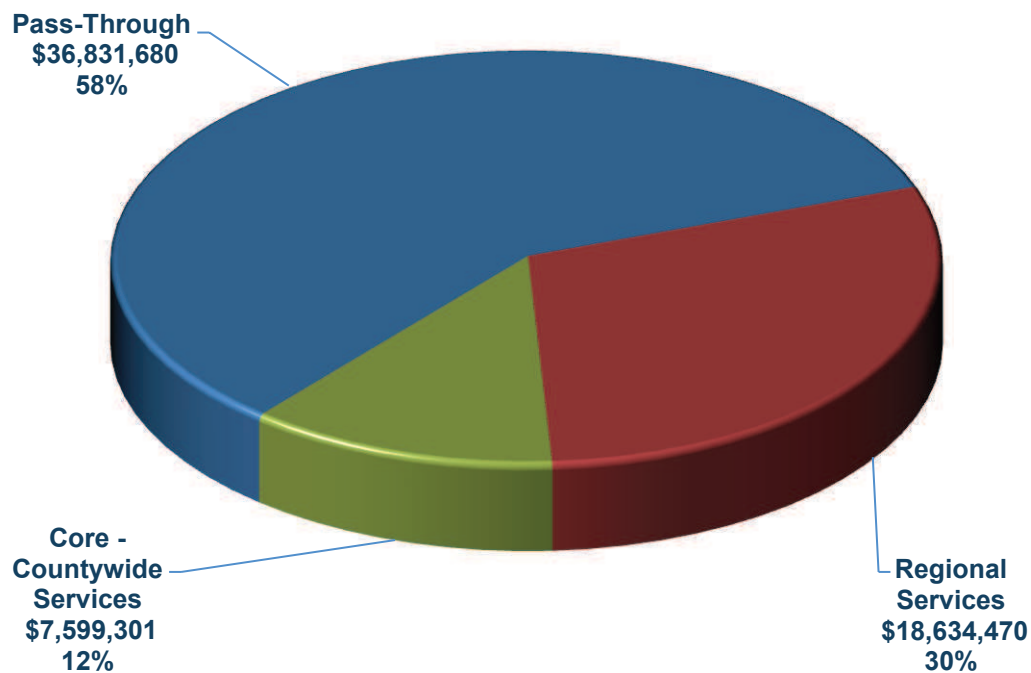


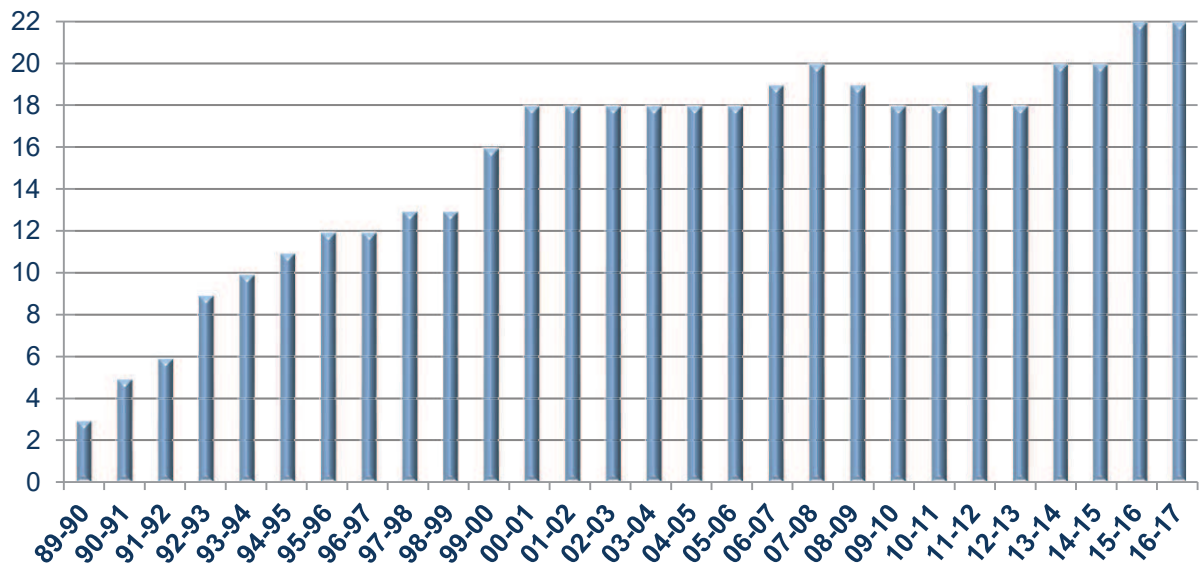
Table 2 - Pass-Through, Regional and Core-Countywide Services & Associated Hours

Core - Countywide Services	Regional Services	Pass-Through Services
Airport Land Use Commission	Fare Collection and APC Systems	TDA Administration
Callbox System	Highway Project Management	Transit Grant Administration
Community Outreach & Marketing	LOSSAN & Coast Rail Council	
Freight Movement	Metrolink Commuter Rail	
Management & Administration	Santa Paula Branch Line	
Regional Transit Planning	Senior & Disabled Transp. Services	
Regional Transportation Planning	SpeedInfo Highway Speed Sensors	
Rideshare Programs	Transit Information Center	
State & Federal Governmental Relations	Transit Stop Enhancements	
TDA Administration	Valley Express	
Transit Grant Administration	VCTC Intercity Services	
Transportation Programming		
VCTC Office Building		
Staff Hours	Staff Hours	Staff Hours
28,928	15,709	1,299

Total Staff Hours = 45,936

Growing from three employees in 1989 to its current proposed roster of twenty-two regular full-time employees, staffing includes fifteen professional positions and seven support and customer service positions (see Chart 11 *Number of Employees*, Chart 16, *Staff Organization*, and Chart 17, *Functional Organization*).

Chart 11 - Number of Employees



Full-time equivalent employees equal the number of employees on full-time schedules plus the number of employees on part-time schedules converted to a full-time basis. Last year, VCTC had twenty-two full-time employees budgeted. This year staffing includes twenty-two full time positions (see Table 3, *Full Time Equivalents by Program*).

Table 3 - Full Time Equivalents by Program

Program	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget	Fiscal Year 2016/2017 Budget
Transit and Transportation	5.0	6.1	6.0
Highway	0.1	1.1	1.1
Rail	0.8	1.5	1.0
Commuter Assistance	3.2	2.1	2.5
Planning and Programming	5.0	5.4	5.2
General Government	4.8	5.8	6.2
TOTAL	18.9	22.0	22.0

Below in Table 4, *Schedule of Salary Ranges*, the Fiscal Year 2016/2017 salary ranges are detailed by classification.

Table 4 – Schedule of Salary Ranges

Staffing Level	No. of Employees	Range
Executive Director	1	No established range
Director	4	\$109,108
Manager	6	\$ 70,132
Planner/Analyst	4	\$ 50,100
Support Staff II	5	\$ 43,827
Support Staff I	2	\$ 24,960

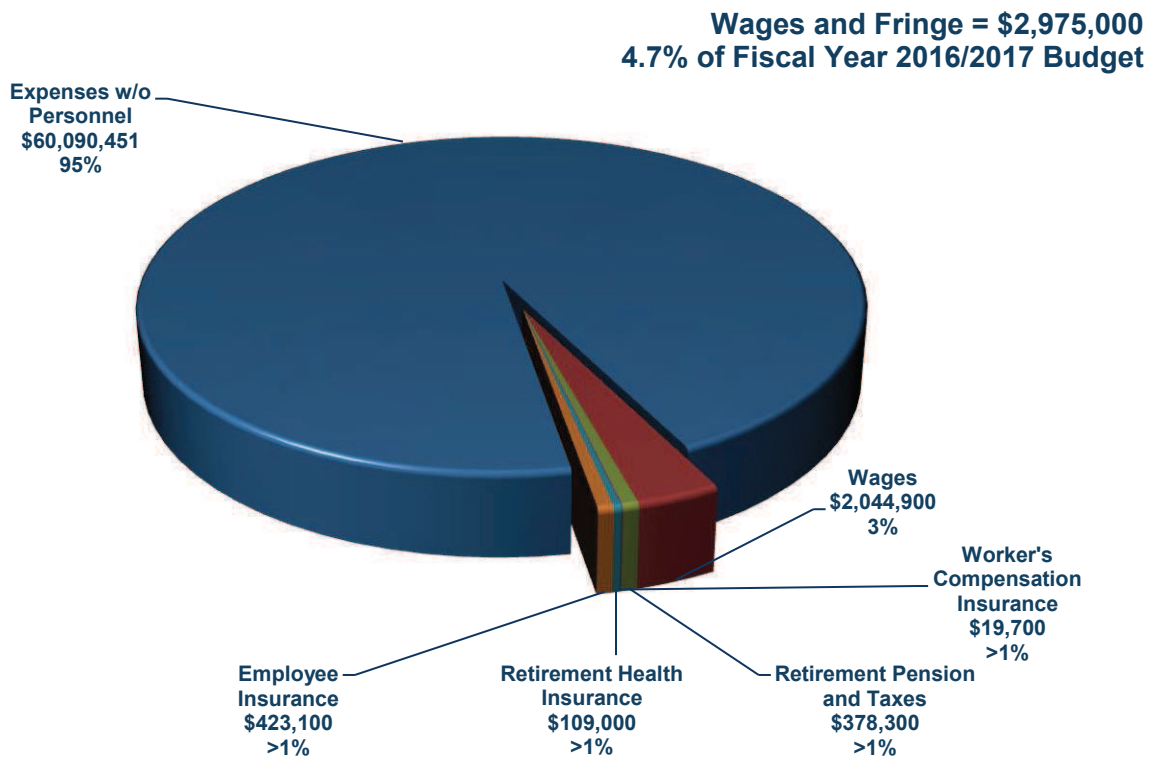
The Commission's salary and fringe benefits total \$2,975,000 or 4.7% of the Fiscal Year 2016/2017 budget (see Table 5, *Personnel Budget* and Chart 12, *Personnel Costs*). This represents a decrease of \$161,100 or -5.1% from the Fiscal Year 2015/2016 budget of \$3,136,100 largely due to Fiscal Year 2015/2016 containing fully burdened costs for the five vacant positions. The budget contains two positions with costs that are fully burdened as those positions are currently vacant. The Wages total of \$2,044,900 includes an approximate pool of \$46,000 in merit increases for eligible employees not at the top of their range. Benefits account for 1.5% of the budget.



Table 5 - Personnel Budget

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget	Fiscal Year 2016/2017 Budget
Wages	\$1,650,394	\$2,129,400	\$2,044,900
Retirement Pensions and Taxes	303,227	453,400	378,300
Worker's Compensation Insurance	10,914	39,200	19,700
Retirement Health Insurance/OPEB	107,000	107,000	109,000
Employee Insurance	288,696	407,100	423,100
Total Expenditures	\$2,360,231	\$3,136,100	\$2,975,000

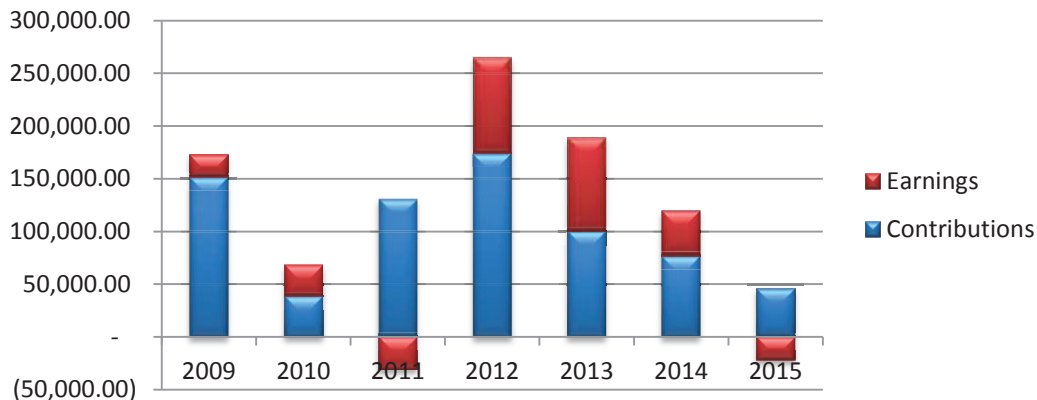
Chart 12 - Personnel Costs



Retiree healthcare cost of \$109,000 will be used to pay for retiree healthcare costs and prefund the Other Post-Employment Benefits (OPEB) Trust. The amount is slightly higher than the previous fiscal year as it was updated for the actuary valuation in December 2015. As of Fiscal Year 2016/2017 the average amortization remaining is 13 years. The next OPEB valuation will adjust for any assumption changes and investment experience and will be performed in Fiscal Year 2017/2018 with information for Fiscal Year 2018/2019 and 2019/2020.

Prefunding the trust allows the Commission to offset retiree healthcare/OPEB costs through compounded investment earnings. As of December 2015, the Commission's trust has earned approximately \$221,000 in net earnings (see Chart 13 *OPEB Trust Earnings and Contributions*) with an average annual internal rate of return since inception of 7.03%. The OPEB Trust fund's balance at December 2015 was \$935,966.

Chart 13 – OPEB Trust Earnings and Contributions



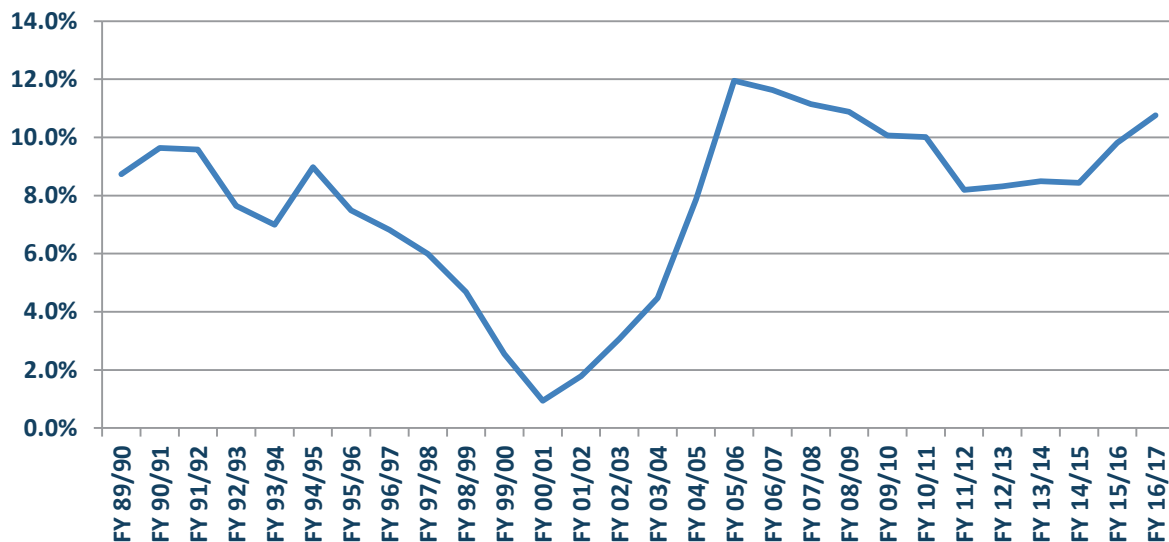
With recent Commission action and the implementation of PEPR, VCTC now has three pension tiers. The first tier includes “CalPERS Classic” employees hired before May 1, 2015 receiving the 2% at 60 formula with the employee portion paid by the Commission. This tier will be eliminated over time as current employees separate from VCTC. There are currently twelve employees in this tier. The second tier includes the “CalPERS New” or PEPR employees receiving the 2% at 62 formula with employee paying the employee portion. Currently there are seven employees within this tier. The third tier includes the “CalPERS Classic” employee hired after May 1, 2015 receiving the 2% at 60 formula with the employee paying the employee portion. Currently there is one employee in this tier. There are currently two vacant positions. As the vacant positions are filled, the new employees will either fall into tier two or three depending on their CalPERS status.

In Fiscal Year 2015/2016, CalPERS changed its method for calculating employer contributions. Employers are now required to pay for their current contributions as a percentage of payroll and pay for their unfunded accrued liability (UAL) in a set dollar amount. In Fiscal Year 2016/2017, the 2% at 60 formula’s employer’s current contribution is 7.612% (7.163% in Fiscal Year 2015/2016) and the UAL is \$54,313 (\$41,693 in Fiscal Year 2015/2016). When combined, the effective CalPERS rate is 10.76% (9.811% in Fiscal Year 2015/2016). The employer rate for CalPERS New is 6.555% (6.25% for Fiscal Year 2015/2016) with \$0 UAL as this is a new tier. The employee contribution rate remains at 7% for the 2% at 60 formula and 6.25% for the 2% @ 62 formula as set by legislation.



VCTC remains among the agencies receiving the lowest increases to pension costs. The increase remains relatively small because VCTC made a fiscally prudent decision to keep the benefit factor at 2% @ 60. Although the rates have fluctuated over the years (see Chart 14, *Historical Pension Employer Rates for Classic 2% @ 60.*), VCTC's average rate since 1989 is 7.75%.

Chart 14 – Historical Pension Employer Rates for Classic 2% @ 60



It should be noted that CalPERS recently modified some of their assumptions and methods which will likely increase VCTC's employer rate over the next few years. These modifications include asset liability management, actuarial assumption changes like mortality rates, changes necessitated by PEPR, smoothing amortization policies and risk management. Some adjustments are made every few years as necessitated by CalPERS assumption studies. Other adjustments occur annually, such as the adjustment for investment returns.

The projected pension rate for CalPERS-Classic employees for Fiscal Year 2017/2018 is 7.6% plus unfunded accrued liability of \$73,456. Because of PEPR, the CalPERS-Classic pool will decrease over time as non-classic "new" employees are hired. Since unfunded liability is spread over applicable payroll, these numbers will likely increase over time as the payroll for CalPERS-Classic employees decrease. These short-term increased costs will be offset by long-term savings of PEPR.



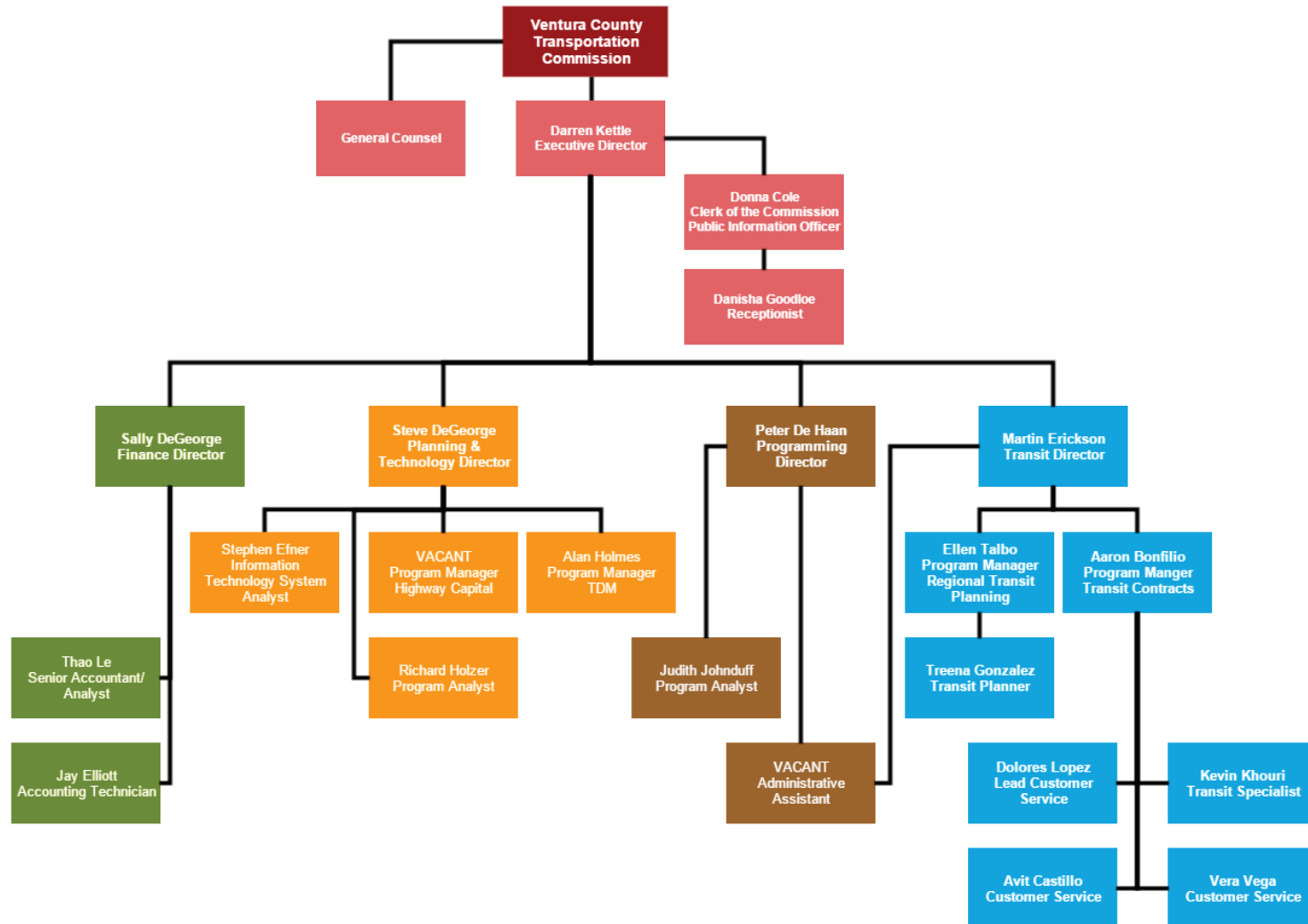
Historically pension benefits have largely been funded (65%) from investment returns (see Chart 15, *CalPERS Pension Buck*) with employer and employee contributions filling in the gaps. CalPERS investment returns have been 10.9% for the last 3 years, 10.7% for the last 5 years and 7.8% for the last 20 years. However, Fiscal Year 2014/2015's investment return was only 2.4% far short of the estimated 7.5% which will cause an increase in VCTC's UAL.

