



DRAFT REPORT  
MARCH 2020

# Gold Coast Transit District

## Ventura County Transportation Commission

Triennial Performance Audit for FY 2017 - FY 2019





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## Chapter 1

# Executive Summary

In 2019, the Ventura County Transportation Commission (VCTC) selected Moore & Associates, Inc. to prepare Triennial Performance Audits of itself as the RTPA as well as the nine public transit programs to which it allocates TDA funding. As one of the six statutorily designated County Transportation Commissions in the SCAG region, VCTC also functions as the respective county RTPA.

The California Public Utilities Code requires all recipients of Transit Development Act (TDA) Article 4 funding to complete an independent audit on a three-year cycle in order to maintain funding eligibility.

The Triennial Performance Audit is designed to be an independent and objective evaluation of the Gold Coast Transit District as a public transit operator, providing operator management with information on the economy, efficiency, and effectiveness of its programs across the prior three fiscal years. In addition to assuring legislative and governing bodies (as well as the public) that resources are being economically and efficiently utilized, the Triennial Performance Audit fulfills the requirement of PUC Section 99246(a) that the RTPA designate an entity other than itself to conduct a performance audit of the activities of each operator to whom it allocates TDA funds.

This chapter summarizes key findings and recommendations developed during the Triennial Performance Audit (TPA) of Gold Coast Transit District's public transit program for the period:

- Fiscal Year 2016/17,
- Fiscal Year 2017/18, and
- Fiscal Year 2018/19.

The Gold Coast Transit District (GCTD) provides bus and paratransit services in the cities of Ojai, Oxnard, Port Hueneme, and Ventura, as well as in unincorporated areas of western Ventura County. Serving a population of approximately 375,000 and providing approximately four million unlinked rides annually, GCTD is the largest public transit service provider in Ventura County. GCTD operates 23 fixed routes (including four school trippers) from approximately 4:45 a.m. to 10:30 p.m. weekdays, and weekends from approximately 4:45 a.m. to 10 p.m.

GCTD's paratransit service is known as ACCESS, a shared-ride origin-to-destination service for persons with disabilities and seniors age 65 and above. ACCESS provides transportation during the same days and hours the fixed-route service, and across the same service area.

This performance audit was conducted in accordance with generally accepted government auditing standards. Those standards require that the audit team plans and performs the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for its findings and conclusions based on the audit objectives. Moore & Associates believes the evidence obtained provides a reasonable basis for its findings and conclusions.

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This audit was also conducted in accordance with the processes established by the California Department of Transportation (Caltrans), as outlined in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*.

The Triennial Performance Audit includes five elements:

- Compliance requirements,
- Follow-up of prior report recommendations,
- Analysis of program data reporting,
- Performance Audit, and
- Functional review.

#### Test of Compliance

The auditors conclude the Gold Coast Transit District complies with the Transportation Development Act (TDA) regulations in an efficient and effective manner.

#### Status of Prior Recommendations

The prior triennial performance audit contained no findings or recommendations.

#### Findings and Recommendations

Based on discussions with District staff, analysis of program performance, and a review of program compliance and function, the audit team submits no findings for the Gold Coast Transit District.

## Chapter 2

# Audit Scope and Methodology

The Triennial Performance Audit (TPA) of the Gold Coast Transit District's public transit program covers the three-year period ending June 30, 2019. The California Public Utilities Code requires all recipients of Transit Development Act (TDA) funding to complete an independent review on a three-year cycle in order to maintain funding eligibility.

In 2019, the Ventura County Transportation Commission selected Moore & Associates, Inc. to prepare Triennial Performance Audits of itself as the RTPA, the five transit operators to which it allocates TDA Article 4 funding, and four additional transit operators that do not receive TDA Article 4 funding. Moore & Associates is a consulting firm specializing in public transportation. Selection of the consultant followed a competitive procurement process.

The Triennial Performance Audit is designed to be an independent and objective evaluation of the Gold Coast Transit District as a public transit operator. Direct benefits of a Triennial Performance Audit include providing operator management with information on the economy, efficiency, and effectiveness of its programs across the prior three years; helpful insight for use in future planning; and assuring legislative and governing bodies (as well as the public) that resources are being economically and efficiently utilized. Finally, the Triennial Performance Audit fulfills the requirement of PUC Section 99246(a) that the RTPA designate an entity other than itself to conduct a performance audit of the activities of each operator to whom it allocates funds.

This performance audit was conducted in accordance with generally accepted government auditing standards. Those standards require the audit team plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for its findings and conclusions based on the audit objectives. The auditors believe the evidence obtained provides a reasonable basis for our findings and conclusions.

The audit was also conducted in accordance with the processes established by the California Department of Transportation (Caltrans), as outlined in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*, as well as *Government Audit Standards* published by the U.S. Comptroller General.

### Objectives

A Triennial Performance Audit has four primary objectives:

1. Assess compliance with TDA regulations;
2. Review improvements subsequently implemented as well as progress toward adopted goals;
3. Evaluate the efficiency and effectiveness of the transit operator; and
4. Provide sound, constructive recommendations for improving the efficiency and functionality of the transit operator.