Chart 15 – CalPERS Pension Buck



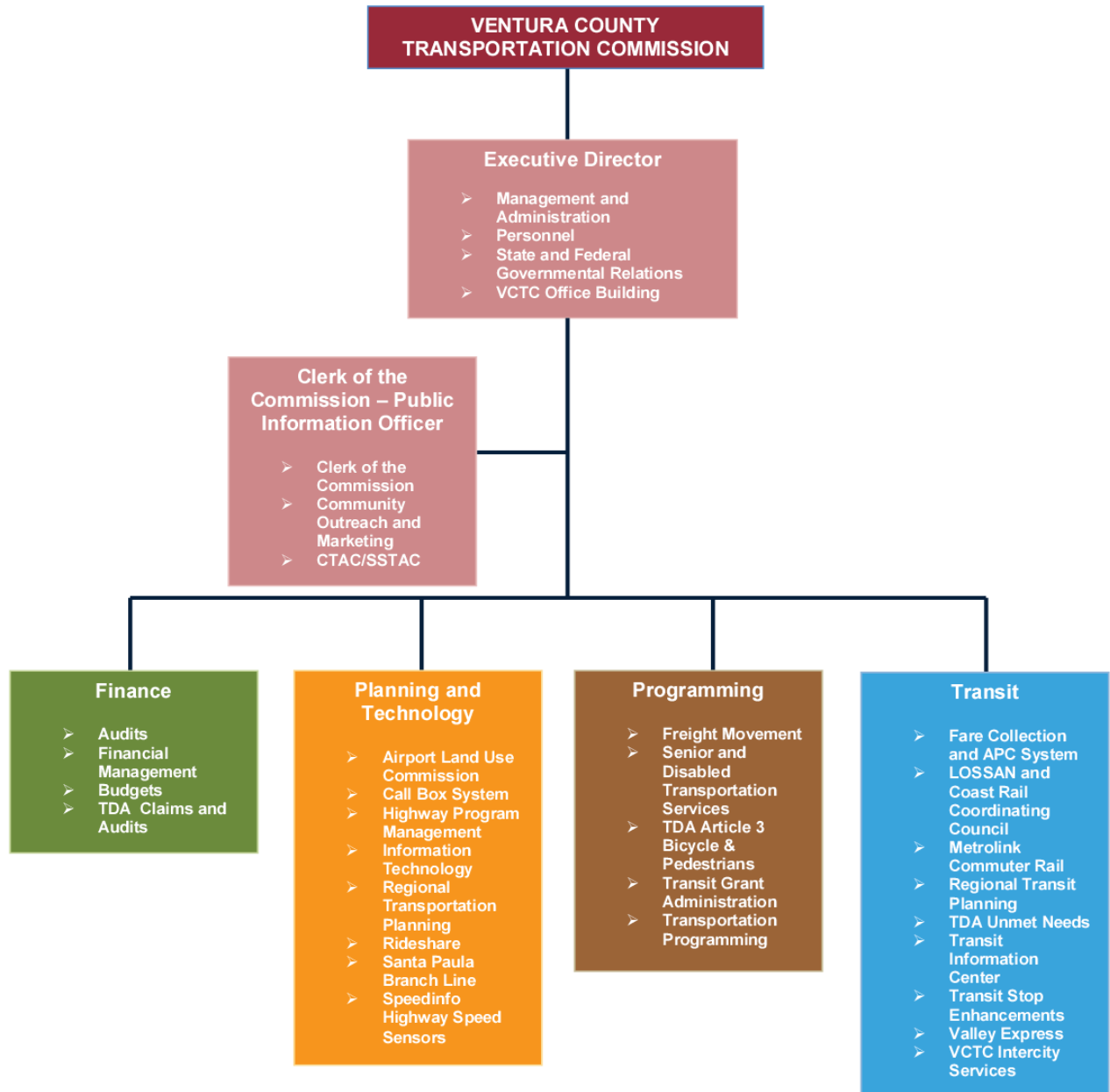
Staff Organizational Chart

Chart 16 - Staff Organization



Functional Organizational Chart

Chart 17 - Functional Organization



INDIRECT COST ALLOCATION PLAN

Indirect costs represent the expenditures that are attributable to the general operation of the organization but are not directly tied to a particular grant, contract, project function or activity. Indirect cost allocation plans (ICAP) are designed to promote fair and equitable sharing of indirect costs and allow the “full” costs of services to be recognized. An indirect cost allocation plan is prepared so that the Ventura County Transportation Commission (VCTC) can charge indirect costs to the various projects. The indirect cost allocation plan rate is approved by its’ cognizant agency, the Federal Transit Administration (FTA) and reviewed for compliance by VCTC’s independent auditors and the California Department of Transportation audits and investigations.

VCTC’s indirect rate is calculated as a fixed rate with a carry-forward adjustment and thus changes each year. The fixed rate used is based on an estimate of the costs for the period covered by the rate. When the actual costs for this period are determined after the audit is complete, any differences between the application of the fixed rate and actual costs will result in an over or under recovery of costs. The over or under recovery will be carried forward, as an adjustment to the calculation of the indirect cost rate, to the second fiscal year subsequent to the fiscal year covered by this plan. When applicable, the adjustment expense is paid out of the unassigned general fund balance and is shown under the Management and Administration budget task when over collected. If the costs were under collected, the adjustment is added to the indirect rate calculation.

The Federal Transit Administration (FTA) is VCTC’s cognizant agency for its Indirect Cost Allocation Plan (ICAP) and complies with the FTA’s ICAP requirements which include following the new "Super Circular" or 2 Code of Federal Regulations (CFR) 200 and 225 as applicable. VCTC also requests a second approval from the California Department of Transportation (DOT).

VCTC’s first ICAP was approved by the FTA for Fiscal Year 1996/1997, but the ICAP did not include indirect staff time. Beginning in Fiscal Year 2010/2011 VCTC incorporated indirect staff time into the ICAP instead of paying for the staff time directly with local funds. Included in these costs are all or partial hours from the following positions: Receptionist/Secretary, Clerk of the Board/Public Information Officer (office manager hours only), Information Technology Systems Analyst (non- fare collection and community outreach hours), Finance Director (non TDA hours), Accounting Technician (non- fare collection hours) and Senior Accountant/Analyst (non- TDA and non-fare collection hours).

There are a few budgeted indirect costs that have changed from previous years. The Communications line item increased by \$5,000 for the increased internet and phone service. The insurance line item increased by \$6,200 due to market changes. The maintenance and office expenses increased by \$2,500 each in-line with actual costs. Rent increased by \$3,100. Training increased by \$500. The Audits line item decreased by \$23,500 as the OPEB actuary valuation is not due this year. The professional and human resources line item decreased by \$3,000 as we anticipate less hiring costs in the upcoming year.

Table 6, *Indirect Cost Allocation Plan*, is a list of budgeted costs included in the indirect cost plan for this fiscal year and the previous fiscal year. Also included in Table 7 is the indirect cost allocation rate adjusted for prior year actual to budget reconciliations.



Table 6 - Indirect Cost Allocation Plan

Operating and Professional Costs:	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget	Fiscal Year 2016/2017 Budget	\$ Change	% of Change
Salaries and Benefits	\$422,724	\$ 581,551	\$ 586,500	4,949	0.9%
Bank Fees	4,264	4,000	4,000	0	0.0%
Books and Publications	890	1,000	1,000	0	0.0%
Business Meals	38	1,000	1,000	0	0.0%
Communications	22,926	20,000	25,000	5,000	25.0%
Insurance	210,249	220,800	227,000	6,200	2.8%
Maintenance	7,886	12,500	15,000	2,500	20.0%
Membership and Dues	4,489	5,000	5,000	0	0.0%
Mileage	1,347	1,500	1,500	0	0.0%
Miscellaneous	10,758	10,000	10,000	0	0.0%
Office	21,615	24,500	27,000	2,500	10.2%
Postage	4,447	7,000	7,000	0	0.0%
Printing	4,750	10,000	10,000	0	0.0%
Rent	144,396	152,200	155,300	3,100	2.0%
Training	2,044	2,000	2,500	500	25.0%
Travel and Conferences	4,871	6,000	6,000	0	0.0%
Audit and Actuary Services	51,748	71,000	47,500	-23,500	-33.1%
Legal Services	24,842	25,000	25,000	0	0.0%
Professional and Human Resources	51,334	58,000	55,000	-3,000	-5.2%
Subtotal	\$995,618	\$1,213,051	\$1,211,300		
Adjusted Overhead Rate	50.83%	53.36%	54.77%		



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BUDGET SUMMARY BY PROGRAM

PROGRAM OVERVIEW

The Fiscal Year 2016/2017 budget is a comprehensive budget. It contains the General, LTF, STA, SAFE, VCTC Intercity Service and Valley Express funds and is divided into six programs. Each of the six programs consists of individual project tasks. Details of each project budget can be found in the Program Task Budgets section. Administrative support staff costs are allocated to all budget tasks via the indirect cost allocation plan. The total budgeted expenditures for Fiscal Year 2016/2017 are \$63,065,451. The total budget expenditures decreased by 10.6% and are briefly explained in the individual program summaries.

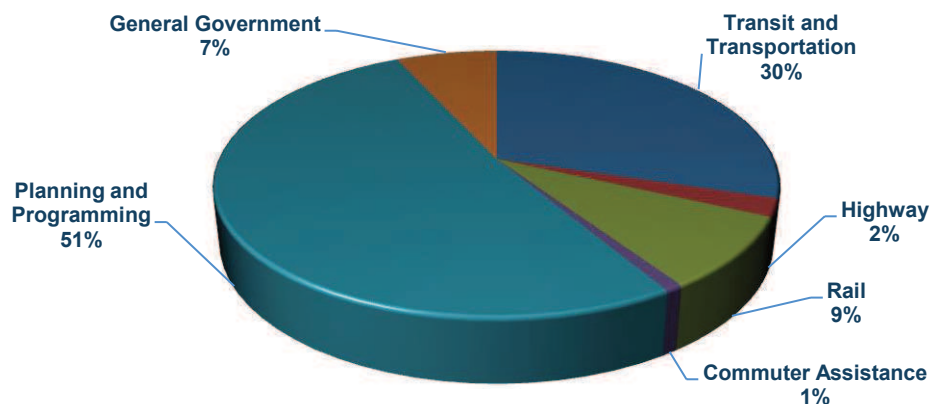
Below are a table and chart which summarize these six programs: Table 7, *Budgeted Expenditures Summary by Program*, and Chart 18, *Budgeted Program Expenditures*.

Table 7 – Budgeted Expenditures Summary by Program

Program Budget Categories	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget	% of Change
Transit and Transportation	\$25,647,870	\$22,578,449	\$18,718,000	-17.1%
Highway	479,046	2,267,100	1,357,700	-40.1%
Rail	3,203,991	7,044,157	5,512,270	-21.7%
Commuter Assistance	486,527	514,700	540,200	5.0%
Planning and Programming	34,140,137	33,402,021	32,560,280	-2.5%
General Government	1,233,414	4,753,815	4,377,001	-7.9%
Total Program Budget	\$65,190,985	\$70,560,242	\$63,065,451	-10.6%

*Some budget tasks were amended after the Commission approved the budget in June 2015 (see budget task section for details).

Chart 18 - Budgeted Program Expenditures



TRANSIT AND TRANSPORTATION PROGRAM

The Transit and Transportation Program contains many tasks central to VCTC's role as the County Transportation Commission. These tasks help the Commission to prioritize transportation projects to better serve our community. The Transit and Transportation Program, at \$18,718,000, is 30% of the budget and includes six project tasks.

Changes to this fiscal year include a decrease in the Fare Collection and APC System budget as equipment needs were purchased in the previous fiscal year. The Senior and Disabled Transportation budget has increased for additional consultant costs. The Transit Grant Administration budget decreased as pass-through projects were completed. The Nextbus budget is now called Transit Stop Enhancements and the budget has decreased slightly for consultant costs that were offset for increased staffing costs in anticipation of the new procurement. The Valley Express and VCTC Intercity Services budgets have decreased largely due to the completion of the on-board video security equipment purchase. The VCTC Intercity Services budget does include the addition of a new route from Oxnard to Camarillo. Administrative support staff costs were allocated to all budget tasks via the indirect cost allocation plan.

Details of each task can be found in the Program Task Budget Section. Below in Table 8, *Transit and Transportation Program Budget Tasks*, is a listing of the individual tasks within this program.

Table 8 - Transit and Transportation Program Budget Tasks

Budget Tasks	Page #	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget	% of Change
Fare Collection and APC System	68	\$ 259,095	\$ 1,101,400	\$ 679,500	-38.3%
Senior and Disabled Transportation Svs.	70	182,496	271,700	286,400	5.4%
Transit Grant Administration	72	4,459,702	9,232,288	6,727,700	-27.1%
Transit Stop Enhancements	74	266,588	309,600	277,000	-10.5%
Valley Express	76	3,951,673	2,385,012	2,067,000	-13.3%
VCTC Intercity Services	78	16,528,316	9,278,449	8,680,400	-6.4%
Total Transit and Transportation Budget		\$25,647,870	\$22,578,449	\$18,718,000	-17.1%
Program Costs:					
Personnel		\$ 405,542	\$ 732,100	\$ 693,200	
Indirect		206,137	390,800	379,800	
Project		25,036,191	21,455,549	17,645,000	
Total Transit and Transportation Budget		\$25,647,870	\$22,578,449	\$18,718,000	
Full-Time Employee Equivalent		5.0	6.1	6.0	

*Some budget tasks were amended after the Commission approved the budget in June 2015 (see budget task section for details).



HIGHWAY PROGRAM

This program includes projects associated with the highways in Ventura County. These tasks include capital and planning projects that VCTC implements, co-partners and/or oversees. The Highways Program also contains on-going projects to provide highway assistance including the countywide callbox system and the SpeedInfo Speed Sensors. The Highway Program, at \$1,357,700 is 2% of the budget and includes three project tasks.

The Callbox System budget decreased due to the completion of the 3G network upgrade. The Highway Project Management decreased as the Santa Clara River Wetlands Mitigation project will no longer pass-through VCTC's budget. Administrative support staff costs were allocated to all budget tasks via the indirect cost allocation plan.

Details of each task can be found in the Program Task Budget Section. Below in Table 9, *Highway Program Budget Tasks*, is a listing of the individual tasks within this program.

Table 9 - Highway Program Budget Tasks

Budget Tasks	Page #	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget	Fiscal Year 2016/2017 Budget	% of Change
Callbox System	82	\$337,792	\$1,011,000	\$ 460,800	-54.4%
Highway Project Management	84	0	1,108,600	750,700	-32.3%
SpeedInfo Highway Speed Sensors	86	141,254	147,500	146,200	-0.9%
Total Highway Budget		\$479,046	\$2,267,100	\$1,357,700	-40.1%
Program Costs:					
Personnel		\$ 17,079	\$ 181,100	\$ 170,100	
Indirect		8,681	96,700	93,100	
Project		453,286	1,989,300	1,094,500	
Total Highway Budget		\$479,046	\$2,267,100	\$1,357,700	
Full-Time Employee Equivalent		0.1	1.1	1.1	



RAIL PROGRAM

This program represents the projects within Ventura County relating to the Commission's rail programs, including Metrolink, which is part of a regional commuter rail network that provides a safe and reliable transit alternative to driving alone. The Rail Program, at \$5,512,270, is 9% of the budget and includes three project tasks.

The LOSSAN budget task decreased for anticipated lower staffing costs. The Metrolink Commuter Rail budget decreased as Fiscal Year 2015/2016 included one-time costs. The Santa Paula Branch Line budget decreased largely due to lower than expected non-rail maintenance costs, the completion of the bridge load calculations and lower staff costs than in previous years. Administrative support staff costs were allocated to all budget tasks via the indirect cost allocation plan.

Details of each task can be found in the Program Task Budget Section. Below in Table 10, *Rail Program Budget Tasks*, is a listing of the individual tasks within this program.

Table 10 - Rail Program Budget Tasks

Budget Tasks	Page #	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget	% of Change
LOSSAN - Coast Rail Coordinating Council	90	\$ 64,584	\$ 41,500	\$ 32,900	-20.7%
Metrolink Commuter Rail	92	2,755,653	5,827,067	4,669,070	-19.9%
Santa Paula Branch Line	94	383,754	1,175,590	810,300	-31.1%
Total Rail Budget		\$3,203,991	\$7,044,157	\$5,512,270	-21.7%
Program Costs:					
Personnel		\$ 108,853	\$ 214,100	\$ 144,300	
Indirect		55,330	114,300	79,200	
Project		3,039,808	6,715,757	5,288,770	
Total Rail Budget		\$3,203,991	\$7,044,157	\$5,512,270	
Full-Time Employee Equivalent		0.8	1.5	1.0	

*Some budget tasks were amended after the Commission approved the budget in June 2015 (see budget task section for details).



COMMUTER ASSISTANCE PROGRAM

The Commuter Assistance Program encourages residents to reduce single vehicle trips and use alternative modes of transportation including ridesharing and public transportation. The Commuter Assistance Program, at \$540,200, is 1% of the budget and includes two project tasks.

The Rideshare Programs budget went down due to lower database costs. The Transit Information Center budget increased for the purchase of customer relations management software. Administrative support staff costs were allocated to all budget tasks via the indirect cost allocation plan.

Details of each task can be found in the Program Task Budget Section. Below in Table 11, *Commuter Assistance Program Budget Tasks*, is a listing of the individual tasks within this program.

Table 11 - Commuter Assistance Program Budget Tasks

Budget Tasks	Page #	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget	% of Change
Rideshare Programs	98	\$239,127	\$318,400	\$305,200	-4.1%
Transit Information Center	100	247,400	196,300	235,000	19.7%
Total Commuter Assistance Budget		\$486,527	\$514,700	\$540,200	5.0%
Program Costs:					
Personnel		\$298,934	\$277,800	\$285,000	
Indirect		151,948	148,300	156,100	
Project		35,645	88,600	99,100	
Total Commuter Assistance Budget		\$486,527	\$514,700	\$540,200	
Full-Time Employee Equivalent		3.2	2.1	2.5	

*Some budget tasks were amended after the Commission approved the budget in June 2015 (see budget task section for details).



PLANNING AND PROGRAMMING PROGRAM

Many of the agency's responsibilities are of a planning and programming nature. Projects within this program focus on comprehensive, countywide transportation planning, congestion management, modeling and forecasting, as well as studies to improve specific needs within the County. This program also contains LTF revenues that are passed-through to local agencies for transit, bicycles and pedestrians, and streets and roads projects. The Planning and Programming programs totals \$32,560,280, or 51% of the budget and includes six project tasks.

The Airport Land Use Commission budget was reduced with the completion of the JLUS study. The Regional Transit Planning budget increased due to the purchase of transit scheduling software and consultant assistance with the asset management plan. The Regional Transportation Planning budget decreased largely due to the completion of the public education campaign and the progress made on the Countywide Bicycle Wayfinding Project. The Transportation Development Act budget decreased due to a lower beginning balance. The Transportation Programming budget decreased as less staff time is required for projects this year. Administrative support staff costs were allocated to all budget tasks via the indirect cost allocation plan.

Details of each task can be found in the Program Task Budget Section. Below in Table 12, *Planning and Programming Program Budget Tasks*, is a listing of the individual tasks within this program.

Table 12 - Planning and Programming Program Budget Tasks

Budget Tasks	Page #	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget	% of Change
Airport Land Use Commission	104	\$ 82,336	\$ 135,380	\$ 30,500	-77.5%
Freight Movement	106	10,975	26,600	27,100	1.9%
Regional Transit Planning	108	541,443	602,200	763,000	26.7%
Regional Transportation Planning	110	340,832	1,483,900	964,000	-35.0%
Transportation Development Act	112	32,818,849	30,779,506	30,468,480	-1.0%
Transportation Programming	114	345,702	374,435	307,200	-18.0%
Total Planning & Programming Budget		\$34,140,137	\$33,402,021	\$32,560,280	-2.6%
Program Costs:					
Personnel		\$ 708,473	\$ 842,000	\$ 745,700	
Indirect		360,116	449,300	408,300	
Project		33,071,548	32,110,721	31,406,280	
Total Planning & Programming Budget		\$34,140,137	\$33,402,021	\$32,560,280	
Full-Time Employee Equivalent		5.0	5.4	5.2	

*Some budget tasks were amended after the Commission approved the budget in June 2015 (see budget task section for details).



GENERAL GOVERNMENT PROGRAM

The General Government Program consists of administrative and support activities that do not fall under the more defined programs. These activities support the day-to-day operations and various programs contained throughout the budget. These tasks include financial management, legislative activities, intergovernmental relations and public information. The General Government Program, at \$4,377,001, is 7% of the budget and includes four project tasks.

The Community Outreach and Marketing budget increased for added consultant services for increased public outreach and staff time for the web and social media efforts. The Management and Administration budget and the State and Federal Relations budget increased largely due to increased staffing costs. The VCTC Office Building budget decreased as consultants finalized remodeling plans with remodeling anticipated to begin in Fiscal Year 2016/2017. Administrative support staff costs were allocated to all budget tasks via the indirect cost allocation plan.

Details of each task can be found in the Program Task Budget Section. Below in Table 13, *General Government Program Budget Tasks*, is a listing of the individual tasks within this program.

Table 13 - General Government Program Budget Tasks

Budget Tasks	Page #	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget	% of Change
Community Outreach and Marketing	118	\$ 769,169	\$ 766,300	\$ 742,800	-3.1%
Management and Administration	120	247,281	269,700	296,400	9.9%
State and Federal Governmental Relations	122	145,617	184,315	207,500	12.6%
VCTC Office Building	124	71,347	3,533,500	3,130,301	-11.4%
Total General Government Budget		\$1,233,414	\$4,753,815	\$4,377,001	-7.2%
Program Costs:					
Personnel		\$ 281,086	\$ 307,300	\$ 350,700	
Indirect		142,876	164,100	192,000	
Project		809,452	4,282,415	3,834,601	
Total General Government Budget		\$1,233,414	\$4,753,815	\$4,377,301	
Full-Time Employee Equivalent		4.8	5.8	6.2	

*Some budget tasks were amended after the Commission approved the budget in June 2015 (see budget task section for details).



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BUDGET SUMMARY BY FUND

VENTURA COUNTY TRANSPORTATION COMMISSION BUDGET SUMMARY BY FUND FISCAL YEAR 2016/2017							
	GENERAL FUND	LTF	STA	SAFE	VCTC INTERCITY	VALLEY EXPRESS	TOTAL
REVENUES							
Federal Grants	10,141,600	-	-	-	2,895,894	502,541	13,540,035
State Grants	1,789,552	-	-	-	469,000	220,000	2,478,552
Local Transportation Fund	-	34,500,000	-	-	-	-	34,500,000
State Transit Assistance	-	-	3,278,000	-	-	-	3,278,000
Vehicle Registration Fees	-	-	-	770,000	-	-	770,000
Local, Investment, and Other Revenues	330,000	35,000	45,000	15,000	2,637,000	1,344,459	4,406,459
Total Revenues	12,261,152	34,535,000	3,323,000	785,000	6,001,894	2,067,000	58,973,046
EXPENDITURES							
Transit and Transportation							
Fare Collection and APC Systems	679,500	-	-	-	-	-	679,500
Senior and Disabled Transportation Services	286,400	-	-	-	-	-	286,400
Transit Grant Administration	6,727,700	-	-	-	-	-	6,727,700
Transit Stop Enhancements	277,000	-	-	-	-	-	277,000
Valley Express	-	-	-	-	-	2,067,000	2,067,000
VCTC Intercity Services	-	-	-	-	8,680,400	-	8,680,400
Total Transit and Transportation Budget	7,970,600	-	-	-	8,680,400	2,067,000	18,718,000
Highway							
Callbox System	12,800	-	-	448,000	-	-	460,800
Highway Project Management	750,700	-	-	-	-	-	750,700
SpeedInfo Highway Speed Sensors	2,200	-	-	144,000	-	-	146,200
Total Highway Budget	765,700	-	-	592,000	-	-	1,357,700



**VENTURA COUNTY TRANSPORTATION COMMISSION
BUDGET SUMMARY
FISCAL YEAR 2016/2017**

	GENERAL FUND	LTF	STA	SAFE	VCTC INTERCITY	VALLEY EXPRESS	TOTAL
Rail							
LOSSAN - Coast Rail Coordinating Council	32,900	-	-	-	-	-	32,900
Metrolink Commuter Rail	4,669,070	-	-	-	-	-	4,669,070
Santa Paula Branch Line	810,300	-	-	-	-	-	810,300
Total Rail Budget	5,512,270	-	-	-	-	-	5,512,270
Commuter Assistance							
Rideshare Programs	305,200	-	-	-	-	-	305,200
Transit Information Center	235,000	-	-	-	-	-	235,000
Total Commuter Assistance Budget	540,200	-	-	-	-	-	540,200
Planning and Programming							
Airport Land Use Commission	30,500	-	-	-	-	-	30,500
Freight Movement	27,100	-	-	-	-	-	27,100
Regional Transit Planning	763,000	-	-	-	-	-	763,000
Regional Transportation Planning	964,000	-	-	-	-	-	964,000
Transportation Development Act	446,600	30,021,880	-	-	-	-	30,468,480
Transportation Programming	307,200	-	-	-	-	-	307,200
Total Planning and Programming Budget	2,538,400	30,021,880	-	-	-	-	32,560,280
General Government							
Community Outreach and Marketing	742,800	-	-	-	-	-	742,800
Management and Administration	296,400	-	-	-	-	-	296,400
State and Federal Governmental Relations	207,500	-	-	-	-	-	207,500
VCTC Office Building	3,130,301	-	-	-	-	-	3,130,301
Total General Government Budget	4,377,001	-	-	-	-	-	4,377,001



**VENTURA COUNTY TRANSPORTATION COMMISSION
BUDGET SUMMARY
FISCAL YEAR 2016/2017**

	GENERAL FUND	LTF	STA	SAFE	VCTC INTERCITY	VALLEY EXPRESS	TOTAL
Total Expenditures	21,704,171	30,021,880	-	592,000	8,680,400	2,067,000	63,065,451
Revenues Over (Under) Expenditures	(9,443,019)	4,513,120	3,323,000	193,000	(2,678,506)	-	(4,092,405)
Other Financing Sources (Uses)							
Transfers In (Out)	8,325,599	(4,307,713)	(6,681,392)	(15,000)	2,678,506	-	-
Contingency/Reserve	(50,000)	(2,900,000)	-	(1,515,000)	-	-	(4,465,000)
Fund Balance Beginning of Year	1,211,433	3,910,620	9,176,417	2,925,672			17,224,142
Fund Balance End of Year	44,013	1,216,027	5,818,025	1,588,672	-	-	8,666,737

LTF, STA and SAFE funds are "transferred" to the General Fund to pay for project expenditures shown within the General Fund. STA is also transferred to the VCTC Intercity Services fund for project expense.



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VENTURA COUNTY TRANSPORTATION COMMISSION

PROGRAM TASK BUDGETS



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TRANSIT AND TRANSPORTATION PROGRAM TASK BUDGETS



BUDGET TASK: FARE COLLECTION AND APC SYSTEMS**DIRECTOR:** Martin Erickson**BUDGET MANAGER:** Aaron Bonfilio

OBJECTIVES: Continued oversight and management of VCTC fare revenues systems and Automatic Passenger Counter (APC's) system. Increase network of fare media sales outlet locations and oversee acceptance and revenues disbursement related to regional fare media such as the CSUCI Student-ID smartcard and the VCTC 31-Day pass.

ACCOMPLISHMENTS: At the end of Fiscal Year 2014/2015, VCTC implemented new fare collection system which included installation of new electronic validating fareboxes on the entire VCTC Intercity fleet. VCTC instituted a magnetic-stripe fare media for passenger use to accommodate passengers following the termination of the legacy GoVentura Smartcard system, as well as the discontinuance of the coin single-ride token. Staff facilitated exchanges of fare media with social service agencies and conducted outreach with passengers, community organizations and social service agencies about the change. In Spring 2016 VCTC staff oversaw the implementation of the first-ever student-ID based Smartcard for CSU-Channel Islands student riders and conducted beta testing of the smartcard system, laying the groundwork for future regional smartcard fare media. In conjunction with the planning efforts of VCTC Regional Transit planners, VCTC revenues systems staff responsible for systems management, continue to explore solutions for regionalized fare media including mobile ticketing and online sales.

DESCRIPTION: This program assists the public, transit riders, and private/public agencies in the provision of fare media and support and manages oversight of systems' data collection and inventory/revenue reconciliation and regional revenues disbursements. The budget includes continued funding for operation of the new fare collections system, purchase of additional fareboxes for the VCTC Intercity fleet, as well as implementation of online fare media sales. Prior fiscal year expenditures included one-time system start-up costs and capital purchases. Future expenditures are projected to be reduced by approximately \$300,000, this fiscal year. Staff will coordinate with the Regional Transit Planning program and countywide transit operations to implement additional regional fare programs, including growth of the CSUCI Smartcard acceptance, as well as support implementation efforts to expand the fare media retail opportunities for the public.

WORK ELEMENTS:

1. Perform daily system health checks and oversee generation of statistical reporting on a regular, annual and ad-hoc basis for proper accounting of passenger revenues and transit ridership.
2. Provide passenger customer service duties at VCTC's central point-of-sale office for pass retail customers and facilitate bulk fare media purchase orders for social service agencies.
3. Implement online sales of VCTC fare media, and, upgrade sales software/equipment for regional sales outlet locations, and improved inventory management.
4. Control fare media inventory and oversee pass sales conducted by network of point-of-sales outlets throughout the region; liaison to fare media point-of-sale outlets.
5. Conduct reconciliation of monthly, quarterly and annual fare media sales revenue generated by point-of-sale locations.



BUDGET TASK: FARE COLLECTION AND APC SYSTEMS (continued)**DIRECTOR:** Martin Erickson**BUDGET MANAGER:** Aaron Bonfilio**WORK ELEMENTS (continued):**

6. Manage implementation of equipment upgrades and oversee warranty control process for electronic farebox equipment as well as automatic passenger counters.
7. Receive updates and facilitate system changes in databases related to fare, route and schedule information for VCTC transit operations.
8. Facilitate regional acceptance of CSU-Channel Islands smartcard fare media and oversee reconciliation and reporting process.

PRODUCT: A functional Fare Collection and Automatic Passenger Counting system, that is networked, maintained, monitored, provides support for the transit program fare media and produces pertinent data and reports for management and operations.

FUNDING:

Funding Source	Funding Dollars
FTA 5307	\$543,600
LTF Fund Transfer	135,900
Total Funding	\$679,500

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget
Salaries	\$ 37,131	\$ 152,500	\$127,600
Fringe and Tax	18,440	84,700	86,100
Indirect Cost Allocation	28,247	126,600	117,000
Business Meals	0	200	300
Communications	0	4,000	4,000
Mileage	21	2,000	2,600
Postage	482	1,200	1,300
Printing	8,745	65,200	35,000
Supplies	170	3,000	3,000
Training	0	1,000	100
Travel and Conferences	0	1,300	1,500
Bank Credit Card Processing Fees	0	25,000	25,000
Legal Services	502	5,000	5,000
Professional Services	29,095	213,700	120,000
Equipment Maintenance	3,573	78,000	4,000
Equipment	132,689	338,000	147,000
Total Expenditures	\$259,095	\$1,101,400	\$679,500

* This budget task was amended after the Commission approved the budget in June 2015.



BUDGET TASK: SENIOR AND DISABLED TRANSPORTATION SERVICES**DIRECTOR:** Peter De Haan**BUDGET MANAGER:** Peter De Haan

OBJECTIVES: Certify residents of Ventura County who are unable to use a fixed route bus due to a disability on a countywide basis to ensure standardized certification policies and economy of scale.

ACCOMPLISHMENTS: Provided oversight to the contractor-based ADA certification program.

Certification activities:	Fiscal Year 2013/2014	Fiscal Year 2014/2015	Jul-Dec 2015
ADA Information/Application Requests	12,631	17,777	7,382
ADA Applications Received	1,254	1,558	751
Personal Interviews Conducted	661	922	266
ADA Determinations Issued	794	1,116	687

Processed ADA documentation for visitors to Ventura County and those certified by VCTC going elsewhere.

DESCRIPTION: The federal government requires that a local process be in place to determine eligibility for complementary paratransit service provided under the Americans with Disabilities Act (ADA), to all areas within three-quarters of a mile of local fixed-route bus service. Provision of this service is the responsibility of the local transit operators, but from the start of ADA the Ventura County transit operators have looked to VCTC to provide certification on a countywide basis, thus providing economy of scale and a consistent process.

Over the last two years there has been a surge of interest in ADA service, resulting in a significant increase in applications and certifications. In fact, since the draft budget was written the application volume has continued to increase so that a total of 1,350 ADA determinations are projected to be issued, a 20% increase from last year. As a result the Final Budget increases the contract cost for ADA Certification. It is important to note that the increase numbers of ADA certifications will likely have ramifications beyond VCTC's certification cost, to impact the demand for countywide paratransit services thus affecting the costs to all transit operators.



BUDGET TASK: SENIOR AND DISABLED TRANSPORTATION SERVICES (continued)**DIRECTOR:** Peter De Haan**BUDGET MANAGER:** Peter De Haan**WORK ELEMENTS:**

1. Manage contract to certify ADA applicants.
2. Manage appeal process for ADA Certifications.
3. Provide information and assistance to inquiries regarding the ADA certification program.
4. Update ADA certification applications, informational brochures and internet information as appropriate.
5. Present an annual status update to the Commission.

PRODUCT: Processing of over 1,100 ADA certification requests per year; provision of public information in support of certification program.

FUNDING:

Funding Source	Funding Dollars
FTA 5307	\$221,100
LTF Fund Transfer	65,300
Total Funding	\$286,400

EXPENDITURE COMPARISONS:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget
Salaries	\$ 13,995	\$ 13,900	\$ 12,400
Fringe and Tax	6,212	6,300	6,200
Indirect Cost Allocation	10,271	10,800	10,200
Business Meals	85	100	100
Mileage	44	400	300
Printing	574	1,500	1,600
Travel and Conferences	1,286	1,500	1,600
Consultant Services	147,274	236,700	253,500
Legal Services	2,755	500	500
Total Expenditures	\$182,496	\$271,700	\$286,400

* This budget task was amended after the Commission approved the budget in June 2015.



BUDGET TASK: TRANSIT GRANT ADMINISTRATION**DIRECTOR:** Peter De Haan**BUDGET MANAGER:** Peter De Haan

OBJECTIVES: Provide funds made available by the Federal Transit Administration (FTA) and the State to Ventura County transit operators and local agencies and ensure that the granting agencies' requirements are met.

ACCOMPLISHMENTS: VCTC administers annual grants provided by FTA and the State for funding transit planning, operations, and capital improvements. Funds are provided to VCTC bus transit and planning, and on a pass-through basis to county transit agencies, except for Metrolink, Gold Coast Transit and Simi Valley Transit, which are direct grant recipients of FTA funds. State grants administered by VCTC include money from new cap-and-trade program, as well as the completion of the remaining Proposition 1B-funded transit projects.

DESCRIPTION: As a condition for VCTC and its subrecipients to receive FTA funds, VCTC must prepare grant applications; approve an annual Program of Projects (POP); monitor project status and submit quarterly reports to FTA; review and approve payment of invoices and obtain FTA reimbursement; and ensure compliance with all FTA requirements. VCTC subrecipients currently include: Thousand Oaks Transit, Moorpark City Bus, Camarillo Area Transit, Area Agency on Aging, County Human Services Agency, City of Oxnard, Arc of Ventura County, City of Ojai, HELP of Ojai, Ventura Transit System, Inc., California Vanpool Authority, and Mobility Management Partners.

This budget item includes grant funds passed through to subrecipients, with the required match being the subrecipients' responsibility and thus not part of VCTC's budget. In recent years the amount of grant money administered by VCTC has been reduced due to the winding-down of Proposition 1B, the statewide transportation bond measure approved by the voters in 2006. The final budget adds \$2,939,700 in FTA pass-through funds due to new projects included in the Fiscal Year 2015/2016 Program of Projects, as well as the inclusion of the Commission's recent decision, based on federal reauthorization, to fund all projects from the CMAQ shelf list.

VCTC will monitor FTA funding for ongoing subrecipient operations as well as capital projects including a new Moorpark station entrance, the Camarillo station pedestrian improvements, Thousand Oaks Transit Center improvements, bus stop improvements in several jurisdictions, and vehicle purchases for various transit and paratransit systems.

VCTC staff expenses for this work are largely FTA-funded, matched with Local Transportation Funds (LTF). In prior years this budget included a sizable amount for consultants but for Fiscal Year 2016/2017 this type of planning work has been included instead under Regional Transit Planning. However, \$2,500 is included under Transit Grant Administration for consultant work to allow for addressing follow-up actions resulting from the FTA 2016 Triennial Review currently underway. However, some administrative costs have been reduced to reflect that the Triennial Review itself will have been completed.



BUDGET TASK: TRANSIT GRANT ADMINISTRATION (continued)**DIRECTOR:** Peter De Haan**BUDGET MANAGER:** Peter De Haan**WORK ELEMENTS:**

1. Prepare and submit FTA grant applications and Caltrans requests for FTA fund transfer, as required to obtain funds for projects approved by VCTC in the annual Program of Projects.
2. Track the status of all VCTC and subrecipient projects, collect required data, prepare quarterly reports, and ensure compliance with all FTA requirements including civil rights, drug & alcohol testing, auditing and record-keeping, competitive contracting, Buy America, DBE, lobbying, capital maintenance, useful life and disposal, public comment, elderly & disabled fare discount, and ADA.
3. Review subrecipient invoices for FTA funds, and submit to FTA for reimbursement.
4. Provide required periodic grant project status reports to federal and state funding entities.
5. Implement FTA-required Triennial Review follow-up actions related to contractor/subrecipient oversight, procurement policy, and public involvement procedures.

PRODUCT: Maintain timely flow of funds to all projects designated by VCTC to receive funds from the FTA and State agencies, achieving full compliance with the agencies' requirements.

FUNDING:

Funding Source	Funding Dollars
FTA 5307, 5310, 5316, CMAQ Transfer	\$3,118,600
FTA 5307, 5310, 5316, 5317, CMAQ Transfer Carry-over	3,546,600
LTF Fund Transfer	62,500
Total Funding	\$6,727,700

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget
Salaries	\$ 61,152	\$ 104,900	\$ 104,300
Fringe and Tax	26,097	49,400	47,900
Indirect Cost Allocation	44,349	82,300	83,400
Business Meals	0	100	100
Mileage	555	800	700
Notices	97	400	100
Travel and Conferences	2,711	3,700	1,800
Consultant Services	3,375	105,660	2,500
Legal Services	776	900	600
Pass-Through Grants	4,320,590	8,884,128	6,486,300
Total Expenditures	\$4,459,702	\$9,232,288	\$6,727,700

* This budget task was amended after the Commission approved the budget in June 2015.



BUDGET TASK: TRANSIT STOP ENHANCEMENTS (FORMERLY NEXTBUS)**DIRECTOR:** Martin Erickson**BUDGET MANAGER:** Aaron Bonfilio

OBJECTIVES: Improve transit ridership through the provision of real-time bus arrival information and facilitate fleet management through the use of Automatic Vehicle Location (AVL) systems by the transit operators. Administer procurement to replace the current system in advance of contract termination effective October 2017.

ACCOMPLISHMENTS: The Nextbus tracking suite provides real-time bus tracking and arrival predictions based on actual speed, location and historic performance of the bus. Arrival predictions are then published on web based maps and are broadcast to over forty bus stop locations throughout the County and are available on smartphone apps. Nextbus has also proven useful as a fleet management tool in providing historic arrival and departure times, schedule adherence and customer service dispute resolution.

VCTC has contracted with Nextbus Inc. for three, five (5) year terms in 2001, 2006 and 2011 to provide vehicle tracking data on all fixed routes buses for the following transit operators: Camarillo Area Transit, Gold Coast Transit, Moorpark Transit, the Ojai Trolley, Simi Valley Transit, Thousand Oaks Transit, Heritage Valley "Valley Express", and VCTC Intercity Services. Bus riders can now access information on-line, over the phone, through phone apps or by signs for every fixed route bus operator in the County.

Staff continued to facilitate the transition of the "2G" wireless fleet equipment to the updated "3G" wireless equipment in response to requirements from AT&T. Staff also coordinated with transit operators to address new fleet installations and vehicle retirements.

DESCRIPTION: As the Countywide fleet expands or changes, VCTC oversees the purchase and installation of new or replacement Automatic Vehicle Location systems, which are currently provided by Nextbus. In October 2017 the contract with Nextbus will expire following multiple contract extensions.

During the coming year, staff will administer and oversee procurement activities of a new system, including the preparation of an updated scope of work and issuance of a request for proposals. The updated scope of work will address and seek out new AVL technology, such as improved integration of general transit feed syntax (GTFS) data (i.e. integration of real-time information with services such as Google Transit, Apple and Bing) as well as updated technology that utilizes AVL information to implement automated voice annunciation and illuminated visual signage updates, both on the bus and at the stop. Such technology can help address the communication needs of transit arrival information for blind and/or deaf passengers, and helps meet the requirements of the Americans with Disabilities Act. Staff time has been increased this fiscal year to accommodate this significant project undertaking.