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#### Scope

The TPA is a systematic review of performance evaluating the efficiency, economy, and effectiveness of the transit operator. The audit of the Gold Coast Transit District included five tasks:

1. A review of compliance with TDA requirements and regulations.
2. An assessment of the implementation of recommendations contained in prior performance audits.
3. A verification of the methodology for calculating performance indicators including the following activities:
  - Assessment of internal controls,
  - Test of data collection methods,
  - Calculation of performance indicators, and
  - Evaluation of performance.
4. Examination of the following functions:
  - General management and organization;
  - Service planning;
  - Scheduling, dispatching, and operations;
  - Personnel management and training;
  - Administration;
  - Marketing and public information; and
  - Fleet maintenance.
5. Conclusions and recommendations to address opportunities for improvement based upon analysis of the information collected and the audit of the transit operator's major functions.

#### Methodology

The methodology for the Triennial Performance Audit of the Gold Coast Transit District included thorough review of documents relevant to the scope of the audit, as well as information contained on The District's website. The documents reviewed included the following (spanning the full three-year period):

- Triennial Performance Audit report for the prior audit period;
- Monthly performance reports;
- State Controller Reports;
- Annual budgets;
- TDA fiscal audits;
- Transit marketing collateral;
- Fleet inventory;
- Preventive maintenance schedules and forms;
- California Highway Patrol Terminal Inspection reports;
- National Transit Database reports;
- Accident/road call logs;
- Customer complaint logs;
- Short Range Transit Plan; and
- Organizational chart.



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The methodology for this review included a site visit to the Gold Coast Transit District operations and maintenance facility (1901 Auto Center Drive in Oxnard) on January 30, 2020. The audit team met with Steve Brown (General Manager), Reed Caldwell (Assistant General Manager), Michelle Pierret (Finance Manager), John Kelley (Operations Manager), Jim Beck (Interim Director of Operations and Maintenance), Vanessa Rauschenberger (Director of Planning and Marketing), Marlena Kohler (Purchasing Manager), Lili Marlene Tomen (Accounting Manager), Diana DeCoste (Finance consultant), Cynthia Torres Duque (Marketing Manager), Debbie Williams (Director of Human Resources), and Matt Miller (Planning Manager); reviewed materials germane to the triennial review; and toured the operations and maintenance facility.

This report is comprised of seven chapters divided into three sections:

1. Executive Summary: A summary of the key findings and recommendations developed during the Triennial Performance Audit process.
2. TPA Scope and Methodology: Methodology of the review and pertinent background information.
3. TPA Results: In-depth discussion of findings surrounding each of the subsequent elements of the audit:
  - Compliance with statutory and regulatory requirements,
  - Progress in implementing prior recommendations,
  - Performance measures and trends,
  - Functional audit, and
  - Findings and recommendations.

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## Chapter 3

# Program Compliance

This section examines the Gold Coast Transit District's compliance with the Transportation Development Act as well as relevant sections of the California Code of Regulations. An annual certified fiscal audit confirms TDA funds were apportioned in conformance with applicable laws, rules, and regulations. The Ventura County Transportation Commission considers full use of funds under California Code of Regulations (CCR) 6754(a) as referring to operating funds but not capital funds. The TPA findings and related comments are delineated in Exhibit 3.1.

Compliance was determined through discussions with GCTD staff as well as a physical inspection of relevant documents including the fiscal audits for each year of the triennium, TDA claim forms, State Controller annual filings, California Highway Patrol terminal inspections, year-end performance reports, and other compliance-related documentation.

The Gold Coast Transit District met the test of compliance with respect to Transportation Development Act (TDA) regulations.

### Recent Changes Regarding Compliance

Several changes specific to the TDA and TDA funding went into effect beginning July 1, 2016, and were in full effect throughout the current audit period. The first was a policy approved by VCTC which mandated funding originally received through the TDA would be classified as TDA funding even after being passed through to another entity. This disallowed the use of TDA funds passed from one claimant to another agency to be used as local support in the calculation of the farebox recovery ratio.

The second change was an amendment to the Public Utilities Code specific to the definition of operating cost and what costs can be excluded. It should be noted that many of the exclusions pertain only to *changes* in certain costs, either over the prior year or beyond the change in the Consumer Price Index. They do not apply to *all* costs related to specified exclusion categories.

Senate Bill 508, dated October 9, 2015, amended Section 99268.17 to read as follows:

**99268.17** (a) *Notwithstanding subdivision (a) of Section 99247, the following costs shall be excluded from the definition of "operating cost" for the purposes of calculating any required ratios of fare revenues to operating cost specified in this article:*

- (1) *The additional operating costs required to provide comparable complementary paratransit service as required by Section 37.121 of Title 49 of the Code of Federal Regulations, pursuant to the federal Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 120101 et seq.), as identified in the operator's paratransit plan pursuant to Section 37.139 of Title 49 of the Code of Federal Regulations that exceed the operator's costs required to provide comparable paratransit service in the prior year as adjusted by the Consumer Price Index.*

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*(2) Cost increases beyond the change in the Consumer Price Index for all of the following:*

- (A) Fuel.*
- (B) Alternative fuel programs.*
- (C) Power, including electricity.*
- (D) Insurance premiums and payments in settlement of claims arising out of the operator's liability.*
- (E) State and federal mandates.*

*(3) Startup costs for new services for a period of not more than two years.*

*(b) The exclusion of costs from the definition of operating costs in subdivision (a) applies solely for the purpose of this article and does not authorize an operator to report an operating cost other than as defined in subdivision (a) of Section 99247 or a ratio of fare revenue to operating cost other than as that ratio is described elsewhere in this article, to any of the following entities:*

- (1) The Controller pursuant to Section 99243.*
- (2) The entity conducting the fiscal audit pursuant to Section 99245.*
- (3) The entity conducting the performance audit pursuant to Section 99246.*

Reporting forms for the State Controller for FY 2016/17 were not updated to reflect these exclusions. Reporting forms were updated and in place for FY 2017/18 and FY 2018/19. Gold Coast Transit District also documents its farebox recovery ratio clearly and effectively in its Comprehensive Annual Financial Report.

The third change, also contained within Senate Bill 508, related to the type of funds that can be used to supplement farebox revenue. Prior to this bill, "local funds" was defined as "revenues derived from taxed imposed by the operator or by a county transportation commission." S.B. 508 amended Section 99268.19 to read:

***99268.19*** *If fare revenues are insufficient to meet the applicable ratio of fare revenues to operating cost required by this article, an operator may satisfy that requirement by supplementing its fare revenues with local funds. As used in this section, "local funds" means any nonfederal or nonstate grant funds or other revenues generated by, earned by, or distributed to an operator.*

This expanded definition opened up new revenue sources that can be used to offset farebox shortfalls. Applicable revenues include funds received through advertising, interest income, sale of surplus vehicles, and other such sources. While these funds are no longer limited to those generated by local taxes, they cannot be state or federal funds. The Gold Coast Transit District incorporates such supplemental revenues into its farebox recovery ratio calculations.

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#### The Future of the Transportation Development Act<sup>1</sup>

In the nearly 50 years since the introduction of the Transportation Development Act, there have been many changes to public transportation in California. Many operators face significant challenges in meeting the farebox recovery ratio requirement, and it calls into question whether that remains the best measure for TDA compliance. In 2018, the chairs of California's state legislative transportation committees requested the California Transit Association spearhead a policy task force to examine the TDA.

Numerous meetings were conducted with the TDA task force across a full year. Other efforts included input from state-level stakeholders as well as transit agencies. It also reviewed the results of two research projects requested by legislative leaders and conducted by the UCLA Institute of Transportation Studies. Two particularly important conclusions were:

- The state's goals for transit have changed and broadened considerably since 1971 when the TDA became law and 1978 when the farebox recovery requirement was added; and
- A survey of California transit and regional agency professionals reveals the current TDA requirements appear to influence agency management decisions in ways that do not align with the state's current goals for transit.

The task force then set forth a draft framework for TDA reform that maintained the farebox recovery requirement but significantly changed how it would be applied. The draft framework:

1. Retains TDA's current farebox recovery requirements as an important data set for policymakers at all levels. The ratios would be targets that all transit agencies should try to hit.
2. Removes financial penalties associated with missing farebox recovery requirements for all agencies.
3. Requires agencies that miss their required farebox recovery for three years in a row be given the option in year four to either 1) develop and submit an action plan to the RTPA that details the steps it will take to meet its farebox recovery requirement; or 2) develop new targets, in collaboration with the RTPA, that monitor the transit agency's contribution to local, community, regional, or statewide goals.
4. Adjusts some aspects of the farebox recovery ratio definitions for the numerator and denominator, and lower the basic targets, to better reflect current goals and objectives for public transit, and to more realistically accommodate today's most pressing transit challenges and unfunded mandates.

While these proposed changes to the TDA legislation have yet to be finalized and enacted, it is very likely the TDA will undergo significant revisions during the next audit period. As a result, the test of compliance may look quite different in subsequent triennial performance audits.

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<sup>1</sup> Letter from Rick Ramacier, State Legislative Committee Chair, California Transit Association, and Joshua W. Shaw, Executive Director, California Transit Association to California Transit Association members, RTPAs, and other public transit systems. Subject: Transportation Development Act Reform – A Draft Framework (inclusive of Attachment 1, Draft Framework). Dated January 8, 2020.

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#### Exhibit 3.1 Transit Development Act Compliance Requirements