Staff intends to issue a Request for Proposals (RFP) Spring 2017, with an anticipated start date of a new service provider Fall 2017.



BUDGET TASK: TRANSIT STOP ENHANCEMENTS (continued)**DIRECTOR:** Martin Erickson**BUDGET MANAGER:** Aaron Bonfilio**WORK ELEMENTS:**

1. Coordinate contract activities with transit operators and Nextbus.
2. Coordinate installation of new or replacement bus equipment and/or bus stop signs throughout the County.
3. Prepare scope of work and administer procurement of multi-year contract for Automated Vehicle Locator systems.

PRODUCT: Full use and understanding of the Nextbus application by transit riders as well as transit operators and a fully equipped bus fleet. Implementation of procurement for replacement contractor to take effect Fall 2017.

FUNDING:

Funding Source	Funding Dollars
FTA 5307	\$104,480
FTA 5307 Carry-over	117,120
LTF Fund Transfer	26,130
LTF Fund Transfer Carry-over	29,270
Total Funding	\$277,000

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget	Fiscal Year 2016/2017 Budget
Salaries	\$ 1,627	\$ 1,800	\$ 19,500
Fringe and Tax	579	900	9,900
Indirect Cost Allocation	1,121	1,500	16,100
Consultant Services	108,723	304,900	230,200
Legal Services	0	500	1,300
Professional Services	154,538	0	0
Total Expenditures	\$266,588	\$309,600	\$277,000



BUDGET TASK: VALLEY EXPRESS**DIRECTOR:** Martin Erickson**BUDGET MANAGER:** Aaron Bonfilio

OBJECTIVES: Provide safe, efficient and well-coordinated transit service within the cities of Santa Paula and Fillmore and surrounding County unincorporated area through the Valley Express transit service, operated by VCTC through a cooperative agreement with the Cities and the County.

ACCOMPLISHMENTS: At the direction of the local jurisdictions, VCTC oversaw the planning, and administered the implementation of multiple schedule changes, new route design, scheduling policy modifications, and general outreach activities to promote transit usage. This entailed regular committee meetings, public outreach, field survey work and stop infrastructure, fare media, web, and marketing collateral updates. In addition, utilizing Proposition 1B grant funds, On-board Video Surveillance Systems (OBVSS) were implemented which can provide for real-time critical incident management by local law enforcement and emergency responders.

Annual Ridership Totals	Fiscal Year 2013/2014 Ridership	Fiscal Year 2014/2015 Ridership	Jul-Dec 2015 Ridership
Valley Express Dial-a-ride	n/a	14,064	17,521
Valley Express Fixed Route	n/a	29,828	52,530
VISTA Dial-a-ride*	189,645	107,696	n/a

* VISTA Dial-a-ride ended March 1, 2015.

DESCRIPTION: The Valley Express service provides Fixed Route, ADA Paratransit and Dial-a-ride services. The cost of the service this fiscal year includes the carry-over of one-time capital expenditure for Farebox equipment that is funded through a Proposition 1B grant source. The cost of the transit service has remained consistent with past years, and will fluctuate if future service planning changes take effect. Recurring costs include administrative staffing, contractor operator expense, and professional services associated with dispatch and reservations software, and vehicle inspection services. Bus stop equipment purchases are expected during this fiscal year as well, funded by CMAQ grant monies, and the budget will be amended accordingly as the revenues become available.

WORK ELEMENTS:

1. Provide the Valley Express service through a contract operator and oversee contractor performance, service quality and contract compliance.
2. Oversee the planning and development of schedule adjustments of the service. Implement support activities such as marketing the service, passenger relations, pass printing and distribution, amendments to contractor contracts, and direct service modifications.
3. Oversight of the procurement and implementation of fare collection system, including pass readers for fleet vehicles.
4. Oversight of the procurement and installation of bus stop equipment, including benches, signage and other passenger amenities.
5. Prepare and release request for proposals for scheduling and dispatching software to succeed current software platform.



BUDGET TASK: VALLEY EXPRESS (continued)**DIRECTOR:** Martin Erickson**BUDGET MANAGER:** Aaron Bonfilio**WORK ELEMENTS (continued):**

6. Organize and administer regular committee meetings with representatives from the Cities and County to review system performance, service needs, planning efforts and budget preparation.
7. Prepare service statistics and provide the information to Cities and County, and Federal Transit Administration's National Transit Database.
8. Provide oversight of fleet maintenance and performance by contract operator pursuant to transit asset management best practices.

PRODUCT: The operation and administration of the Valley Express bus service as identified in the Cooperative Agreement between the Cities, the County and VCTC. VCTC staff will prepare, release and administer procurements related to the service. Staff will monitor key performance indicators, contract compliance and plan service adjustments in coordination with the Cities and County.

FUNDING:

Funding Source	Funding Dollars
FTA 5307	\$ 502,541
Prop 1B PTMISEA Carry-over	220,000
Local Contribution*	1,168,379
Local Fee – Farebox	176,080
Total Funding	\$2,067,000

*Local Contribution provided by the cities of Santa Paula and Fillmore and the County of Ventura.

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget
Salaries	\$ 35,298	\$ 42,600	\$ 41,800
Fringe and Tax	15,417	22,500	21,000
Indirect Cost Allocation	25,779	34,800	34,500
Communications	2,229	3,500	7,000
Mileage	593	2,500	2,500
Postage	210	200	200
Printing	273	15,100	5,000
Supplies	0	200	200
Bank Fees	1,027	1,300	1,000
Consultant Services	42,418	0	0
Legal Services	7,621	18,000	9,000
Professional Services	0	55,000	62,000
Marketing	0	86,000	59,000
On-board Video System	0	185,000	0
Bus Purchase/ Farebox Capital Equipment	1,526,222	212,272	220,000
Contract Services	2,294,586	1,706,040	1,603,800
Total Expenditures	\$3,951,673	\$2,385,012	\$2,067,000

* This budget task was amended after the Commission approved the budget in June 2015.



BUDGET TASK: VCTC INTERCITY SERVICES**DIRECTOR:** Martin Erickson**BUDGET MANAGER:** Aaron Bonfilio

OBJECTIVES: To provide safe, comfortable, efficient and well-coordinated intercity fixed route transit service, connecting with local transit services on VCTC Intercity Service transit corridors.

ACCOMPLISHMENTS: During the last fiscal year VCTC expanded its fleet with the purchase of a single bus funded by a combination of State “Cap and Trade” and Congestion Mitigation Air Quality (CMAQ) program grants, which will be used during the coming year to operate demonstration service between South Oxnard and Camarillo. This new Oxnard/Camarillo route represents the first new VCTC Intercity bus route in almost fifteen years.

Immediately prior to the start of fiscal year 2014/2015 VCTC implemented a new nine-year contract for operations and maintenance of the VCTC Intercity transit service. At the same time, implemented electronic farebox equipment that provides new currency counting and validation features, as well as added security controls. Oversaw installation of new on-board surveillance systems, as well as implemented improved passenger Wi-Fi equipment. Fiscal Year 2014/2015 VCTC provided approximately 782,381 fixed-route Passenger trips throughout Ventura County and surrounding area. However, this year, to-date VCTC is averaging approximately 67,800 passengers per month, or approximately 813,000 for the full fiscal year. During the past year VCTC oversaw the integration of service modifications following the discontinuance of the Coastal Limited operated by SBCAG/MTD.

The table below is the current ridership from the last six months compared to the previous two years:

VCTC Intercity Service Routes	Fiscal Year 2013/2014 Ridership	Fiscal Year 2014/2015 Ridership	Jul-Dec 2015 Ridership
HWY 101	118,630	113,149	54,433
HWY 126	220,011	216,098	104,289
East County	76,015	69,935	35,048
Conejo Connection	33,059	29,295	15,326
Coastal Express	266,507	256,990	145,529
CSUCI	108,779	96,914	52,398

DESCRIPTION: VCTC Intercity Service provides the link between all bus and rail services in Ventura County and into Los Angeles and Santa Barbara Counties. The VCTC Intercity Service provides vital transport for all citizens including “transit-dependent”, as well as for those who are “choice-riders,” and provides residents of Ventura County with an alternative to the individual automobile reducing congestion and auto emissions.

WORK ELEMENTS:

1. Provide transit service through a contract operator and oversee the contract compliance and performance; including assessment of service standards, and regulatory compliance.
2. Oversee contract operator capital maintenance performance including the maintenance of VCTC-owned rolling-stock and fleet hardware and implement Transit Asset Management best practices.
3. Implement new commuter service between South Oxnard and Camarillo job centers.



BUDGET TASK: VCTC INTERCITY SERVICES (continued)**DIRECTOR:** Martin Erickson**BUDGET MANAGER:** Aaron Bonfilio**WORK ELEMENTS:**

4. Prepare route budgets, oversee service changes and schedule refinements of unproductive routes, and implement recommendations of Short-range Transit Plan to reduce on-going contract operator expense.
5. Provide service statistics to American Public Transportation Association and to the National Transportation Database.
6. Seek out further funding for purchase of additional fleet vehicles to replace contractor provided vehicles, and/or improve service spare ratio.
7. Provide outreach and seek community input to guide changes and oversee service quality including through secret rider program.

PRODUCT: Oversee current fixed route operator contract performance and implement stated work tasks for the VCTC Intercity bus service.

FUNDING:

Funding Source	Funding Dollars
FTA 5307 and 5339	\$2,895,894
STA Fund Transfer	2,678,506
LCTOP - Cap & Trade	469,000
Local Contribution/Route Guarantee**	1,302,000
Local Fee - Farebox Revenue	1,300,000
Local Fee - CSUCI	35,000
Total Funding	\$8,680,400

**Local Contribution provided by Moorpark College, CSUCI and SBCAG

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget
Salaries	\$ 127,660	\$ 164,000	\$ 141,800
Fringe and Tax	61,934	88,600	74,700
Indirect Cost Allocation	96,371	134,800	118,600
Business Meals	0	300	300
Communications Wi-Fi	12,349	20,000	21,000
Mileage	660	2,500	2,600
Postage	50	200	100
Printing	1,942	800	500
Supplies	0	350	200
Training	1,900	1,750	1,800
Travel and Conferences	3,214	5,600	5,700
Bank Fees	3,653	4,000	4,100
Consultant Services	0	20,000	20,000
Legal Services	31,843	60,000	60,000
Bus Purchase	8,534,545	630,000	0
On-board Monitoring Video System	0	469,972	0
Contract Services	7,652,195	7,675,577	8,229,000
Total Expenditures	\$16,528,316	\$9,278,449	\$8,680,400

* This budget task was amended after the Commission approved the budget in June 2015.



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HIGHWAY PROGRAM TASK BUDGETS



BUDGET TASK: CALLBOX SYSTEM**DIRECTOR:** Steve DeGeorge**BUDGET MANAGER:** Steve DeGeorge

OBJECTIVES: Maintain and operate a countywide motorist aid callbox system for Ventura County.

ACCOMPLISHMENTS: In 1985 the California Legislature passed Senate Bill 1190 to enable counties to generate revenue for the purpose of purchasing, installing, operating and maintaining an emergency motorist aid system, Service Authority for Freeway Emergencies (SAFE). The Ventura County Transportation Commission (VCTC) serves as the SAFE and operates a system of 552 Motorist Aid Callboxes on State highways within the County of Ventura. The revenue consists of \$1 fee per vehicle registered as part of the vehicle registration process. Although cellular phones have proliferated and the callbox volume has decreased over time, the callbox system has handled an average of 3,000 calls annually since 2010, with a high month this year of 414 calls.

In Fiscal Year 2014/2015 AT&T and other cellular carriers announced that they would be discontinuing the 2G cellular network that the callboxes utilize and that all machine to machine calls would require an upgrade to 3G modems by December 2016. The Commission approved upgrading approximately eighty percent (80%) of the callboxes to 3G modems in May of 2015. The upgrade project was completed by November of 2015.

In recognition of the reduced call volume, a reduction in the total number, approximately twenty percent (20%), of callboxes was envisioned during Fiscal Year 2015/2016. Staff had the callbox consultant conduct a review of all callboxes for usage and make recommendations for potential removals. Unfortunately changing callbox legislation required a delay in bringing forward a reduction plan until new rules concerning review and authorization by Caltrans and the California Highway Patrol had been established.

DESCRIPTION: Maintain the callbox network on the County's highways. Maintain positive working relationships with program partners Caltrans and the California Highway Patrol (CHP). Manage contractor roles in the implementation of the program. Interact with adjacent county callbox programs and other SAFE's throughout the state. Continue to develop strategies to reduce costs and improve service to the motoring public.

There are two efforts anticipated for the SAFE in Fiscal Year 2015/2016, the first is to formalize and adopt a site reduction plan and gain approval by Caltrans and California Highway Patrol. Based on the updated work completed in the previous fiscal year, staff will bring to the Commission a siting plan which identifies callboxes for potential removal and the cost savings associated with that reduction. With the annual savings from the reduction the Commission can begin to explore providing other motorist aid programs.

The second effort involves making improvements to a few select sites for compliance with the American with Disability Act (ADA).

The Fiscal Year 2016/2017 Callbox task budget is \$550,200 less than the previous fiscal year largely because of the completion of the 3G upgrade project. This budget is based on a worst case scenario approach and assumes no callboxes will be removed from the system for budgeting purposes. Any savings realized by callbox removals will remain in the SAFE budget for future year's use.



BUDGET TASK: CALLBOX SYSTEM (continued)**DIRECTOR:** Steve DeGeorge**BUDGET MANAGER:** Steve DeGeorge**WORK ELEMENTS:**

1. Manage day-to-day operations/maintenance of the Callbox Program.
2. Coordinate work performed by consultants and other agencies, for the Motorist Aid Callbox System, including the following contracts and/or purchase orders.
3. Contract with California Highway Patrol for dispatching services.
4. Oversee purchase orders and/or contracts with consultants for callbox management services.
5. Ensure that knocked-down callboxes are repaired or replaced in a timely manner to minimize inconvenience to motorists and recover costs through insurance companies.
6. Temporarily remove and/or install new callboxes in response to construction on state highways in Ventura County.
7. Develop and adopt a site reduction plan.
8. Begin callbox site upgrades to for ADA compliance.

PRODUCT: Products include the installation and/or removal of callboxes where appropriate, the repair or installation of callboxes which have been damaged or knocked down, and other upgrades and improvements.

FUNDING:

Funding Source	Funding Dollars
SAFE Revenues and Fund Transfer	\$460,800
Total Funding	\$460,800

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget	Fiscal Year 2016/2017 Budget
Salaries	\$ 11,989	\$ 8,600	\$ 6,200
Fringe and Tax	3,993	3,100	2,100
Indirect Cost Allocation	8,124	6,300	4,500
Training	0	1,500	1,500
Consultant Services	261,255	860,000	355,000
Legal Services	532	1,500	1,500
CHP	8,971	80,000	40,000
Communications	42,928	50,000	50,000
Total Expenditures	\$337,792	\$1,011,000	\$460,800



BUDGET TASK: HIGHWAY PROJECT MANAGEMENT**DIRECTOR:** Steve DeGeorge**BUDGET MANAGER:** Steve DeGeorge

OBJECTIVES: Initiate delivery of the freeway improvement projects on Route 101 and Route 118.

ACCOMPLISHMENTS: With the Project Study Reports (PSRs) completed for U.S. 101 and S.R. 118, the Commission has laid the groundwork to move environmental work on those highways forward. Beginning in May of 2015 the Commission approved programming \$14 million in federal Surface Transportation Program (STP) funds for the environmental phase of U.S. 101 and \$3 million of STP for the environmental phase of S.R. 118. In December the Commission approved a cooperative agreement with Caltrans detailing VCTC's role as project lead in the Project Approval and Environmental Document (PAED) phase for U.S. 101.

In spring of Fiscal Year 2015/2016 dedicated project management staff was added to oversee the U.S. 101 PAED, coordinate with Caltrans on S.R. 118.

DESCRIPTION: In Fiscal Year 2016/2017 staff will be initiating the PAED phase for U.S. 101. A Request for Proposal (RFP) and consultant selection process will be undertaken for consultant assistance to perform the environmental work. It is envisioned that this work will begin in Fiscal Year 2016/2017 but will be carried over into the following fiscal year. Once completed, this work will enable the VCTC to have a significant project "shovel ready" and take advantage of funding opportunities should they arise.

Staff will also be coordinating with Caltrans and other agencies as Caltrans moves forward on S.R. 118. Staff will provide assistance and guidance as required on the various project studies. Similar to U.S. 101, once Caltrans completes this work it will enable S.R. 118 to move to construction should funding opportunities arise.

Staff will be coordinating with Caltrans, the local jurisdictions, and other agencies on this work. It will be the first time that the VCTC has provided direct oversight on a major facility improvement.

The Fiscal Year 2016/2017 Highway Project Management Budget is approximately \$358,000 lower than the Fiscal Year 2015/2016 budget due to the shifting of grant funds directly to Caltrans for the Wetlands Mitigation Project rather than passing the grant funds through the VCTC budget.



BUDGET TASK: HIGHWAY PROJECT MANAGEMENT (continued)**DIRECTOR:** Steve DeGeorge**BUDGET MANAGER:** Steve DeGeorge**WORK ELEMENTS:**

1. Initiate Project Analysis/Environmental Documents for Route 118 and 101 projects.
2. Publish a Request for Proposal and selection a consultant for environmental work on U.S. 101 widening project.
3. Track state highway project statuses to assure no funds are lost due to “use-it-or-lose-it” requirements.
4. Coordinate with Caltrans on S.R. 118.

PRODUCT: Initiation of Route 101 and Route 118 environmental document preparation; implementation; effective highway project monitoring and facilitation to ensure timely delivery.

FUNDING:

Funding Source	Funding Dollars
Surface Transportation Program (STP)	\$589,000
PPM	17,700
PPM Carry-over	144,000
Total Funding	\$750,700

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget	Fiscal Year 2016/2017 Budget
Salaries	\$0	\$ 110,400	\$110,100
Fringe and Tax	0	56,700	50,300
Indirect Cost Allocation	0	89,200	87,800
Mileage	0	1,000	1,000
Travel and Conferences	0	300	500
Consultant Services	0	500,000	500,000
Legal Services	0	1,000	1,000
Wetlands Mitigation	0	350,000	0
Total Expenditures	\$0	\$1,108,600	\$750,700



BUDGET TASK: SPEEDINFO HIGHWAY SPEED SENSORS**DIRECTOR:** Steve DeGeorge**BUDGET MANAGER:** Steve DeGeorge

OBJECTIVES: Provide real time highway speed data for inclusion in traveler information systems so that vehicle operators can make informed decisions and can collect speed data for use in VCTC and Caltrans planning efforts.

ACCOMPLISHMENTS: During Fiscal Year 2008/2009 the installation of SpeedInfo speed sensors was completed throughout Ventura and along Highway 101 as far north as Winchester Canyon in Santa Barbara County. SpeedInfo, an Application Service Provider (ASP), provides speed data through the use of solar powered, wireless speed sensors along Ventura County's highways where Caltrans loop detectors are not available. Sensors are placed at one mile intervals and report aggregated lane speeds twice per minute. The data is sent to Caltrans District 7 Traffic Management Center (TMC), where it is converted into travel time and published on the County's Changeable Message Signs (CMS), and provides input to a number of real-time traffic maps presented on websites for Caltrans, L.A. Metro, southern California 511 as well as Go Ventura Website.

Caltrans District 7 has also adapted their programming to capture the SpeedInfo data so that it can be warehoused and used to study operational performance on highways where no other monitoring devices are available. This has become an important element in the Corridor System Management Plan (CSMP) program for Highway 101.

Similar to Caltrans, VCTC staff captures both the SpeedInfo data and graphical representations to use in highway performance analysis and as a basis for grant applications where there is no other infrastructure available for data generation.

DESCRIPTION: There are two areas of work in this task. The first is to monitor the system and ensure the contractor is meeting all uptime requirements and that data remains available for use to all eligible parties.

The second work area is to maintain a dynamic database illustrating the locations, times and duration of congestion occurring on Ventura County's highways. Data from the SpeedInfo sensors can be compiled, tracked and charted to provide a clear understanding of what is occurring on Ventura County's roadways throughout the day.

WORK ELEMENTS:

1. Review all monthly reports for sensor uptime and approve invoices accordingly.
2. Participate in regional traveler information efforts to ensure inclusion of VCTC speed data.
3. Maintain a database to capture speed data by road segment and time to chart congestion events.
4. Convert data into Geographic Information System (GIS) layers to display graphically.

PRODUCT: Improved traveler information through the dissemination of SpeedInfo data to various information distribution networks and detailed congestion data for use in VCTC planning efforts.