Compliance Element	Reference	Compliance	Comments
State Controller Reports submitted on time.	PUC 99243	In compliance	FY 2016/17: January 31, 2018 FY 2017/18: January 31, 2019 FY 2018/19: January 31, 2020
Fiscal and compliance audits submitted within 180 days following the end of the fiscal year (or with up to 90-day extension).	PUC 99245	In compliance	FY 2016/17: November 30, 2017 FY 2017/18: October 31, 2018 FY 2018/19: November 27, 2019  <i>Subrecipient audits:</i> City of Oxnard FY 2016/17: December 31, 2017 FY 2017/18: February 28, 2019 FY 2018/19: February 18, 2020  City of San Buenaventura FY 2016/17: December 31, 2017 FY 2017/18: February 20, 2019 FY 2018/19: January 31, 2020  City of Ojai FY 2016/17: December 31, 2017 FY 2017/18: February 26, 2019 FY 2018/19: January 31, 2020  City of Port Hueneme FY 2016/17: December 31, 2017 FY 2017/18: February 28, 2019 FY 2018/19: February 18, 2020  County of Ventura FY 2016/17: December 31, 2017 FY 2017/18: February 28, 2019 FY 2018/19: February 7, 2020
Operator's terminal rated as satisfactory by CHP within the 13 months prior to each TDA claim.	PUC 99251 B	In compliance	<i>301 E. 3<sup>rd</sup> Street</i> November 3, 2015 November 8, 2016 November 29, 2017 November 15, 2018  <i>1901 Auto Center Drive</i> November 13, 2019  <i>940 Maulhardt Ave.</i> August 23, 2016 August 24, 2017 August 10, 2018 September 4, 2019
Operator's claim for TDA funds submitted in compliance with rules and regulations adopted by the RTPA.	PUC 99261	In compliance	

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Compliance Element	Reference	Compliance	Comments
If operator serves urbanized and non-urbanized areas, it has maintained a ratio of fare revenues to operating costs at least equal to the ratio determined by the rules and regulations adopted by the RTPA.	PUC 99270.1	Not applicable	
An operator receiving allocations under Article 8(c) may be subject to regional, countywide, or subarea performance criteria, local match requirements, or fare recovery ratios adopted by resolution of the RTPA.	PUC 99405	Not applicable	GCTD does not receive Article 8(c) funding.
The operator's operating budget has not increased by more than 15% over the preceding year, nor is there a substantial increase or decrease in the scope of operations or capital budget provisions for major new fixed facilities unless the operator has reasonably supported and substantiated the change(s).	PUC 99266	In compliance	FY 2016/17: 14.1% FY 2017/18: 2.5% FY 2018/19: 14.3%
The operator's definitions of performance measures are consistent with the Public Utilities Code Section 99247.	PUC 99247	In compliance	
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating cost at least equal to one-fifth (20 percent).	PUC 99268.2, 99268.4, 99268.1	In compliance	FY 2016/17: 20.89% FY 2017/18: 25.30% FY 2018/19: 20.30%  <i>Source: Fiscal Audits, FY 2017 – FY 2019.</i>
If the operator serves a rural area, it has maintained a ratio of fare revenues to operating cost at least equal to one-tenth (10 percent).	PUC 99268.2, 99268.4, 99268.5	Not applicable	
For a claimant that provides only services to elderly and handicapped persons, the ratio of fare revenues to operating cost shall be at least 10 percent.	PUC 99268.5, CCR 6633.5	In compliance	FY 2016/17: 19.21% FY 2017/18: 18.10% FY 2018/19: 14.80%  <i>Source: CAFRs, FY 2017 – FY 2019.</i>
The current cost of the operator's retirement system is fully funded with respect to the officers and employees of its public transportation system, or the operator is implementing a plan approved by the RTPA, which will fully fund the retirement system for 40 years.	PUC 99271	In compliance	GCTD employees are eligible for benefits through CalPERS.
If the operator receives State Transit Assistance funds, the operator makes full use of funds available to it under the Urban Mass Transportation Act of 1964 before TDA claims are granted.	CCR 6754 (a) (3)	In compliance	

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Compliance Element	Reference	Compliance	Comments
In order to use State Transit Assistance funds for operating assistance, the operator's total operating cost per revenue hour does not exceed the sum of the preceding year's total plus an amount equal to the product of the percentage change in the CPI for the same period multiplied by the preceding year's total operating cost per revenue hour. An operator may qualify based on the preceding year's operating cost per revenue hour or the average of the three prior years. If an operator does not meet these qualifying tests, the operator may only use STA funds for operating purposes on a sliding scale.	PUC 99314.6	In compliance	
A transit claimant is precluded from receiving monies from the Local Transportation Fund and the State Transit Assistance Fund in an amount which exceeds the claimant's capital and operating costs less the actual amount of fares received, the amount of local support required to meet the fare ratio, the amount of federal operating assistance, and the amount received during the year from a city or county to which the operator has provided services beyond its boundaries.	CCR 6634	In compliance	



## Chapter 4

# Prior Recommendations

This section reviews and evaluates the implementation of prior Triennial Performance Audit recommendations. This objective assessment provides assurance the Gold Coast Transit District has made quantifiable progress toward improving both the efficiency and effectiveness of its public transit program.

The prior audit – completed in 2017 by Moore & Associates, Inc./Ma and Associates for the three fiscal years ending June 30, 2016 – prescribed no recommendations for the Gold Coast Transit District.

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## Chapter 5

# Performance Analysis

Performance indicators are typically employed to quantify and assess the efficiency of a transit operator's activities. Such indicators provide insight into current operations as well as trend analysis of operator performance. Through a review of indicators, relative performance as well as possible inter-relationships between major functions is revealed.

The Transportation Development Act (TDA) requires recipients of TDA funding to track and report five performance indicators:

- Operating Cost/Passenger,
- Operating Cost/Vehicle Service Hour,
- Passengers/Vehicle Service Hour,
- Passengers/Vehicle Service Mile, and
- Vehicle Service Hours/Employee.