BUDGET TASK: SPEEDINFO HIGHWAY SPEED SENSORS (continued)**DIRECTOR:** Steve DeGeorge**BUDGET MANAGER:** Steve DeGeorge**FUNDING:**

Funding Source	Funding Dollars
SAFE Revenue and Fund Transfer	\$146,200
Total Funding	\$146,200

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget	Fiscal Year 2016/2017 Budget
Salaries	\$ 818	\$ 1,700	\$ 1,000
Fringe and Tax	279	600	400
Indirect Cost Allocation	557	1,200	800
Consultant Services	139,600	144,000	144,000
Total Expenditures	\$141,254	\$147,500	\$146,200



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RAIL PROGRAM TASK BUDGETS



BUDGET TASK: LOSSAN - COAST RAIL COORDINATING COUNCIL**DIRECTOR:** Martin Erickson**BUDGET MANAGER:** Ellen Talbo

OBJECTIVES: To provide safe and cost-effective intercity passenger rail service in Ventura County by working with the State Division of Rail, Amtrak and the six county (Los Angeles, Orange, San Diego, San Luis Obispo, Santa Barbara and Ventura) "LOSSAN" Rail Joint Powers Authority (JPA) to improve intercity Pacific Surfliner train service, and also, work with the other coastal California counties/agencies on the Coast Rail Coordinating Council (CRCC) to support long distance Coast Starlight train service and to add additional long distance passenger rail services.

ACCOMPLISHMENTS: In Fiscal Year 2015/2016, each month an average of 6,254 intercity rail passengers boarded or disembarked at Ventura County train stations. Since 2013, the Orange County Transportation Authority has acted as the managing agency for the JPA. The managing agency's efforts in Fiscal Year 2016/2017 include development of a Surfliner transit transfer agreement with Gold Coast Transit and VCTC Intercity Transit which is anticipated to be completed by the end of calendar year 2016. Member agencies continue to provide support for LOSSAN staff to coordinate capital planning projects along the corridor now that LOSSAN is managing the Amtrak interoperating agreement.

DESCRIPTION: With the newly-formed LOSSAN JPA, of which VCTC is a member, preparing to assume direct management responsibility for the Pacific Surfliner service, VCTC staff, together with the Commissioners appointed to serve on the LOSSAN Board, will actively participate and engage with the other member agencies and LOSSAN management to assure cost-effective operations and quality service. Efforts to better integrate the Surfliner with other corridor services, including Metrolink, will continue.

The cost of the transition, including the managing agency staff cost, has been paid by member agency dues, with operational costs funded through the state's intercity rail budget. In July 2015, LOSSAN assumed operational responsibility and management costs which will then be funded from the state budget, thus eliminating the need for LOSSAN member dues, which are therefore not included in the Fiscal Year 2016/2017 budget.

VCTC has been an active member of the CRCC, which aims to deliver coastal daytime Amtrak service between Los Angeles and San Francisco. The commission-appointed LOSSAN representative also serves as a volunteer Board Member of the CRCC which meets on a quarterly basis to discuss progress of the Coast Daylight service. For Fiscal Year 2016/2017, VCTC is contributing \$1,500 in membership dues to the CRCC.

WORK ELEMENTS:

1. Provide staff support and represent VCTC interests at LOSSAN, CRCC and at other rail meetings as needed.
2. Continue participation in LOSSAN and work with Caltrans Division of Rail and Mass Transportation to ensure the intercity and long distance passenger rail program is providing a benefit to Ventura County.
3. Work with the LOSSAN partners to identify potential funding opportunities for capital rail projects along the LOSSAN corridor within Ventura County.



BUDGET TASK: LOSSAN - COAST RAIL COORDINATING COUNCIL (continued)**DIRECTOR:** Martin Erickson**BUDGET MANAGER:** Ellen Talbo**WORK ELEMENTS (continued):**

4. Work with the other counties (Santa Barbara, San Luis Obispo, Monterey, San Benito, Santa Cruz, San Mateo and Santa Clara), the Bay Area Metropolitan Transportation Commission, and the State Division of Rail to ensure the intercity and long distance passenger rail program is coordinated in the coastal counties to the north.
5. Work with Santa Barbara County, Metrolink and appropriate State agencies in support of coordinating improved service between Ventura and Santa Barbara County along the LOSSAN corridor.
6. Represent Ventura County rail interests at the local, regional, State and Federal levels.

PRODUCT: Monthly updates on rail operations and issues.**FUNDING:**

Funding Source	Funding Dollars
STA Fund Transfer	\$32,900
Total Funding	\$32,900

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget
Salaries	\$14,365	\$17,800	\$12,300
Fringe and Tax	5,555	7,100	5,000
Indirect Cost Allocation	10,125	13,300	9,500
Business Meals	0	400	100
Membership and Dues	31,499	0	2,000
Mileage	398	725	1,500
Travel and Conferences	2,017	1,200	2,000
Legal Services	625	500	500
Meeting Facilities	0	475	0
Total Expenditures	\$64,584	\$41,500	\$32,900

* This budget task was amended after the Commission approved the budget in June 2015.



BUDGET TASK: METROLINK COMMUTER RAIL**DIRECTOR:** Martin Erickson**BUDGET MANAGER:** Ellen Talbo

OBJECTIVES: Provide safe and reliable commuter rail transportation by maintaining active membership in the five County (Los Angeles, Orange, Riverside, San Bernardino and Ventura Southern California Regional Rail Authority (SCRRA or Metrolink) Joint Powers Authority (formed in 1991) to operate commuter rail in Ventura County; and maintain and improve the line segment under VCTC ownership responsibility, from the Moorpark Station to the Santa Susanna Tunnel 28.

ACCOMPLISHMENTS: During Fiscal Year 2015/2016, each weekday there were about 1,900 passengers boarding Metrolink commuter trains at Ventura County stations. SCRRA made significant progress towards positive train control implementation in 2015 and updating its 10-year strategic plan. During 2015, Metrolink purchased twenty new Tier 4 locomotives to replace a significant portion of its aging fleet. Due to unforeseen circumstances in the early part of 2015, a one-year lease with BNSF was executed for forty additional locomotives to address passenger safety operations. Metrolink made significant progress toward launching mobile ticketing, with systemwide rollout anticipated by September 2016. The Ventura County Line performance is as follows:

Service	Fiscal Year 2014/2015	Fiscal Year 2015/2016	Jul-Dec 2015
Revenue Return	38.5%	*30.9%	**29.4%
Farebox Return	28.8%	*22.9%	**21.4%
Average Daily Boardings (Vta Line)	3,570	3,570	3,652
Average Daily Boardings (Vta Cnty Portion)	1,849	1,849	1,916

*Based on budgeted estimates for Fiscal Year 2015/2016,

**Based on variance as reported from the quarter ending in September 2015

DESCRIPTION: The Fiscal Year 2016/2017 Metrolink local subsidy portion of the budget will experience a 0.7% or \$64,000 decrease in comparison to the previous fiscal year. However, due to the implementation of a lease agreement with BNSF for additional locomotives and purchase of an additional Tier IV expansion locomotive, VCTC experienced a 6.1% budget increase to the local subsidy through mid-year budget amendments last year. Future changes to maintenance-of-way contracting, fare policies, and a potential lease extension of the BNSF locomotives are not assumed in the Fiscal Year 2016/2017 Metrolink budget. However as Metrolink pursues these activities VCTC will be asked to increase its contribution amount through mid-year budget amendments.

Because operating funds are limited, VCTC will coordinate with Metrolink and Los Angeles METRO to “trade” VCTC Federal Transit Administration (FTA) capital funds apportioned to Ventura County due to the Metrolink operations. Thus, VCTC will program a total of \$10,551,967 in federal funds to Metrolink, including \$2,487,147 in Section 5307 funds and \$4,227,435 in Section 5337 funds for the operating swap, \$3,413,606 in Section 5337 for rehabilitation, \$900,300 in CMAQ funds for ticket vending machine replacement, and \$337,394 in Section 5337 funds as the last installment payment due to Orange County as a payment towards the new “Rotem” cars. Based on Metrolink’s reconciliation of the final payment, the amount is \$86,394 higher than the draft budget. Since these grants are awarded directly to Metrolink, they do not pass-through VCTC’s budget but are part of



BUDGET TASK: METROLINK COMMUTER RAIL (continued)**DIRECTOR:** Martin Erickson**BUDGET MANAGER:** Ellen Talbo**DESCRIPTION (continued):**

VCTC's contribution to Metrolink. The remaining contribution for VCTC's share of operating, maintenance, and capital costs comes through the VCTC budget.

Based on the VCTC policy that one-third of the countywide annual LTF increase goes to Metrolink, the budget includes \$2,864,233 in Fiscal Year 2016/2017 LTF and \$88,985 in State Transit Assistance for this year.

WORK ELEMENTS:

1. Represent the interests of VCTC on the SCRRA TAC and at other rail meetings.
2. Monitor and provide staff support for VCTC's portion of the Main Line operation costs, maintenance-of-way and capital activities. No major improvements within Ventura County are anticipated during the year other than completion of crossing improvements under the Sealed Corridor program.
3. Work with Metrolink and VCTC marketing staff to coordinate marketing.

PRODUCT: Monthly updates on passenger rail services; Ventura County Portion of Metrolink Budget; and, continued maintenance of the VCTC portion of the Coast Main Line.

FUNDING:

Funding Source	Funding Dollars
LTF Fund Transfer	\$2,864,233
LTF Transfer Carry-over	900,300
STA Fund Transfer	88,985
Proposition 1B Carry-over	809,552
Local Fees	6,000
Total Funding	\$4,669,070

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget
Salaries	\$ 34,509	\$ 40,500	\$ 39,600
Fringe and Tax	13,389	16,600	16,500
Indirect Cost Allocation	24,346	30,500	30,800
Business Meals	12	100	100
Membership and Dues	0	800	800
Mileage	1,111	2,000	2,000
Travel and Conferences	898	800	3,000
Legal Services	7,190	6,000	6,000
Equipment/Sealed Corridor/Crossings	7,756	1,709,852	1,709,852
Operations/Maintenance-of-Way	2,666,442	3,994,915	2,835,418
Unanticipated Capital	0	25,000	25,000
Total Expenditures	\$2,755,653	\$5,827,067	\$4,669,070
Total including funds paid directly to SCRRA	\$11,953,111	\$15,533,252	\$15,221,046

* This budget task was amended after the Commission approved the budget in June 2015.



BUDGET TASK: SANTA PAULA BRANCH LINE**DIRECTOR:** Steve DeGeorge**BUDGET MANAGER:** Steve DeGeorge

OBJECTIVES: Manage the asset that is the Santa Paula Branch Line (SPBL) corridor.

ACCOMPLISHMENTS: The Ventura County Transportation Commission purchased the thirty-two mile long Santa Paula Branch Line in 1995. With the purchase of the Branch Line came a large number of leases for cultivation, utilities, crossings and pipelines which provide a portion of the revenue needed to support the line. In 2001, VCTC entered into a lease agreement with the Fillmore and Western Railway Company for maintenance and operation of the SPBL.

In 2012 VCTC began in-depth examinations of the Branch Line's operational costs and revenues and has been aggressively attempting to bring the SPBL in line with industry standards in terms of operating agreements, maintenance and costs. VCTC retained specialized railroad consultant support to assist in the SPBL effort. The pursuit of an industry standard agreement with VCTC's rail operator led to the termination of the operator's lease agreement as well as mediation and litigation. As of this writing these matters are still moving forward and are unresolved.

Across Fiscal Year 2015/2016 staff continued to manage the day-to-day business of owning the SPBL, issuing rights-of-entry, license agreements, weed abatement, trash removal and interfacing with other jurisdictions on property management issues. In addition, staff met the Federal Railroad Administration (FRA) requirement to have all bridges inspected annually under VCTC's Bridge Management Plan and have all bridges evaluated for their load carrying capacity.

To streamline management of the SPBL staff began a digitizing project converting SPBL data and hard copy lease information into Geographic Information System (GIS) layers allowing staff to retrieve information much more efficiently. This project is ongoing and has been done "in-house" as time allows but has already proven to be of substantial value.

DESCRIPTION: The uncertainty brought about by the ongoing litigation makes it difficult to assess the budgetary needs of the Branch Line and consequently the Fiscal Year 2016/2017 Budget continues to be a placeholder budget. The Budget assumes that the SPBL will remain in service, at a minimum, from Montalvo to Santa Paula and contains a prudent \$300,000 track maintenance line item should track maintenance needs or emergency repairs arise similar to the work required at the Highway 126 crossing at Haun Creek in the prior fiscal year.

In addition to maintenance of the rail line and right-of-way, the Fiscal Year 2016/2017 SPBL Budget includes \$45,000 for consultant support for the federally mandated annual Bridge Inspection Report and Bridge Management Plan update.

Overall, there is a decrease of approximately \$365,290 in the Fiscal Year 2016/2017 SPBL Task Budget largely due to lower than expected non-rail maintenance costs, the completion of the bridge load calculations and lower staff costs than in previous years. It is also worthy to note that Fiscal Year 2015/2016 was the last year of revenue sharing with Union Pacific and all lease revenues can be applied to costs on the SPBL.



BUDGET TASK: SANTA PAULA BRANCH LINE (continued)**DIRECTOR:** Steve DeGeorge**BUDGET MANAGER:** Steve DeGeorge**WORK ELEMENTS:**

1. Manage the day-to-day operation of the SPBL, consistent with policies of the VCTC and requirements of the California Public Utilities Commission (CPUC), the Federal Railroad Administration (FRA), and, the Surface Transportation Board (STB).
2. Investigate revenue opportunities for the SPBL.
3. Prepare and administer leases and rights of entry for use of SPBL corridor property.
4. Quickly respond to neighbor complaints; conduct weed abatement activities, including application of pre-emergent and weed killer sprays; trim and/or remove brush and trees on the rail ROW; and, contract for regular monthly operations and maintenance.
5. Complete annual FRA required rail bridge inspections.

PRODUCT: Continued safe and cost-efficient management of the 32 mile-long SPBL corridor.

FUNDING:

Funding Source	Funding Dollars
LTF Fund Transfer	\$109,800
STA Fund Transfer	49,700
STA Fund Transfer Carry-over	364,000
Signal Revenue	17,800
Local Fee – Leases	267,000
Local Fee – Permits	2,000
Total Funding	\$810,300

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget
Salaries	\$ 30,692	\$ 91,300	\$ 52,900
Fringe and Tax	10,343	40,700	18,000
Indirect Cost Allocation	20,858	70,500	38,900
Mileage	37	500	500
Consultant Services	43,489	160,000	100,000
Legal Services	130,740	100,000	100,000
Non-Rail Maintenance	36,349	215,390	100,000
Signal Repair/Replacement	0	100,000	100,000
Track Maintenance	0	300,000	300,000
Union Pacific Lease Payments	111,246	97,200	0
Total Expenditures	\$383,754	\$1,175,590	\$810,300

* This budget task was amended after the Commission approved the budget in June 2015.



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COMMUTER ASSISTANCE PROGRAM TASK BUDGETS



BUDGET TASK: RIDESHARE PROGRAMS**DIRECTOR:** Steve DeGeorge**BUDGET MANAGER:** Alan Holmes

OBJECTIVES: Reduce congestion, increase mobility and improve air quality through programs targeted at reducing single occupant vehicle trips as required by the Congestion Management Program.

ACCOMPLISHMENTS: A significant change in the administration of the regional ridematching database began with the start of Fiscal Year 2014/2015. The Riverside County Transportation Commission (RCTC) provided notice to the regional ridesharing partnership that it would no longer be providing database administrative services to the region, a role they have fulfilled for the last decade. This effectively split the five county database to match the deployment of 511 Traveler Information Systems in Southern California. VCTC established contractual agreements with Los Angeles Metro (Metro) and Orange County Transportation Authority (OCTA) for the provision and maintenance of a three county regional matching database utilizing the current software provider. Traveler Information signs on major County routes have been replaced and now direct individuals to contact 511 for Rideshare information. With the assistance of VCTC's marketing consultant employer outreach was significantly enhanced with 44 worksite events held throughout the county focusing on Rideshare Week, Bike to Work Week and employer stand-alone events.

The Ventura County Air Pollution Control District's Rule 211 requires large employers to survey on a twenty-four month schedule, which can result in a significant difference from year to year in the number of site presentations and surveys received for processing.

Service	Fiscal Year 2013/2014	Fiscal Year 2014/2015	Jul-Dec 2015
Surveys Processed	11,382	14,808	7,212
GRH Vouchers Processed	41	52	17
Site Service Presentations	34	44	27

DESCRIPTION: VCTC provides assistance to county employers and direct services to county commuters promoting alternatives to Single Occupant Vehicle (SOV) travel. Funding for Rideshare and Employer Services is provided by Federal Congestion Mitigation and Air Quality (CMAQ) funds. VCTC has programmed \$443,000 in CMAQ for ridesharing and Guaranteed Ride Home (GRH) uses, which include staffing and marketing costs. Rideshare marketing in the amount of \$137,800 is included in the Community Outreach and Marketing budget item. A significant reduction in database administration costs is anticipated due to the continued use of the current ridematching software provider in lieu of developing a new customized software package and rebuilding the database of registered commuters.

WORK ELEMENTS:

1. Contract with Los Angeles Metro/Orange County Transportation Authority for delivery of rideshare matching database management services.
2. Process surveys from Ventura County employers, generate Average Vehicle Ridership (AVR) reports for Ventura County Air Pollution Control District's Rule 211 compliance and produce RideGuides and RideSmart Tips for the purpose of providing commuters rideshare opportunities.
3. Respond to inquiries from Ventura County commuters generated by phone calls, direct referrals, www.CommuteSmart.info and the 511 online interface.



BUDGET TASK: RIDESHARE PROGRAMS (continued)**DIRECTOR:** Steve DeGeorge**BUDGET MANAGER:** Alan Holmes**WORK ELEMENTS (continued):**

4. On a regional level, work with other County Transportation Commissions to produce and distribute outreach and informational materials through the www.CommuteSmart.info and 511 websites, and other materials directly to Employee Transportation Coordinators (ETCs).
5. Participation on county, regional and statewide committees relative to seeking/maintaining funding and developing/implementing rideshare programs/strategies.
6. Compile funding requests and applications, reimbursements and reports for operation of the rideshare program.
7. Market information on commuter assistance programs to regulated and non-regulated employer worksites in Ventura County to assist in the development and implementation of trip reduction programs.
8. Monitor and support the California Vanpool Authority (CalVans) Vanpool Program by active participation as a member of the CalVans Technical Advisory Committee.

PRODUCT: Assist commuters by providing information on ridesharing opportunities and the Guaranteed Ride Home program. Assist employers by providing Rule 211 survey assistance and information on Transportation Demand Management (TDM) opportunities.

FUNDING:

Funding Source	Funding Dollars
CMAQ	\$305,200
Total Funding	\$305,200

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget
Salaries	\$104,614	\$108,400	\$105,800
Fringe and Tax	41,970	45,000	47,700
Indirect Cost Allocation	74,509	81,900	84,100
Membership and Dues	375	700	600
Mileage	476	1,200	1,200
Postage	310	600	600
Travel and Conferences	2,190	3,000	3,000
Database Administration	11,837	67,100	51,700
Legal Services	29	3,500	3,500
Guaranteed Rides (Taxi or Rental Car)	2,817	7,000	7,000
Total Expenditures	\$239,127	\$318,400	\$305,200

* This budget task was amended after the Commission approved the budget in June 2015.



BUDGET TASK: TRANSIT INFORMATION CENTER**DIRECTOR:** Martin Erickson**BUDGET MANAGER:** Aaron Bonfilio

OBJECTIVES: Provide comprehensive and convenient customer service to the public by assisting in all areas of transit information services.

ACCOMPLISHMENTS: Provided a toll free public information number for all Ventura county transit services including for trip planning for VCTC Intercity transit service, Metrolink, LOSSAN, regional bus transit operations, as well as general information regarding Park-and-Ride, Ride Match and Guaranteed Ride Home Commuter services assistance. Provided customer service support staffing to VCTC for complaint intake and processing. Staffing of a main sales and support office for patrons to purchase bus pass products. Provided trip planning assistance. Assisted with the project closeout of the legacy fare media system, trained and transitioned the public in using the new fare media and managed fare media account exchanges. Provided support to the public with a TTY line for the hearing impaired. Provided support to transit operators in order to assist them in promoting public transit service to the community, and informed the public of the transportation programs available, their use, savings and benefits to the environment.

DESCRIPTION: The Transit Information Center (TIC) is the “front line” for transit users, and the main support outlet for the VCTC regional fare media. The Center is staffed daily, covering a span of eleven hours (M-F, 7am-6pm), by two full-time customer service representatives (CSR's) and supervised by the CSR lead. The TIC staff duties include, but are not limited to, providing public transit assistance in the areas of bus transit information countywide, which includes trip planning and dissemination of general user information, phone/office support, Ridesharing, Guaranteed-Ride-Home, and bus pass sales and support to patrons, Sales Outlets, Transit Operators, and agencies countywide who utilize bus passes for clients/employees. Transit riders are provided detailed information for time of travel, fare and transfer information, and a personal itinerary by phone or mail based on origin and destination provided by the customer. Printed schedules for all Ventura County transit systems, Metrolink and Amtrak, as well as senior and ADA paratransit services are available at the center. The public may call or visit the Transit Center during normal business hours to acquire transit assistance or purchase bus pass products. As the “main” sales and support office, support is provided to sales outlets, as well as phone and in-office patrons. The TIC staff will support three major programs; Regional Transit Information Center functions, provide support for the sale of regional fare media, and manage the consumer feedback database, which manages intake and tracking of any complaints (ADA or service related) that are filed regarding VCTC and its transit services. To facilitate improved tracking and feedback management, implementation of “Customer Relationship Management” (CRM) software is planned for the coming year. More and more accessible as costs have come down, such software is quickly becoming an industry standard as transit agencies comply with increased Federal requirements regarding ADA complaint monitoring, as well as, the handling of data collection and analysis of public feedback related to unmet transit needs. The goal of the planned software will be to streamline the feedback process, improve communication of the information received, speed up resolution timelines and offer potential data metrics for further route planning, trend monitoring and service quality improvements. The proposed expense is a one-time cost utilizing reserve funds from unexpended prior grant allocations.