To assess the validity and use of performance indicators, the audit team performed the following activities:

- Assessed internal controls in place for the collection of performance-related information,
- Validated collection methods of key data,
- Calculated performance indicators, and
- Evaluated performance indicators.

The procedures used to calculate TDA-required performance measures for the current triennium were verified and compared with indicators included in similar reports to external entities (i.e., State Controller and Federal Transit Administration).

### Operating Cost

The Transportation Development Act requires an operator to track and report transit-related costs reflective of the Uniform System of Accounts and Records developed by the State Controller and the California Department of Transportation. The most common method for ensuring this occurs is through a compliance audit report prepared by an independent auditor in accordance with California Code of Regulations Section 6667<sup>2</sup>. The annual independent financial audit should confirm the use of the Uniform System of Accounts and Records. *Operating cost* – as defined by PUC Section 99247(a) – excludes the following:

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<sup>2</sup> CCR Section 6667 outlines the minimum tasks which must be performed by an independent auditor in conducting the annual fiscal and compliance audit of the transit operator.

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- Cost in the depreciation and amortization expense object class adopted by the State Controller pursuant to PUC Section 99243,
- Subsidies for commuter rail services operated under the jurisdiction of the Interstate Commerce Commission,
- Direct costs of providing charter service, and
- Vehicle lease costs.

#### Vehicle Service Hours and Miles

*Vehicle Service Hours* (VSH) and *Miles* (VSM) are defined as the time/distance during which a revenue vehicle is available to carry fare-paying passengers, and which includes only those times/miles between the time or scheduled time of the first passenger pickup and the time or scheduled time of the last passenger drop-off during a period of the vehicle's continuous availability.<sup>3</sup> For example, demand-response service hours include those hours when a vehicle has dropped off a passenger and is traveling to pick up another passenger, but not those hours when the vehicle is unavailable for service due to driver breaks or lunch. For both demand-response and fixed-route services, service hours will exclude hours of "deadhead" travel to the first scheduled pick-up, and will also exclude hours of "deadhead" travel from the last scheduled drop-off back to the terminal. For fixed-route service, a vehicle is in service from first scheduled stop to last scheduled stop, whether or not passengers board or exit at those points (i.e., subtracting driver lunch and breaks but including scheduled layovers).

#### Passenger Counts

According to the Transportation Development Act, *total passengers* is equal to the total number of unlinked trips (i.e., those trips that are made by a passenger that involve a single boarding and departure), whether revenue-producing or not.

#### Employees

*Employee hours* is defined as the total number of hours (regular or overtime) which all employees have worked, and for which they have been paid a wage or salary. The hours must include transportation system-related hours worked by persons employed in connection with the system (whether or not the person is employed directly by the operator). Full-Time Equivalent (FTE) is calculated by dividing the number of person-hours by 2,000.

#### Fare Revenue

*Fare revenue* is defined by California Code of Regulations Section 6611.2 as revenue collected from the farebox plus sales of fare media.

#### TDA Required Indicators

To calculate the TDA indicators for the Gold Coast Transit District, the following sources were employed:

- Operating Cost was not independently calculated as part of this audit. Operating Cost data were obtained via Comprehensive Annual Financial Reports for each fiscal year covered by this audit. Operating Cost from the reports was compared against that reported to the State

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<sup>3</sup> A vehicle is considered to be in revenue service despite a no-show or late cancellation if the vehicle remains available for passenger use.

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- Controller was determined to be consistent with TDA guidelines and accurately reflects the costs for GCTD's transit services. In accordance with PUC Section 99247(a), the reported costs excluded depreciation and other allowable expenses.
- Fare Revenue was not independently calculated as part of this audit. Fare Revenue data were obtained via Comprehensive Annual Financial Reports for each fiscal year covered by this audit. Fare revenue from the reports is consistent with TDA guidelines.
  - Vehicle Service Hours (VSH) data were obtained via State Controller Reports for each fiscal year covered by this audit. Data from these reports were then compared with information included within GCTD's monthly performance data summary reports. GCTD calculates VSH using schedule hours reconciled with dispatcher daily logs. GCTD's calculation methodology is consistent with PUC guidelines.
  - Vehicle Service Miles (VSM) data were obtained via State Controller Reports for each fiscal year covered by this audit. Data from these reports were then compared with information included within GCTD's monthly performance data summary reports. GCTD calculates VSM by base mileage for all routes and multiplying base mileage by the number of trips, then adjusts for changes to service. This methodology is consistent with PUC guidelines.
    - Unlinked trip data were obtained via State Controller Reports for each fiscal year covered by this review. Data from these reports was then compared with information included within GCTD's monthly performance data summary reports. GCTD's calculation methodology is consistent with PUC guidelines.
    - Full-Time Equivalent (FTE) methodology was provided by GCTD and is consistent with the TDA definition.

#### System Performance Trends

System operating cost experienced a 32.5 percent increase across the past six years. During the current audit period, operating cost increased 11.1 percent. Unsupplemented fare revenue saw very little change, both across the past six years and during the current audit period. While fare revenues declined in FY 2015/16, FY 2016/17, and FY 2017/18, there were increases in FY 2014/15 and FY 2018/19.