BUDGET TASK: TRANSIT INFORMATION CENTER (continued)**DIRECTOR:** Martin Erickson**BUDGET MANAGER:** Aaron Bonfilio**WORK ELEMENTS:**

1. Answer incoming calls on the 800 number to provide transit service assistance.
2. Provide itinerary and maps to callers and at the public counter.
3. Maintain inventory of current schedules for availability to transit riders.
4. Attend refresher training courses in call center and customer service training, including ADA sensitivity training.
5. Implementation of Customer Relationship Management (CRM) feedback tracking software.
6. Assist with Ridematch calls for the Rideshare Program.
7. Provide assistance with Guaranteed-Ride-Home, Park/Ride Lots and Metrolink calls.
8. Process bus pass product sales by phone, email, mail or in-office counter service.
9. Provide countywide sales support to Sales Outlets, transit patrons, Job Career Centers, schools, social services, private and public agencies and employers who provide bus passes to employees through the transit pre-tax benefit programs.
10. Coordinate and address the VCTC Intercity comment and complaint program to assure a prompt response, follow-up and resolution.
11. Receive and record complaints, complements, and assist in resolving bus rider issues, and work closely with the operators to facilitate responses as needed.
12. Assist transit operators with support on countywide bus promotions.

PRODUCT: A well informed community of ride share and public transit users and provide exceptional customer support and assistance to our transit riders countywide.

FUNDING:

Funding Source	Funding Dollars
FTA 5307	\$188,000
LTF Fund Transfer	47,000
Total Funding	\$235,000

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget
Salaries	\$ 91,252	\$ 69,900	\$ 77,400
Fringe and Tax	61,098	54,500	54,100
Indirect Cost Allocation	77,440	66,400	72,000
Communications	2,797	2,500	3,000
Mileage	0	1,000	500
Supplies	343	500	1,000
Training	0	1,500	2,000
CRM Software	0	0	25,000
Temporary/Extra Help	14,470	0	0
Total Expenditures	\$247,400	\$196,300	\$235,000

* This budget task was amended after the Commission approved the budget in June 2015.



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PLANNING AND PROGRAMMING PROGRAM TASK BUDGETS



BUDGET TASK: AIRPORT LAND USE COMMISSION**DIRECTOR:** Steve DeGeorge**BUDGET MANAGER:** Steve DeGeorge

OBJECTIVES: As the Ventura County Airport Land Use Commission (ALUC), to ensure that new development surrounding the County's airports is consistent with the adopted Ventura County Airport Comprehensive Land Use Plan (CLUP) thereby preserving continued operations and protecting the safety and welfare of surrounding residents.

ACCOMPLISHMENTS: In Fiscal Year 2012/2013 the Ventura County Transportation Commission (VCTC) in its role as the Ventura County ALUC took on project sponsorship for a Joint Land Use Study (JLUS) with Naval Base Ventura County funded by a grant from the Department of Defense, Office of Economic Adjustment. Across the life of the project multiple oversight committee meetings and four public workshops were held to identify potential issues and recommend strategies to address those issues.

During the summer and early fall of Fiscal Year 2015/2016, staff working with the JLUS consultant and the oversight committees published the Final JLUS Report. The Final JLUS has been taken before available project partners for approval and has received five resolutions of support. The project has enjoyed a high degree of success largely based on the collaborative efforts of the oversight committees. With the project completed, the JLUS grant has been closed out with Department of Defense, Office of Economic Adjustment and is no longer shown as a revenue source for the ALUC task budget.

Throughout Fiscal Year 2015/2016 ALUC staff has continued to respond to developers and local jurisdiction staff for guidance on CLUP policies and development criteria. Often working in consultation with the Ventura County Department of Airports and local staff, ALUC staff has been able to resolve potential airport land use conflicts prior to the permit process relieving the need for project review by the Commission.

DESCRIPTION: VCTC reviews all proposed development located within the traffic pattern zones for the Camarillo Airport, the Oxnard Airport, the Santa Paula Airport, and the Naval Air Station (NAS) Point Mugu.

In the upcoming year ALUC staff will be seeking to secure funding for an update of the CLUP. As funding is secured it will be amended into the budget for that purpose. A small amount of funding, \$5,000 has been allocated for consultant assistance in seeking those funds.

The Airport Land Use Task budget has decreased by \$104,880 from Fiscal Year 2015/2016 due to the completion of the JLUS.



BUDGET TASK: AIRPORT LAND USE COMMISSION (continued)**DIRECTOR:** Steve DeGeorge**BUDGET MANAGER:** Steve DeGeorge**WORK ELEMENTS:**

1. Review proposed developments located in the traffic pattern zone for airports within Ventura County for consistency with the "Airport Comprehensive Land Use Plan for Ventura County".
2. Post Legal Notices and hold public hearings for consistency findings that are heard and adopted.
3. Notify proposing developers of outcome of consistency hearing.
4. Notify the City, County, and/or local school district with project approval authority in regards to the outcome of the consistency hearing.
5. Seek grant funding for CLUP update and associated environmental review.

PRODUCT: Advisory recommendations on the consistency of development on and surrounding Ventura County's airports.

FUNDING:

Funding Source	Funding Dollars
LTF Fund Transfer	\$30,500
Total Funding	\$30,500

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget
Salaries	\$18,269	\$ 16,800	\$10,400
Fringe and Tax	6,279	5,900	3,500
Indirect Cost Allocation	12,478	12,100	7,600
Mileage	65	500	500
Notices	0	1,000	1,000
Travel and Conferences	297	1,000	1,000
Consultant Services	43,987	95,480	5,000
Legal Services	0	600	500
Public Outreach	961	2,000	1,000
Total Expenditures	\$82,336	\$135,380	\$30,500

* This budget task was amended after the Commission approved the budget in June 2015.



BUDGET TASK: FREIGHT MOVEMENT**DIRECTOR:** Peter De Haan**BUDGET MANAGER:** Peter De Haan

OBJECTIVES: Provide planning and coordination to ensure that freight movement projects in Ventura County are incorporated into the appropriate regional and state planning and programming documents in order to qualify for state and federal freight movement funding programs. This work includes both general countywide freight movement, and also the more specific effort to implement improvements to the Intermodal Port Access Corridor identified as a priority in the Comprehensive Transportation Plan.

ACCOMPLISHMENTS: VCTC participated in the development of Multi-County Goods Movement Action Plan (MCGMAP). This effort produced a priority list of goods movement projects for the five-county region of San Bernardino, Riverside, Orange, Los Angeles, and Ventura. This priority list resulted in \$30,449,000 in Prop. 1B Trade Corridor Improvement Funds (TCIF) for the Rice Avenue/101 Interchange project, Hueneme Road Widening and the 101/23 Freeway Interchanges. This effort also produced recognition by San Bernardino, Riverside, Orange and Los Angeles Counties that the Port of Hueneme and Ventura County are a part of the Southern California goods movement system, and the formation of, and inclusion in, the Southern California Freight Working Group. This committee includes representatives at the County, Regional, State and Federal levels. During the past year a major regional objective as achieved, namely the adoption, as part of federal reauthorization, of a specific federal program for freight movement.

DESCRIPTION: Participate in, and coordinate with, Regional, State, and Federal goods movement planning efforts to ensure that goods movement projects in Ventura County are considered and included in any plans for short and/or long-term freight movement opportunities. In particular, the new federal freight program includes formula funds to California equal to \$115 million per year, and regional agencies must work with the state to determine how these new funds will be distributed to projects.

WORK ELEMENTS:

1. Participate in on-going activities of Southern California Freight Working Group.
2. Work in coordination with other agencies in the region to provide input to the California Air Resources Board Sustainable Freight Initiative.
3. Coordinate with the Port of Hueneme, local agencies, and private sector freight movement entities as required to ensure that all parties are aware of programs and funding opportunities that may occur for Ventura County.

PRODUCT: Provision of Ventura County Data on Goods Movement as requested by SCAG. Periodic updates to VCTC Board on freight movement activities and programs. Coordination with Regional, State, and Federal agencies in goods movement.



BUDGET TASK: FREIGHT MOVEMENT (continued)**DIRECTOR:** Peter De Haan**BUDGET MANAGER:** Peter De Haan**FUNDING:**

Funding Source	Funding Dollars
LTF Fund Transfer	\$27,100
Total Funding	\$27,100

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget	Fiscal Year 2016/2017 Budget
Salaries	\$ 5,425	\$ 6,600	\$ 7,100
Fringe and Tax	1,822	2,600	2,800
Indirect Cost Allocation	3,683	4,900	5,400
Mileage	30	500	300
Travel and Conferences	15	1,000	800
Consultant Services	0	10,000	10,000
Legal Services	0	1,000	700
Total Expenditures	\$10,975	\$26,600	\$27,100



BUDGET TASK: REGIONAL TRANSIT PLANNING**DIRECTOR:** Martin Erickson**BUDGET MANAGER:** Ellen Talbo

OBJECTIVES: Support the transit planning and improvement of transit and paratransit services throughout Ventura County and support the providers of those services. Assist in the implementation of VCTC, regional and federal transit plans and initiatives.

ACCOMPLISHMENTS: Held and staffed meetings of the VCTC TRANSCOM, disseminated information about transit activities, regulations, and funding opportunities, and worked with local transit professionals to assist in developing the VCTC regional transportation programs and planning. Continue to participate in the development of Ventura County emergency planning. Completed the first phase of a countywide and VCTC Short Range Transit Plan (SRTP); a 10 year Coastal Express transit plan, and developed a Title VI plan. Managed the VCTC Unmet Transit Needs Process and prepared recommendations for the Commission.

DESCRIPTION: This is an ongoing task which includes coordination and monitoring of transit providers in and around Ventura County. It includes working with regional, state and federal transportation agencies, including Commission funding partners, and participating in professional and industry organizations. This allows VCTC to participate in the formation of programs which affect our transit system and new funding programs. The task includes development of transit plans and studies which are part of the on-going VCTC planning activities, process and analysis of TDA Unmet Transit Needs (UTN) findings, and participating in the disaster planning for Ventura County and creation of an agreement between the transit providers to formalized response to emergencies. It also includes working with all transit stakeholders in implementing a regional transit pass program that allows for a mobile ticketing option, completing the Triennial TDA Performance Audit for the State Controller, and implementation of the Google Transit Specification Feed for regional trip planning purposes. Other activities include implementation of policies from the SRTP and providing staff support to additional activities needed to implement the Commission's transit actions. New federal regulations now require transit operators to develop a transit asset management plan and safety management plan, for which consultant services will be used to prepare.

WORK ELEMENTS:

1. Provide input to State and regional agencies regarding plans, programs, regulations, and funding for transit and act as a conduit for information to the transit operators.
2. Coordinate transit planning with adjoining counties.
3. Staff TRANSCOM, including preparation of agendas and management of meeting.
4. Continue implementation of countywide Short Range Transit Plan policies.
5. Begin work on the expected FTA mandated Asset Management Plan.
6. Coordinate transit fare activities and transfers between operators, including research and development of a regional transit pass program.
7. Lead and support VCTC transit planning activities.
8. Attend regional, State, and national association and professional meetings.
9. Prepare background and transit materials for planning and programming.
10. Manage and complete the annual Unmet Transit Needs process. Prepare schedule, adopt required definitions for Unmet Transit Needs, hold public meetings and a public hearing on the topic, and submit adopted findings to the State.



BUDGET TASK: REGIONAL TRANSIT PLANNING (continued)**DIRECTOR:** Martin Erickson**BUDGET MANAGER:** Ellen Talbo**WORK ELEMENTS (continued):**

11. Assist in the improvement of transit schedules to facility improved coordination of services.
12. Prepare VCTC grant applications as funding opportunities arise.
13. Prepare VCTC's Transit Asset Management Plan and Safety Management Plan in compliance with federal regulations.
14. Conduct the State Triennial Performance Audit of the Transportation Development Act and submit to the State Controller.
15. Update TDA transit policies and guidance manual for TDA Claimants.

PRODUCT: Disseminate information to operators. Implement the VCTC Short Range Transit Plan. Support ongoing fare coordination and implement a regional fare media system that includes an option for mobile ticketing and an online payment system. Implement a regional trip planner and develop related data specifications required by Google, Inc. Manage/deliver the TDA Unmet Transit Needs process. Prepare TRANSCOM agendas and hold meetings. Participate in the planning and programming activities of transit operators. Prepare and submit asset management reports to FTA.

FUNDING:

Funding Source	Funding Dollars
FTA 5307	\$610,400
LTF Fund Balance	152,600
Total Funding	\$763,000

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget
Salaries	\$215,673	\$242,000	\$198,000
Fringe and Tax	86,382	107,600	84,600
Indirect Cost Allocation	153,535	186,600	154,700
Business Meals	210	300	500
Membership and Dues	415	610	700
Mileage	3,064	2,890	4,800
Notices	0	2000	3,000
Supplies	364	400	500
Training	0	8,000	7,400
Travel and Conferences	8,702	9,000	6,500
Consultant Services	64,070	41,300	250,000
Legal Services	310	1,500	1,500
Professional Services	0	0	50,800
Unmet Needs	8,718	0	0
Total Expenditures	\$541,443	\$602,200	\$763,000

* This budget task was amended after the Commission approved the budget in June 2015.



BUDGET TASK: REGIONAL TRANSPORTATION PLANNING**DIRECTOR:** Steve DeGeorge**BUDGET MANAGER:** Steve DeGeorge

OBJECTIVES: Participate in State, regional and local planning efforts that further the mission of the VCTC.

ACCOMPLISHMENTS: This task consolidates many of the day-to-day, local, regional and State level planning activities that the VCTC is responsible for.

During Fiscal Year 2015/2016 staff reviewed and commented on local development projects of significance, certified local bicycle plans, and provided input on local planning efforts. At the regional level, staff participated in planning efforts such as the Southern California Association of Governments' (SCAG) 2016 Regional Transportation Plan/Sustainable Communities Strategy.

There were three areas of specific focus for Regional Transportation Planning in Fiscal Year 2015/2016. The first is the continuation of the Regional Bicycle Wayfinding Project to identify cross county and intercity bike paths as well as develop and install signage to direct bicyclists along the routes. Work on this project has included the launching of a bike wiki, which garnered over 600 public comments, prioritization of recommended routes and sign design. It is anticipated that this project will be completed in the fall of Fiscal Year 2016/2017.

A Request for Proposal (RFP) for consultant assistance with the development of a Ventura County Traffic Model (VCTM) was published and a consultant selected. The model development is underway and will inform the County of Ventura's General Plan Update. The work on the VCTM is anticipated to be completed late in Fiscal Year 2016/2017.

Lastly staff has worked closely with VCTC's marketing team to develop information, data, and presentations for VCTC's public education campaign to inform residents and decision makers about transportation issues in Ventura County.

DESCRIPTION: This task is to provide regional perspective through the review and comment on plans, participation in committees and development of new plans to address the regional transportation planning needs of the County.

The Fiscal Year 2016/2017 Regional Transportation Planning Task Budget includes carry-over funds to complete the projects described above, the Bicycle Wayfinding Project, the VCTM as well as a complete update of the Congestion Mitigation Program (CMP) for Ventura County.

The Regional Transportation Planning Budget for Fiscal Year 2016/2017 has decreased by \$519,900 from Fiscal Year 2015/2016 largely due to work being completed on the public education campaign and the Countywide Bicycle Wayfinding Project.



BUDGET TASK: REGIONAL TRANSPORTATION PLANNING (continued)**DIRECTOR:** Steve DeGeorge**BUDGET MANAGER:** Steve DeGeorge**WORK ELEMENTS:**

1. Review and comment on plans and projects of regional significance.
2. Participate in regional planning efforts by SCAG, VCOG and other entities.
3. Complete the Countywide Wayfinding project.
4. Issue an RFP and select consultant for the CMP.
5. Develop the CMP update with consultant assistance.
6. Develop the traffic model with consultant assistance.
7. Coordinate with the County of Ventura on their General Plan Update.

PRODUCT: Plans and projects by this agency, as well as, others that reflect the transportation planning goals of VCTC.

FUNDING:

Funding Source	Funding Dollars
LTF Fund Transfer	\$348,000
PPM	76,000
PPM Carry-over	490,000
Local Contribution – APCD	50,000
Total Funding	\$964,000

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget
Salaries	\$116,328	\$ 152,200	\$180,700
Fringe and Tax Allocation	38,931	61,100	61,300
Indirect Cost Allocation	78,918	113,800	132,500
Membership and Dues	10,000	11,000	12,000
Mileage	1,061	1,000	1,000
Notices	0	500	500
Printing	0	15,000	15,000
Supplies	2,902	1,000	1,000
Travel and Conferences	999	3,000	3,000
Consultant Services	91,663	1,111,300	555,000
Legal Services	30	14,000	2,000
Total Expenditures	\$340,832	\$1,483,900	\$964,000

* This budget task was amended after the Commission approved the budget in June 2015.



BUDGET TASK: TRANSPORTATION DEVELOPMENT ACT**DIRECTOR:** Sally DeGeorge**BUDGET MANAGER:** Sally DeGeorge

OBJECTIVES: To administer the Transportation Development Act (TDA) Local Transportation Funds (LTF) and State Transit Assistance (STA) funds in a cost-effective and timely manner while complying with State regulations.

ACCOMPLISHMENTS: VCTC continued to process LTF/STA claims and allocate funds in compliance with State laws and regulations. Annual fiscal and compliance audits of claimants were completed and submitted as required to the State Controller's Office. Necessary administrative changes resulting from State legislation Senate Bill (SB) 716, SB 203, SB508 and Assembly Bill (AB) 664 continue to be implemented for the allocation of Local Transportation Funds.

DESCRIPTION: As the State designated Regional Transportation Planning Agency (RTPA) for Ventura County, VCTC is responsible for the administration of the TDA LTF and STA funds. In Fiscal Year 2016/2017 the LTF apportionment is approximately \$500,000 less than Fiscal Year 2015/2016 due to a lower carry-in fund balance to be disbursed from the previous fiscal year. The Bicycle/Pedestrian expenditure of \$882,454 includes the current apportionment of \$652,860 and \$229,594 in carry-over for additional funds that became available the Fiscal Year 2014/2015 and 2015/2016 process and unclaimed project funds. In Fiscal Year 2015/2016 the State changed the way it calculates the STA apportionments which will require VCTC to review the STA PUC Section 99314 allocation process. It is estimated that there will be \$337,000 in PUC Section 99314 funds to pass-through. Local agencies and Gold Coast Transit District will be eligible to claim \$29,125,926 in Articles 4 and 8 funds.

There may be additional audit requirements with the changes to STA Section 99314 allocations and therefore, the Audit line item was increased to \$61,000. Staffing costs decreased slightly with the transfer of some TDA tasks to the senior accountant.

WORK ELEMENTS:

1. Administer TDA/STA programs to ensure regulatory compliance with the Transportation Development Act regulations.
2. Assist local city and County staff in preparing TDA LTF claims for transit, bicycle/pedestrian, and local street purposes; evaluate and process claims from local agencies; submit allocation instructions to the County Auditor-Controller to disburse the money and monitor the LTF and STA accounts in trust at the County.
3. Work with the County Auditor-Controller with the revenue receipt estimate.
4. Complete the annual fiscal and compliance audits of LTF, STA, Proposition 1B and LCTOP funds, submit completed audits to the State as required, and review audits and follow-up on compliance with claimants.



BUDGET TASK: TRANSPORTATION DEVELOPMENT ACT (continued)**DIRECTOR:** Sally DeGeorge**BUDGET MANAGER:** Sally DeGeorge**PRODUCT:** A cost-efficient and effective administration of the TDA program.**FUNDING:**

Funding Source	Funding Dollars
LTF Revenues and Fund Transfer	\$30,131,480
STA Fund Transfer	337,000
Total Funding	\$30,468,480

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget
Salaries	\$ 14,123	\$ 26,700	\$ 20,700
Fringe and Tax	5,798	14,700	8,700
Indirect Cost Allocation	10,126	22,100	16,100
Business Meals	0	100	100
Mileage	40	500	500
Travel and Conferences	0	500	500
Audits	38,922	55,000	61,000
Legal Services	295	1,000	2,000
County Auditor Administration	14,000	14,000	13,500
Pass-Through PUC 99314	160,522	215,566	337,000
Article 3 Bicycles and Pedestrians	637,990	833,294	882,454
Article 4 and 4.5 Transit	26,340,787	24,400,502	23,925,815
Article 8a and 8c Streets, Roads, Transit	5,596,246	5,195,544	5,200,111
Total Expenditures	\$32,818,849	\$30,779,506	\$30,468,480

* This budget task was amended after the Commission approved the budget in June 2015.



BUDGET TASK: TRANSPORTATION PROGRAMMING**DIRECTOR:** Peter De Haan**BUDGET MANAGER:** Peter De Haan

OBJECTIVES: Facilitate the development and timely implementation of the highest priority transportation projects through funding provided by Federal and State revenue sources.