Vehicle service hours (VSH) experienced a 9.1 percent net increase between FY 2013/14 and FY 2018/19, but a 2.0 percent decrease during the current audit period. Vehicle service miles (VSM) saw a net 13.2 percent increase in six years, but decreased less than one percent during the current audit period. While system ridership decreased 6.6 percent between FY 2013/14 and FY 2018/19, it increased 1.5 percent during the current audit period.

Cost-related performance indicators increased during the current audit period, reflecting a decline in cost-effectiveness. However, passenger-related indicators also increased overall during the current audit period, indicating an improvement in productivity. Unsupplemented farebox recovery ratio decreased by 9.6 percent during the current audit period, generally due to increases in operating cost and decreases in fare revenue.

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#### Exhibit 5.1 System Performance Indicators

Performance Measure	System-wide					
	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
<b>Operating Cost (Actual \$)</b>	\$18,531,482	\$19,381,448	\$20,617,881	\$22,113,345	\$23,706,366	\$24,560,098
Annual Change		4.6%	6.4%	7.3%	7.2%	3.6%
<b>Fare Revenue (Actual \$)</b>	\$3,198,697	\$3,418,633	\$3,323,511	\$3,204,858	\$3,112,123	\$3,216,832
Annual Change		6.9%	-2.8%	-3.6%	-2.9%	3.4%
<b>Vehicle Service Hours (VSH)</b>	230,577	236,301	244,910	256,733	252,796	251,657
Annual Change		2.5%	3.6%	4.8%	-1.5%	-0.5%
<b>Vehicle Service Miles (VSM)</b>	2,596,728	2,692,064	2,832,152	2,965,313	2,927,836	2,940,297
Annual Change		3.7%	5.2%	4.7%	-1.3%	0.4%
<b>Passengers</b>	3,900,253	3,993,451	3,893,947	3,588,390	3,718,811	3,642,129
Annual Change		2.4%	-2.5%	-7.8%	3.6%	-2.1%
<b>Employees</b>	215	223	234	238	240	237
Annual Change		3.7%	4.9%	1.7%	0.8%	-1.3%
<b>Performance Indicators</b>						
<b>Operating Cost/VSH (Actual \$)</b>	\$80.37	\$82.02	\$84.19	\$86.13	\$93.78	\$97.59
Annual Change		2.1%	2.6%	2.3%	8.9%	4.1%
<b>Operating Cost/Passenger (Actual \$)</b>	\$4.75	\$4.85	\$5.29	\$6.16	\$6.37	\$6.74
Annual Change		2.1%	9.1%	16.4%	3.4%	5.8%
<b>Passengers/VSH</b>	16.92	16.90	15.90	13.98	14.71	14.47
Annual Change		-0.1%	-5.9%	-12.1%	5.2%	-1.6%
<b>Passengers/VSM</b>	1.50	1.48	1.37	1.21	1.27	1.24
Annual Change		-1.2%	-7.3%	-12.0%	5.0%	-2.5%
<b>Farebox Recovery</b>	17.3%	17.6%	16.1%	14.5%	13.1%	13.1%
Annual Change		2.2%	-8.6%	-10.1%	-9.4%	-0.2%
<b>Hours/Employee</b>	1,072.5	1,059.6	1,046.6	1,078.7	1,053.3	1,061.8
Annual Change		-1.2%	-1.2%	3.1%	-2.4%	0.8%
<b>TDA Non-Required Indicators</b>						
<b>Operating Cost/VSM</b>	\$7.14	\$7.20	\$7.28	\$7.46	\$8.10	\$8.35
Annual Change		0.9%	1.1%	2.4%	8.6%	3.2%
<b>VSM/VSH</b>	11.26	11.39	11.56	11.55	11.58	11.68
Annual Change		1.2%	1.5%	-0.1%	0.3%	0.9%
<b>Fare/Passenger</b>	\$0.82	\$0.86	\$0.85	\$0.89	\$0.84	\$0.88
Annual Change		4.4%	-0.3%	4.6%	-6.3%	5.5%

Sources: All operating cost and fare revenue from Comprehensive Annual Financial Reports.  
Performance data from State Controller Reports.