ACCOMPLISHMENTS: VCTC continues to fulfill its State and Federal mandate to develop the Transportation Improvement Program. This allows VCTC to obtain funding for projects through the State Transportation Improvement Program (STIP) and Federal Transportation Improvement Program (FTIP). VCTC provides local agencies with information on these programs, and helps facilitate project delivery. Staff worked with the California Transportation Commission (CTC) and the Southern California Association of Governments (SCAG) in the selection of projects for the first two rounds of regional-share funds from the new Active Transportation Program (ATP), and assisted local agencies with implementation of projects programmed by VCTC including those funded with VCTC's apportionments of Congestion Mitigation and Air Quality (CMAQ), Surface Transportation Program (STP) and Proposition 1B funds. VCTC provided the bulk of the staff work to prepare for the City of Oxnard a successful Federal Railroad Administration competitive grant application for the final design phase of the Rice Avenue Bridge over the Union Pacific Railroad.

DESCRIPTION: Federal and State laws give VCTC responsibility for programming specific categories of transportation funding within Ventura County, including the Surface Transportation Program (STP), Congestion Mitigation & Air Quality (CMAQ) program, and Federal Transit Administration (FTA) funds. VCTC also prioritizes and nominates projects to the CTC for State Transportation Improvement Program (STIP) funding. The Commission prepares and submits to SCAG the Ventura County portion of the SCAG FTIP.

During the upcoming year VCTC will move forward with selecting projects for funds made available due to the passage of the five-year federal transportation reauthorization, called Fixing America's Surface Transportation (FAST). In addition, VCTC may want to apply for competitive state funds available through such sources as the new cap-and-trade program. Also, another round of ATP funding is scheduled, in which VCTC will play a role in selecting projects for the regional share of this program.

Due to the biennial cycle of the Federal Transportation Improvement Program (FTIP) and State Transportation Improvement Program (STIP), there are no submittals scheduled in Fiscal Year 2016/2017 for these two programs, resulting in a budget reduction for this program.



BUDGET TASK: TRANSPORTATION PROGRAMMING (continued)**DIRECTOR:** Peter De Haan**BUDGET MANAGER:** Peter De Haan**WORK ELEMENTS:**

1. Identify opportunities to participate in state and federal funding programs.
2. Select projects for Prop1B, CMAQ, FTA funds, and other funds when available, and prepare recommendations for approval by VCTC and committees.
3. Work with local jurisdictions to prepare FTIP amendments as necessary, and to monitor and resolve issues for projects programmed by the Commission.
4. Staff the Transportation Technical Advisory Committee (TTAC).

PRODUCT: Selection of projects for funding to provide the greatest benefit based on approved criteria; development of the Fiscal Year 2016/2017 Program of Projects for federal transit funds; preparation of competitive grant applications as appropriate.

FUNDING:

Funding Source	Funding Dollars
FTA 5307, 5311, 5316	\$ 59,700
LTF Fund Transfer	13,000
PPM	214,500
PPM Carry-over	20,000
Total Funding	\$307,200

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget
Salaries	\$140,028	\$136,000	\$120,500
Fringe and Tax	59,414	69,800	47,400
Indirect Cost Allocation	101,376	109,800	92,000
Business Meals	120	200	200
Membership and Dues	0	485	500
Mileage	1,370	2,000	1,600
Notices	414	700	700
Travel and Conferences	2,805	3,800	3,300
Consultant Services	39,726	48,450	40,000
Legal Services	449	3,200	1,000
Total Expenditures	\$345,702	\$374,435	\$307,200

* This budget task was amended after the Commission approved the budget in June 2015.



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GENERAL GOVERNMENT PROGRAM TASK BUDGETS



BUDGET TASK: COMMUNITY OUTREACH AND MARKETING

DIRECTOR: Darren Kettle

BUDGET MANAGER: Donna Cole

OBJECTIVES: Increase public awareness of, and support for, VCTC and its programs.

ACCOMPLISHMENTS: In Fiscal Year 2015/2016 VCTC entered into a contract with Celtis Ventures to develop its Marketing and Public Outreach Program. While staffing our booth at the Ventura County Fair, it became clear to Celtis that the recent rebranding of the buses was a very small step in educating the public that VCTC is not just about buses. After a review of recent outreach efforts and printed materials, it was determined that the marketing and outreach plan should focus on social and electronic media specifically designed to educate the public.

The cornerstone of the program is the tagline, **REPAIR, PRESERVE, IMPROVE**. It conveys the message that to *Keep Ventura County Moving* VCTC must maximize its resources to *Repair* Streets and Roads, *Preserve* our Lands and Water, and *Improve* Traffic Flow. A complete redesign of the current website is underway and is expected to launch by Fall 2016. While the website redesign is a long term project, other simple measures are being implemented to provide more timely information about VCTC activities. The monthly On The Move VCTC Newsletter has been replaced with weekly eblasts. The eblasts provide quick bits of information on a single topic. This approach has resulted in a larger audience and increased views. Eye Catching graphics are included in daily posts on Facebook and Twitter, and VCTC has also begun using Instagram. A 20 second video was produced and tested by using low cost paid advertising on Facebook, resulting in over 25,000 views. This was a huge increase over any other VCTC post and has proven the need to move into more digital video advertising opportunities. An informative power point presentation has also been developed for use in presentations to community organizations.

A monthly display ad featuring VCTC News now appears in local newspapers. The ads contain a graphic with a headline and 2 columns with 4 or 5 short paragraphs highlighting items of public interest. Continuing to place these ads regularly in the same location of the newspaper will help to reinforce the recognition of the VCTC brand and message.

After an evaluation and analysis of the Teen Council program, it was determined that we were not connecting with as many students as originally envisioned and the program was, therefore, discontinued. This year we are teaming with the student council at CSUCI to present a Transportation Summit, a half-day event bringing together college and older high school students from around Ventura County to learn about important transportation issues facing our region, our state and our country. Faculty will serve as moderators on panels which will discuss subjects such as goods movement and the economy, transportation and the environment, and the future of transportation.

Although the overall budget has increased several line items have noticeable fluctuations. Salaries and Staff costs have been increased to accommodate additional IT hours for web and social media support. Consultant Services has been increased due to the increased focus on public education. Public Transit Services has been reduced due to the completion of all bus and bus stop rebranding. Finally, the Fiscal Year 2015/2016 Rideshare budget included a carryover amount from the previous year. The Fiscal Year 2016/2017 budget is consistent with past years where there has not been a carryover amount.



BUDGET TASK: COMMUNITY OUTREACH AND MARKETING (continued)**DIRECTOR:** Darren Kettle**BUDGET MANAGER:** Donna Cole

DESCRIPTION: The marketing plan will focus on implementing strategies for enhancing awareness of, and community perception regarding VCTC's programs and services.

WORK ELEMENTS:

1. Provide increased public outreach through redesigned website and social media outlets.
2. Continue to support VCTC Intercity Bus and transit programs.
3. Continue to promote youth involvement in transportation issues and development of youth-focused collateral materials.
4. Continue Rideshare outreach to new employers and increase participation in worksite events.
5. Participate in public forums, meetings, workshops and community events.
6. VCTC will continue to support Bike to Work and Rideshare Week. In addition to reducing single car occupancy, rideshare outreach will also continue to promote active transportation, such as walking and biking.

PRODUCT: Increased public awareness of VCTC and its programs.

FUNDING:

Funding Source	Funding Dollars
FTA – CMAQ transfer	\$600,000
CMAQ	137,800
Local Contribution - APCD	5,000
Total Funding	\$742,800

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget
Salaries	\$ 67,656	\$ 86,200	\$ 99,600
Fringe and Tax	24,028	28,200	38,300
Indirect Cost Allocation	46,603	61,100	75,500
Mileage	227	500	1,000
Printing	6,433	16,200	20,000
Consultant Services	70,189	125,000	200,000
Legal Services	148	2,500	1,000
Community Events	55,707	84,000	79,600
Public Transit Services	323,417	100,000	55,000
Rideshare	133,125	227,600	142,800
Valley Express	13,217	0	0
Youth Programs	28,419	35,000	30,000
Total Expenditures	\$769,169	\$766,300	\$742,800

* This budget task was amended after the Commission approved the budget in June 2015.



BUDGET TASK: MANAGEMENT AND ADMINISTRATION**DIRECTOR:** Darren Kettle**BUDGET MANAGER:** Darren Kettle

OBJECTIVES: To manage the day-to-day business and operations of the Ventura County Transportation Commission.

ACCOMPLISHMENTS: This task accomplishes the day-to-day activities of managing all aspects of the Commission that include management oversight of all tasks included in this budget but also the less defined activities of daily operations.

DESCRIPTION: The primary purpose of this task is to manage the day-to-day operations of VCTC. Included in these activities are Human Resources management and managing the activities of a contracted part-time human resources professional to ensure VCTC's compliance with human resources rules and regulations. Also included is the management oversight of VCTC's revenues and expenditures, accounting controls as well as ultimate responsibility for the annual VCTC budget. The Executive Director manages all VCTC employees, evaluates senior staff, and has regular interaction with General Counsel on legal matters. This task also supports the time necessary for development of the Commission's monthly agenda and review of agendas for technical advisory committees. A key function of the Executive Director is regular interaction with policy makers, senior appointed staff from local, State and Federal agencies, business and community stakeholders and external partners. Finally, there are a variety of lesser, but nonetheless time consuming, general internal operational elements that require the attention of VCTC management.

VCTC utilizes an indirect cost allocation rate which is based on an estimate to allow a fair and equitable sharing of indirect costs to all projects. Because the rate is an estimate, the actual indirect expenditures are reconciled and adjusted (for over/under charges) against a future year. If the indirect costs collected were higher than the estimate, an adjustment is made to expenses and paid out of the unassigned general fund balance. However, if the indirect costs collected were less than the estimate, the indirect rate for the current year will be increased to cover the previous shortage. The indirect costs were under recovered in Fiscal Years 2013/2014 and 2014/2015 due to lower staff costs than anticipated and, therefore, no adjustment was needed to the Management and Administration budget.

WORK ELEMENTS:

1. Manage agency personnel and general human resources activities.
2. Manage and monitor annual budget activities.
3. Manage and oversee financial activities of the Commission including revenues, expenditures, serve as control element in accounting practices, and facilitate multiple annual audits.
4. Manage development of monthly Commission agendas and provide recommended policy guidance to VCTC staff developing technical advisory committee agendas.
5. Regular and constant communication and accessibility to Commissioners.
6. Frequent and regular external relations with elected and appointed officials at all levels of governments, the media and business and community stakeholders.



BUDGET TASK: MANAGEMENT AND ADMINISTRATION (continued)**DIRECTOR:** Darren Kettle**BUDGET MANAGER:** Darren Kettle

PRODUCT: Efficient, accountable, transparent, accessible and responsive "Good Government" Commission operations.

FUNDING:

Funding Source	Funding Dollars
LTF Fund Transfer	\$296,400
Total Funding	\$296,400

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget	Fiscal Year 2016/2017 Budget
Salaries	\$103,891	\$ 97,000	\$105,300
Fringe and Tax	34,829	32,200	33,900
Indirect Cost Allocation	70,511	69,000	76,200
Business Meals	1,375	1,000	1,500
Membership and Dues	2,205	3,500	3,500
Mileage	244	1,000	1,000
Travel and Conferences	1,161	5,000	5,000
Consultant Services	0	10,000	10,000
Legal Services	234	1,000	1,000
Commissioner Expenses	14,464	30,000	30,000
Hardware and Software Replacement	16,582	17,000	25,000
Offsite Storage and Hosting	1,785	3,000	4,000
Total Expenditures	\$247,281	\$269,700	\$296,400



BUDGET TASK: STATE AND FEDERAL GOVERNMENTAL RELATIONS**DIRECTOR:** Darren Kettle**BUDGET MANAGER:** Darren Kettle

OBJECTIVES: Foster VCTC's involvement in a broad range of State and Federal governmental settings, to encourage policies that support VCTC programs.

ACCOMPLISHMENTS: VCTC has continued to develop cooperative working relationships to carry-out the annual Legislative Program and support transportation funding in Ventura County. During the past year notable legislation which passed included, for the first time in 10 years, a long-term federal program authorization, entitled Fixing America's Surface Transportation (FAST).

DESCRIPTION: VCTC's legislative effort includes the development of a Legislative Program; monitoring of transportation legislation and regulations under development which could affect Ventura County; briefing legislative and congressional members and staff as appropriate; and participation in various advocacy groups including Mobility 21, California Association of Councils of Governments (CalCOG), the California Transit Association (CTA), and the Southern California Transportation Legislative Roundtable. Through its Legislative Program, VCTC advocates for Federal and State transportation funding and policies which support improved transportation for Ventura County.

Based on an initial review of FAST, there are numerous provisions addressing various federal programs and requirements, and during the upcoming year a significant priority will likely be to analyze and address these various provisions. In particular, VCTC will want to be engaged in the consideration of any regulatory changes in response to FAST. Also, VCTC should be involved in any legislative or administrative changes at the state level to address changes made by FAST.

In December, 2016, VCTC will reach the end of the final extension provided by its contract with its state advocacy consultant, Gonzalez, Quintana, Hunter & Cruz. Therefore, during the fall VCTC will need to initiate a new Request for Proposals (RFP) for state advocacy. The budget proposes a slight increase in staff time to manage the RFP and to address FAST implementation, while also including a slight increase to the Consultant line item to accommodate a new state advocacy contract. As in past years, the business meals item includes VCTC's contribution to the Capitol Hill California Transportation Reception.

WORK ELEMENTS:

1. Participate in the CalCOG, the California Transit Association, Mobility 21, and the Southern California Legislative Roundtable.
2. Prepare monthly legislative updates and matrices.
3. Advocate VCTC's positions to appropriate parties through written materials, briefings and other available means.
4. Develop legislative support for transportation project funding within Ventura County, when consistent with VCTC's approved priorities.
5. Work with transportation agencies in addressing implementation of FAST, the new federal transportation authorization.
6. Develop a RFP and initiate the project for selection of a state advocacy consultant.



BUDGET TASK: STATE AND FEDERAL GOVERNMENTAL RELATIONS (continued)**DIRECTOR:** Darren Kettle**BUDGET MANAGER:** Darren Kettle

PRODUCT: Outreach activities leading to fuller understanding and support for VCTC's programs.

FUNDING:

Funding Source	Funding Dollars
LTF Fund Transfer	\$207,500
Total Funding	\$207,500

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget
Salaries	\$ 32,827	\$ 41,800	\$ 48,400
Fringe and Tax	12,758	14,400	16,600
Indirect Cost Allocation	23,171	30,000	35,600
Business Meals	1,538	2,300	2,000
Membership and Dues	18,652	29,015	35,500
Mileage	718	1,200	800
Travel and Conferences	4,324	10,500	10,500
Consultant Services	51,570	54,900	57,900
Legal Services	59	200	200
Total Expenditures	\$145,617	\$184,315	\$207,500

* This budget task was amended after the Commission approved the budget in June 2015.



BUDGET TASK: VCTC OFFICE BUILDING**DIRECTOR:** Darren Kettle**BUDGET MANAGER:** Darren Kettle**OBJECTIVES:** Purchase and Renovate the VCTC Office Building.

ACCOMPLISHMENTS: In early 2013 the Commission discussed the possibilities of relocating VCTC's office and the Commission's interest in acquiring a building. Since early 2014, the Commission has been in negotiations with the City of Camarillo related to the possible acquisition of a city owned (formerly redevelopment agency owned) building located at 2220 Ventura Boulevard. The Commission and the City have concluded negotiations and are in agreement that VCTC will purchase the building for \$1 and renovate the building for VCTC occupancy.

DESCRIPTION: The building is located in the pedestrian oriented Old Town Camarillo and is a couple of blocks from the Camarillo Metrolink/Amtrak Station where VCTC's 101 and VCTC's CSUCI route make frequent stops. It is centrally located within the county and has easy access to Highway 101. The building sits on 1.1 acres and is 12,500 square feet which is more space than the 6,800 that VCTC currently occupies. The site has 60 parking spaces which will be available to VCTC, building employees, and visitors. The building size will allow for some expansion of VCTC and also make space available for VCTC's regional transportation partners such as SCAG and other regional or countywide agencies. In its current state, the building requires renovation and with some architectural refinements and a LEED certified retrofit, the building is perfectly situated to serve as VCTC's headquarters.

Given the current condition of the building, VCTC retained a consultant to prepare a due-diligence study to determine feasibility and better inform the Commission for decision-making related to purchasing and renovating the subject building. In summary, the study considered two alternatives with one option being a very "bare bones" get the building up to code and habitable estimated at approximately \$2 million for the shell/structure and \$1-1.2 million for tenant improvements. The second alternative was LEED reconstruction/retrofit cost which has a cost estimate of approximately \$4.3 million. These estimates were developed taking the high-end of construction costs and with some "value-engineering", alternative project delivery strategies, and a defined budget of a \$3.5 million project cost estimate is a reasonable range.

VCTC does not have construction project management experience on staff for a project of this magnitude necessitating so this task includes budget authority to fund project management services through a cooperative agreement with the County of Ventura. The Public Works Agency, Engineering Services Division is responsible for managing building projects for all County departments. Additionally, utilizing the services of the County VCTC may realize accelerated project delivery as the County has pre-qualified list of architects which will allow for retaining an architect 3-4 months sooner than if VCTC had to conduct its own procurement. Furthermore, the Engineering Services Division has in-house staff for construction management and construction inspection services which further simplifies the project management for VCTC. VCTC will have to separately contract for architectural services and material testing services.

The professional services costs (including the project management and architectural services) included in this budget have been estimated for the entire project costs so funding approved in this budget will be carried-over to future year budgets as necessary.



BUDGET TASK: VCTC OFFICE BUILDING (continued)**DIRECTOR:** Darren Kettle**BUDGET MANAGER:** Darren Kettle**WORK ELEMENTS:**

1. Acquire building located at 2220 Ventura Boulevard, Camarillo, California.
2. Work with the County of Ventura Public Works Agency, Engineering Services Division for the provision of Project Management Services.
3. Evaluate the hazardous materials assessment and remediation plan.
4. Work with the Architect and manage redesign of existing building and develop construction drawings and bid package for renovation project.

PRODUCT: Purchase, renovate and remodel office building located at 2220 Ventura Boulevard, Camarillo, California to implement a Commission goal of occupying owned office space rather than continued leasing of office space.

FUNDING:

Funding Source	Funding Dollars
STA Fund Transfer	\$ 30,301
STA Fund Transfer Carry-Over	3,100,000
Total Funding	\$3,130,301

EXPENDITURE COMPARISON:

	Fiscal Year 2014/2015 Actual	Fiscal Year 2015/2016 Budget*	Fiscal Year 2016/2017 Budget
Salaries	\$ 3,838	\$ 5,700	\$ 6,600
Fringe and Tax	1,260	1,800	2,000
Indirect Cost Allocation	2,591	4,000	4,700
Legal Services	10,138	2,000	2,000
Architectural Consultant	25,285	405,000	150,000
Building Purchase	0	0	1
Construction Contract	0	2,750,000	2,750,000
General Consultant Services	6,285	15,000	15,000
Project/Construction Management Service	21,950	350,000	200,000
Total Expenditures	\$71,347	\$3,533,500	\$3,130,301

* This budget task was amended after the Commission approved the budget in June 2015.