# Gold Coast Transit District

## Triennial Performance Audit, FY 2017 – FY 2019

### Draft Report

Exhibit 5.2 System Ridership

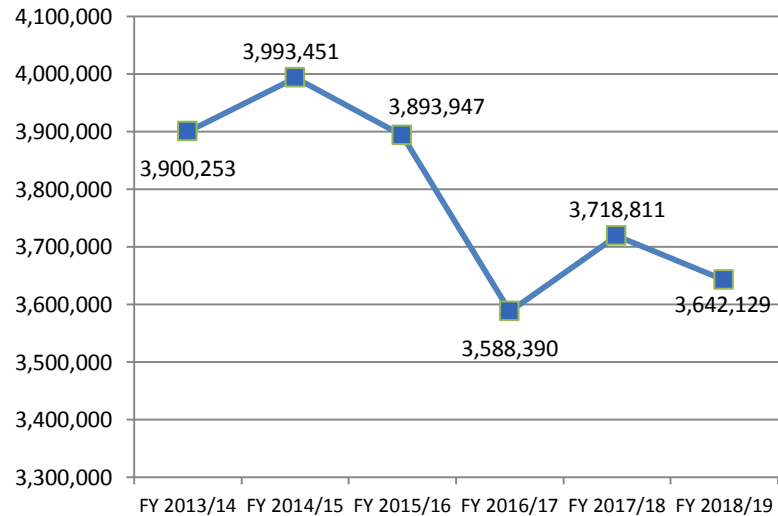


Exhibit 5.3 System Operating Cost/VSH

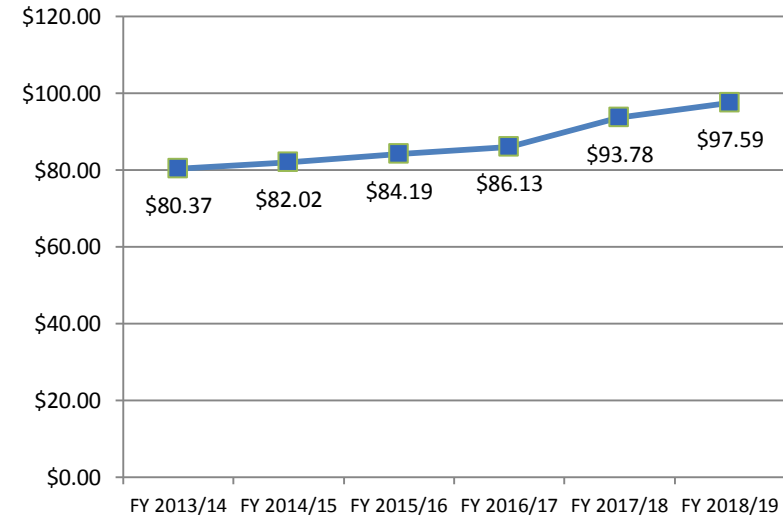


Exhibit 5.4 System Operating Cost/VSM

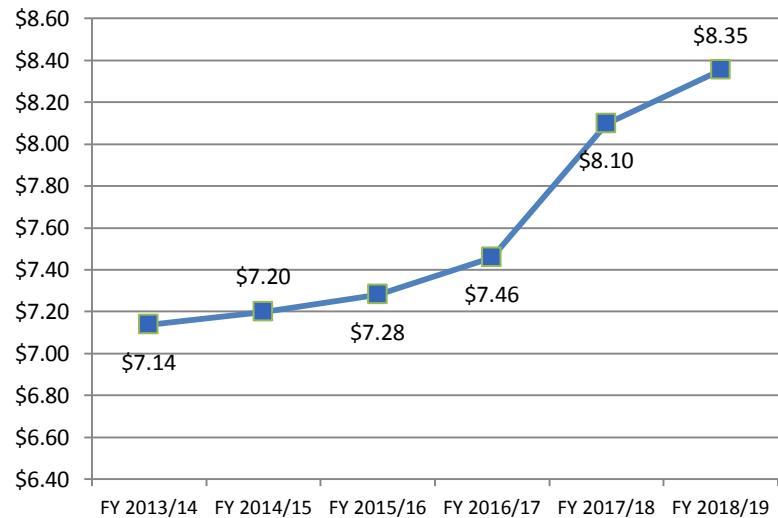
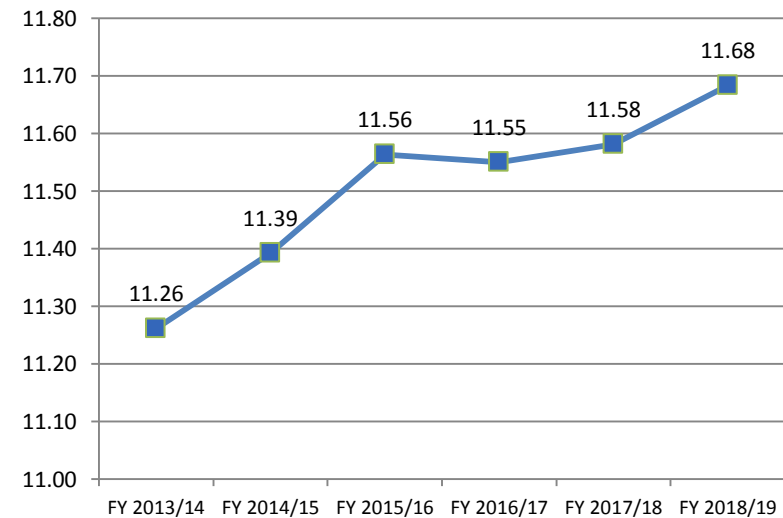