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VENTURA COUNTY TRANSPORTATION COMMISSION

SUPPLEMENTAL INFORMATION



APPENDIX A - ACRONYMS

AAA	Area Agency on Aging
AB	Assembly Bill
ACS	American Community Survey
ADA	Americans with Disabilities Act
ALUC	Airport Land Use Commission
AMTRAK	American Track (National Railroad Passenger Corporation)
APC	Automated Passenger Counter
APCD	Air Pollution Control District
APTA	American Public Transportation Association
ARRA	American Recovery and Reinvestment Act
ASP	Application Service Provider
ATP	Active Transportation Program
AVL	Automatic Vehicle Location
AVR	Average Vehicle Ridership
BNSF	Burlington Northern Santa Fe
CAFR	Comprehensive Annual Financial Report
CalAct	California Association for Coordinated Transportation
CalCOG	California Association of Councils of Governments
CalPERS	California Public Employer's Retirement System
Caltrans	California Department of Transportation
CalVans	California Vanpool Authority
CAT	Camarillo Area Transit
CEO	Chief Executive Officer
CEPA	California Environmental Protection Agency
CEQA	California Environmental Quality Act
CERBT	California Employer's Retiree Benefit Trust
CFO	Chief Financial Officer
CFR	Code of Federal Regulations
CHP	California Highway Patrol
CIP	Capital Improvement Plan
CLUP	Comprehensive Land Use Plan (for airports)
CMA	Congestion Management Agency
CMAQ	Congestion Mitigation and Air Quality
CMP	Congestion Management Plan
CMS	Changeable Message Signs
COLA	Cost of Living Adjustment
Commission	Ventura County Transportation Commission
County	County of Ventura
CPA	Certified Public Accountant
CPUC	California Public Utilities Commission
CRCC	Coast Rail Coordinating Council
CRM	Customer Relationship Management
CSMP	Corridor System Management Plan



CSR	Customer Service Representatives
CSUCI	California State University, Channel Islands
CTA	California Transit Association
CTA	County Transportation Authority
CTAC	Citizens Transportation Advisory Committee
CTC	California Transportation Commission
CTP	Comprehensive Transportation Plan
CTS	Commuter Transportation Services
CTSA	Consolidated Transportation Service Agency
DAR	Dial-A-Ride
DBE	Disadvantaged Business Enterprise
DJIA	Dow Jones Industrial Average
DMT	Division of Mass Transit
DMV	Department of Motor Vehicles
DOD	Department of Defense
DOF	Department of Finance
DOT	Department of Transportation
ECHO	Electronic Clearing House Operation
EEM	Environmental Enhancement and Mitigation
EIR	Environmental Impact Report
ETC	Employee Transportation Coordinator
FAA	Federal Aviation Administration
FAST	Fixing America's Surface Transportation
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FMO	Financial Management Oversight
FRA	Federal Railroad Administration
FSR	Financial Status Report
FTA	Federal Transit Administration (formerly UMTA)
FTE	Full Time Equivalent
FTIP	Federal Transportation Improvement Program
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GAAS	Generally Accepted Auditing Standards
GAGAS	Generally Accepted Government Auditing Standards
GAO	Government Accountability Office
GASB	Governmental Accounting Standards Board
GCT	Gold Coast Transit
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GPS	Global Positioning System
GRH	Guaranteed Ride Home
GTFS	General Transit Feed Syntax
HTF	Highway Trust Fund
HOT	High Occupancy Toll



HOV	High Occupancy Vehicle
HVTS	Heritage Valley Transit Study
ICAP	Indirect Cost Allocation Plan
IIP	Interregional Improvement Program
ISTEA	Intermodal Surface Transportation Efficiency Act
IT	Information Technology
ITA	Interagency Transfer Agreement
ITS	Intelligent Transportation System
JARC	Jobs Access and Reverse Commute
JLUS	Joint Land Use Study
JPA	Joint Powers Authority
LA- METRO	Los Angeles County Metropolitan Transportation Authority
LACMTA	Los Angeles County Metropolitan Transportation Authority
LAFCO	Local Agency Formation Commission
LCTOP	Local Carbon Transit Operations Program
LOS	Levels of Service (for traffic)
LOSSAN	Los Angeles-San Diego-San Luis Obispo Rail Corridor Agency
LEED	Leadership in Energy and Environmental Design
LTF	Local Transportation Fund
MAP-21	Moving Ahead for Progress in the 21 st Century
MCGMAP	Multi-County Goods Movement Action Plan
METRO	Los Angeles County Metropolitan Transportation Authority
Metrolink	Operating name for SCRRA (see SCRRA)
MOU	Memorandum of Understanding
MOW	Maintenance of Way
MPAC	Managers Policy Advisory Committee
MPO	Metropolitan Planning Organization
MT	Mass Transit
MTA	Metropolitan Transit Authority
MTC	Metropolitan Transportation Commission
MTD	Metropolitan Transit District
NAS	Naval Air Station
NBVC	Naval Base Ventura County
NEPA	National Environmental Policy Act
NF	New Freedom
NTD	National Transit Database
OBVSS	On-board Video Surveillance System
OCTA	Orange County Transportation Authority
OEA	Office of Economic Adjustment
OES	Office of Emergency Services
OMB	Office of Management and Budget
OPEB	Other Post-Employment Benefits
OWP	Overall Work Program
PAC	Policy Advisory Committee
PAED	Project Approval and Environmental Design



PDS	Project Design Support
PEPRA	Public Employees' Pension Retirement Act
PERS	Public Employer's Retirement System
PMO	Project Management Oversight
POP	Program of Projects
POS	Point of Sale
PPM	Planning, Programming and Monitoring
PSR	Project Study Report
PTA	Public Transit Account
PTC	Positive Train Control
	Public Transportation, Modernization, Improvement, and Service
PTMISEA	Enhancement Account
PUC	Public Utilities Commission
RCTC	Riverside County Transportation Commission
RFGS	Rail Fixed Guideway System
RFP	Request for Proposal
RFQ	Request for Qualification
RHNA	Regional Housing Needs Assessment
RIP	Regional Improvement Program
ROE	Right of Entry
ROW	Right of Way
RTA	Regional Transit Authority
RTIP	Regional Transportation Improvement Program
RTP	Regional Transportation Plan
RTPA	Regional Transportation Planning Agency
QR	Quick Response (codes)
SAFE	Service Authority for Freeway Emergencies
SanBAG	San Bernardino Associated Governments
SB	Senate Bill
SBCAG	Santa Barbara County Association of Governments
SCAG	Southern California Association of Governments
SCRRA	Southern California Regional Rail Authority
SCS	Sustainable Community Strategy
SHOP	Safety Highway Operations Program
SOV	Single Occupant Vehicle
SPBL	Santa Paula Branch Line
SPBLAC	Santa Paula Branch Line Advisory Committee
SRTP	Short Range Transit Plan
SSTAC	Social Services Transportation Advisory Council
STA	State Transit Assistance
State	State of California
STB	Surface Transportation Board
STIP	State Transportation Improvement Program
STP	Surface Transportation Program
TAC	Technical Advisory Committee



TAP	Transportation Alternatives Program
TCIF	Trade Corridor Improvement Fund
TDA	Transportation Development Act
TDM	Transportation Demand Management
TE	Transportation Enhancements
TEA	Transportation Enhancement Activities Program
TEA-21	Transportation Equity Act for the 21st Century
TEAM	Transportation Electronic Awards and Management
TIC	Transit Information Center
TIGGER	Transit Investments for Greenhouse Gas and Energy Reduction
TIP	Transportation Improvement Program
TMC	Traffic Management Center
TOT	Thousand Oaks Transit
TPA	Transportation Planning Agency
TRANSCOM	Transit Operators Advisory Committee
TRB	Transportation Research Board
TTAC	Transportation Technical Advisory Committee
TTY	Text Telephone
TVM	Ticket Vending Machine
UAL	Unfunded Accrued Liability
UP	Union Pacific
US	United States
UTN	Unmet Transit Need
UZA	Urbanized Area
VCAAA	Ventura County Area Agency on Aging
VCAPCD	Ventura County Air Pollution Control District
VCEDA	Ventura County Economic Development Association
VCAG	Ventura County Association of Governments
VCOG	Ventura Council of Governments
VCTC	Ventura County Transportation Commission
VCTM	Ventura County Traffic Model
VISTA	Ventura Intercity Service Transit Authority
VMT	Vehicle Miles Traveled
VOAD	Voluntary Organizations Active in Disaster
VOC	Volatile Organic Compounds
VRF	Vehicle Registration Fees



APPENDIX B - GLOSSARY OF TERMS

The following explanations of terms are presented to aid in understanding the narrative discussions and illustrations included in this budget document and the terminology generally used in governmental accounting, auditing, financial reporting, and budgeting.

Accountability – The state of being obliged to explain one's actions, to justify what one does. Accountability requires a government to answer to its citizens to justify the raising of public resources and the purpose for which they are used.

Accounting System – The methods and records established to identify, assemble, analyze, classify, record, and report a government's transactions and to maintain accountability for the related assets and liabilities.

Accrual Basis Accounting – The method of accounting that recognizes the financial effect of transactions, events and interfund activities when they occur, regardless of the timing of cash flow.

Appropriation – A legal authorization granted by the governing body to expend monies, and incur obligations for a specific purpose.

Assets – The resources with present service capacity that the government presently controls.

Assigned Fund Balance - The assigned fund balance includes amounts that are intended by the government to be used for specific purposes, but are neither committed nor unassigned. These amounts have limitations resulting from intended use.

Audit – A systematic collection of the sufficient, competent evidential matter needed to attest to the fairness of management's assertions in the financial statements or to evaluate whether management has efficiently and effectively carried out its responsibilities. The auditor obtains this evidential matter through inspection, observation, inquiries and confirmations with third parties.

Balanced Budget – A budget that identifies revenues, other financing sources and available fund balances that funds operating and capital expenditures and other financing uses.

Basis of Accounting – A term used to refer to when revenues, expenditures, expenses, and transfers- and the related assets and liabilities – are recognized in the accounts and reported in the financial statements. It relates to the timing of the measurement made, regardless of the nature of the measurement, on either the cash (when the transaction is received or paid) or the accrual method (when the event occurred).

Bond – A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date or dates in the future (maturity date), together with periodic interest at a specified rate. Bonds are primarily used to finance capital projects.

Budget – A plan of financial activity for a specified period of time indicating all planned revenues and expenditures for the budget period. Annual budgets are usually required by



law and are essential to sound financial management. The VCTC prepares an annual budget for its fiscal year.

Budgetary Control – The control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and available revenues.

Budget Document – The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating governing body.

Capital Outlay – Expenditures resulting in the acquisition of or addition to the government's capital asset.

Capital Project Fund – A governmental fund type created to account for financial resources to be used for the acquisition or construction of a major capital project.

Commercial Paper – An unsecured short-term promissory note issued primarily by corporations with maturities ranging from two to 270 days. The credit risk of almost all commercial paper is rated by a rating service.

Committed Fund Balance – The committed fund balance includes amounts that can be used for specific purposes determined by formal action of the government's highest level of decision-making authority. These amounts have self-imposed limitations on use.

Comprehensive Annual Financial Report (CAFR) – A CAFR is a financial report that encompasses all funds of the government. In the financial section of the CAFR are the basic financial statements and required supplementary information as well as combining and individual fund financial statements as necessary. The CAFR also contains an introductory information and statistical section.

Current Financial Resources Measurement Focus - A measurement focus that reports on the near-term or current inflows, outflows and balances of spendable financial resources. This focus is unique to accounting and financial reporting for state and local governments and is used for reporting the financial position and results of operations of governmental funds.

Debt – An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, time warrants and notes.

Debt Coverage Ratio – This ratio is a comparative statistic illustrating the relationship between the pledged revenues to related debt service for a given year.

Debt Limit – The maximum amount of outstanding debt legally permitted.

Debt Proceeds – The difference between the face amount of debt and the issuance discount or the sum of the face amount and the issuance premium. Debt proceeds differ from cash receipts to the extent issuance costs, such as underwriters' fees, are withheld by the underwriter.

Debt Service Fund – A governmental fund type created to account for the accumulation of resources for and payment of general long-term debt principal and interest.



Enterprise Fund – A proprietary fund used to account for business like activities that provides goods or services to the general public for a fee.

Expenditures – Decrease in net financial resources on the transfer of property or services for the purpose of acquiring an asset or service.

Fiduciary Funds – Funds used to report assets held in a trustee or agency capacity for others and cannot therefore be used to support the government's own programs.

Financial Advisor – In the context of debt issuance, a consultant who advises the issuer on any of a variety of matters related to the issuance. The financial advisor sometimes also is referred to as the fiscal consultant.

Financial Audit – An audit designed to provide independent assurance whether the financial statements of a government entity are presented fairly in conformance with Generally Accepted Accounting Principles (GAAP).

Financial Resources – Resources that are or will become available for spending and include cash and resources ordinarily expected to be converted to cash i.e. receivables and prepaid assets.

Fiscal Year – A 12 month period to which the annual operating budget applies and at the end of which a government determines its financial position and results of its operations. For the VCTC, the 12-month period begins July 1st and ends June 30th.

Fund – A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities, and residual equities or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions and limitations.

Fund Balance – The difference between assets and liabilities reported in a governmental fund.

Fund Type – Any one of eleven classifications into which all funds are categorized in governmental accounting. Governmental fund types include general, special revenue, debt service, capital projects, and permanent funds. Proprietary fund types include the enterprise and internal service funds. Fiduciary fund types include pension trust, investment trust, private-purpose trust funds and agency funds.

GASB 34 – Statement No. 34, *Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments*, was issued by the Governmental Accounting Standards Board and it established new financial reporting standards for State and local governments. Under the new financial reporting model, governmental financial statements include basic financial statements that present both government-wide and fund financial statements and require supplementary information, including Management's Discussion and Analysis. The VCTC implemented GASB 34 in Fiscal Year 2003/2004.



GASB 45 – Statement No. 45, *Accounting for Other Post-employment Benefits (OPEB)*, issued by the Governmental Accounting Standards Board and implemented by VCTC in Fiscal Year 2008/2009. GASB 45 requires recognition of post-employment benefit costs, such as post-retirement health care costs, on an accrual basis over a period approximating the employee's years of service and to provide information about actuarial accrued liabilities associated with these benefits and whether and to what extent the plan is being funded.

GASB 54 – Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, issued by the Governmental Accounting Standards board and implemented by VCTC in Fiscal Year 2011/2012. GASB 54 deals with fund balance reporting and governmental fund type definitions. In the fund financial statements, governmental funds report nonspendable, restricted, committed, assigned and unassigned fund balances to identify the extent to which the Commission is bound to honor constraints on the specific purposes for which amounts can be spent.

GASB 68 – Statement No. 68, *Accounting and Financial Reporting for Pensions*, issued by the Governmental Accounting Standards Board and implemented by VCTC in Fiscal Year 2014/2015. GASB 68 requires reporting the net pension liability of the plan on the accrual accounting-based financial statements and enhancing the notes to the financial statements to provide a more comprehensive picture of the pension obligation and costs.

General Fund – The governmental fund type used to account for all financial resources, except those required to be accounted for in another fund.

General Ledger – A record containing the accounts needed to reflect the financial position and the results of operations of a government.

Generally Accepted Accounting Principles (GAAP) – These principles are the minimum standards and guidelines for financial accounting and reporting. GAAP encompasses the conventions, rules and procedures that serve as the norm for the fair presentation of financial statements and are set by GASB.

Generally Accepted Auditing Standards (GAAS) – Rules and guidelines established by the American Institute of Certified Public Accountants (AICPA) that govern the conduct of a financial audit.

Generally Accepted Government Auditing Standards (GAGAS) – Standard for the conduct and reporting of both financial and performance audits in the public sector promulgated by the Government Accountability Office through its publication Government Auditing Standards, commonly known as the “Yellow Book.”

Governmental Accounting Standards Board (GASB) – The primary authoritative accounting and financial reporting standard-setting body on the application of GAAP to State and local governments.

Governmental Funds – Funds generally used to account for tax-supported activities. The VCTC's governmental funds are comprised of general and special revenue funds.

Grant – A contribution by a government or other organization to support a particular function or program. VCTC receives many of its funds from State and Federal grants.



Independent Auditor – An auditor, who is independent, both in fact and appearance, of the entities they audit. Both GAAS and GAGAS set specific criteria that must be met for an audit to be considered independent.

Indirect Cost Allocation Plan – A cost allocation plan developed to identify and document the cost incurred to administer State and Federal programs and is used to recover such indirect costs from program grants or reimbursement agreements.

Inflow of resources – An acquisition of net position by the government that is applicable to the reporting period.

Internal Control – Policies and procedures established to provide reasonable assurance that specific government objectives will be achieved.

Joint Venture – A legal entity or other organization resulting from a contractual agreement and that is owned, operated, or governed by two or more participants as a separate and specific activity for the benefit of the public or service recipients and in which the government retains an on-going financial interest or on-going financial responsibility. For example, the VCTC is a member agency of Southern California Regional Rail Authority (SCRRA/MetroLink).

Legal Level of Budgetary Control – The level at which a government's management may not reallocate resources without special approval from the legislative body.

Liability – The present obligations to sacrifice resources that the government has little or no discretion to avoid.

Loan Receivable – An asset account reflecting amounts loaned to individuals or organizations external to the Agency, including notes taken as security for such loans.

Measurement Focus – The accrual basis of accounting adapted to the governmental funds' measurement focus according to which revenues and other financial resource increments (i.e. bond issue proceeds) are recognized when they become susceptible to accrual, that is when they become both "measurable" and "available to finance expenditures of the current period." Expenditures are recognized when the fund liability is incurred except for unmatured interest on general long-term debt and certain similar accrued obligations when due. The Commission's governmental funds are accounted for using the modified accrual basis of accounting.

Modified Accrual Basis – The basis of accounting where revenues are not recognized until they are both "measurable" and "available," and expenditures are generally recorded when a liability is incurred, except for expenditures related to debt service and compensated absences, which are recognized when payment is due.

Net Position – The residual of all other financial statement elements presented in a statement of financial position.

Nonspendable Fund Balance – The nonspendable fund balance includes amounts that are not in spendable form (i.e. prepaid items) or are legally or contractually required to be maintained intact (i.e. permanent endowments). These amounts are inherently nonspendable.



Other Financing Sources – Amounts classified separately from revenues to avoid distorting revenue trends that represent an increase in current financial resources. Other financing sources generally include general long-term debt proceeds, amounts equal to the present value of minimum lease payments arising from capital leases, proceeds from the sale of general fixed assets, and transfers in from another fund.

Other Financing Uses – Amounts classified separately from revenues to avoid distorting revenue trends that represent a decrease in current financial resources. Other financing uses generally include transfers out from one fund to another and the amount of refunding bond proceeds deposited with the escrow agent.

Outflow of Resources – A consumption of net position by the government that is applicable to the reporting period.

Overhead – Indirect costs that cannot be specifically associated with a given service, program, or department and thus, cannot be clearly associated with a particular functional category.

Principal – In the context of bonds, other than deep-discount debt, the face value or par value of a bond or issue of bonds payable on stated dates of maturity.

Program – Group activities, operations, or organizational units directed to attaining specific purposes or objectives.

Program Budget – A budget wherein expenditures are based primarily on the functions or activities of a government rather than specific items of cost or to specific departments.

Proprietary Fund - A fund used to account for business-like activities of a government. Examples of proprietary funds include enterprise funds and internal service funds.

Refunding Bonds – Bonds issued to retire bonds already outstanding. The proceeds of refunding bonds may be used to repay the previously issued debt (current refunding) or to be placed with an escrow agent and invested until used to pay principal and interest on an old debt at a future date (advance refunding).

Reimbursement Grant – A grant for which a potential recipient must first incur qualifying expenditures to be eligible.

Reserved Fund Balance – Those portions of a governmental fund's net assets that are not available for appropriation.

Restricted Fund Balance – The restricted fund balance includes amounts that are constrained by the specific purposes stipulated by external resource providers (law, creditor, bond covenant) and/or imposed constitutionally or by enabling legislation. These amounts have external enforceable limitations on use.



Special Revenue Fund – A governmental fund type used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specific purposes. VCTC's special revenue funds are the Local Transportation Fund, the State Transit Assistance Fund and the Service Authority for Freeway Emergencies.

Spendable Fund Balance – The spendable fund balance includes amounts that are in spendable form and are considered available for spending. Amounts in the spendable fund balance category are further classified in the following hierarchy: restricted, committed, assigned or unassigned.

Transfers – All interfund transfers representing flows of assets between funds of government without equivalent flows of assets in return and without a requirement for repayments.

Trust Fund – A fiduciary fund type used to report pension, investment, or private-purpose trust arrangements, under which principal and income benefit individuals, private organizations, or other government.

Trustee – A fiduciary holding property on behalf of another.

Unassigned Fund Balance – The unassigned fund balance includes the residual funds for the general fund and includes all amounts not contained in the other classifications.



APPENDIX C - SALARY SCHEDULE

Ventura County Transportation Commission Salary Schedule Fiscal Year 2016/2017

Department/Position	FTE	Annual Range Bottom	Annual Range Top	Exempt vs. Non-Exempt
TRANSIT AND TRANSPORTATION				
Transit Director	1.0	109,108	140,110	E
Program Manager, Regional Transit Planning	1.0	70,132	104,069	E
Program Manager, Transit Contracts	1.0	70,132	104,069	E
Transit Planner	1.0	50,100	83,945	NE
Transit Specialist	1.0	43,827	60,189	NE
Lead Customer Service Representative	1.0	43,827	60,189	NE
Customer Service Representative	2.0	24,960	38,201	NE
Administrative Assistant	0.6	43,827	60,189	NE
Transit and Transportation Subtotal:	8.6			
PLANNING AND TECHNOLOGY				
Planning and Technology Director	1.0	109,108	140,110	E
Information Technology Systems Analyst	1.0	70,132	104,069	E
Program Manager, Highway Capital	1.0	70,132	104,069	E
Program Manager, TDM	1.0	70,132	104,069	E
Program Analyst	1.0	50,100	83,945	NE
Planning and Technology Subtotal:	5.0			
PROGRAMMING				
Programming Director	1.0	109,108	140,110	E
Program Analyst	1.0	50,100	83,945	NE
Administrative Assistant	0.4	43,827	60,189	NE
Programming Subtotal:	2.4			
FINANCE				
Finance Director	1.0	109,108	140,110	E
Senior Accountant / Analyst	1.0	50,100	83,945	NE
Accounting Technician	1.0	43,827	60,189	NE
Finance Subtotal:	3.0			
ADMINISTRATION				
Executive Director	1.0	0	235,703	E
Clerk of the Board/Public Information Officer	1.0	70,132	104,069	E
Receptionist/Secretary	1.0	43,827	60,189	NE
Administration Subtotal:	3.0			
Total Budgeted Positions	22.0			
APPROVED POSITIONS NOT BUDGETED				
Intern	1.0	24,960	38,201	NE
Analyst	1.0	50,100	83,945	NE



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