Exhibit 5.5 System VSM/VSH



# Gold Coast Transit District

Triennial Performance Audit, FY 2017 – FY 2019

Draft Report

Exhibit 5.6 System Operating Cost/Passenger

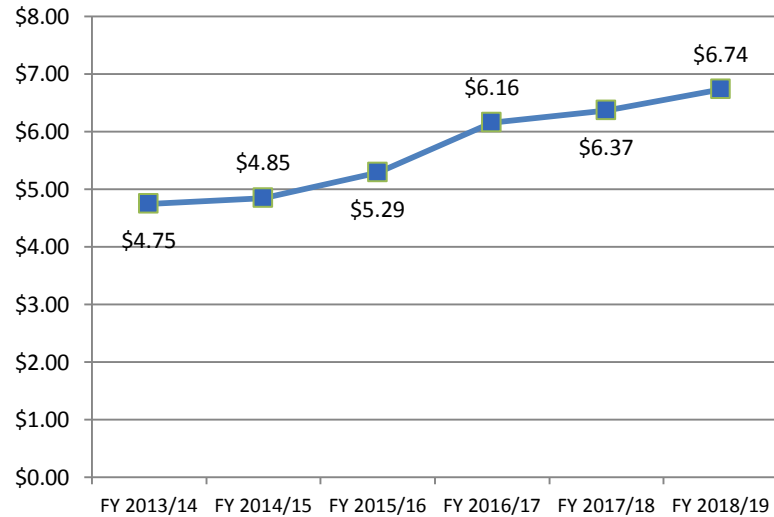


Exhibit 5.7 System Passengers/VSH

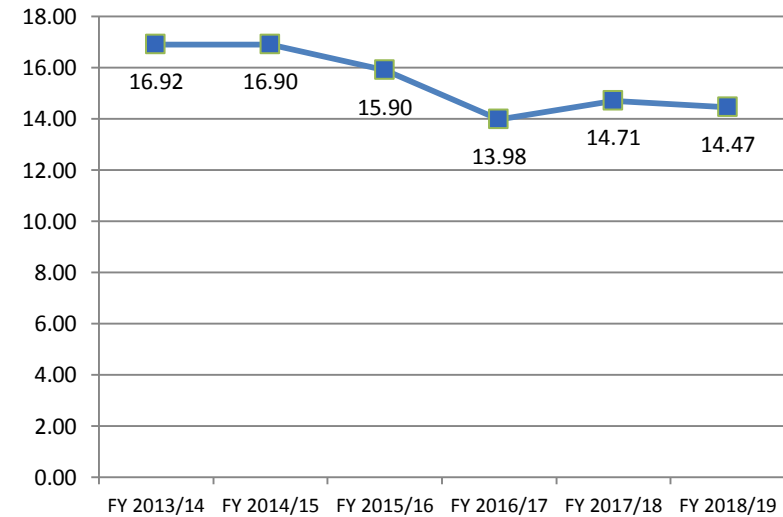


Exhibit 5.8 System Passengers/VSM

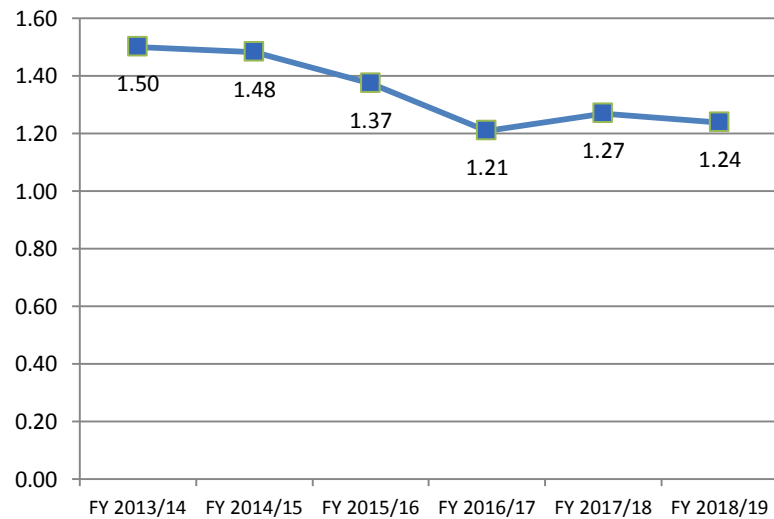
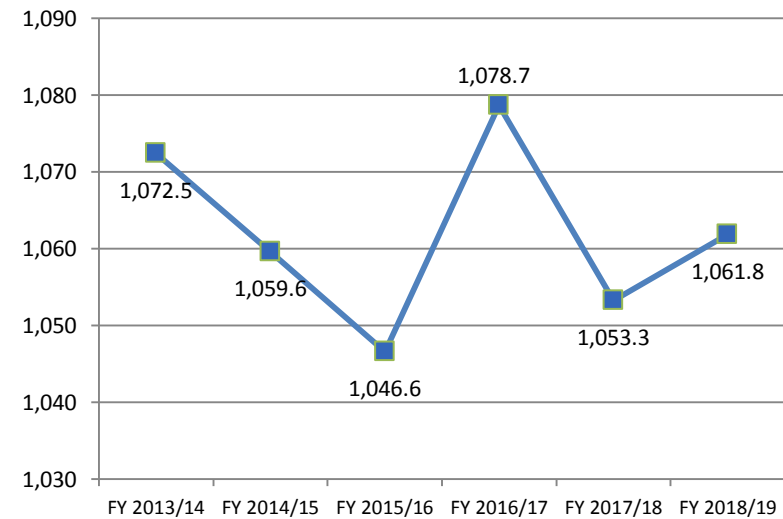


Exhibit 5.9 System VSH/FTE





## Gold Coast Transit District

Triennial Performance Audit, FY 2017 – FY 2019

Draft Report

Exhibit 5.10 System Farebox Recovery

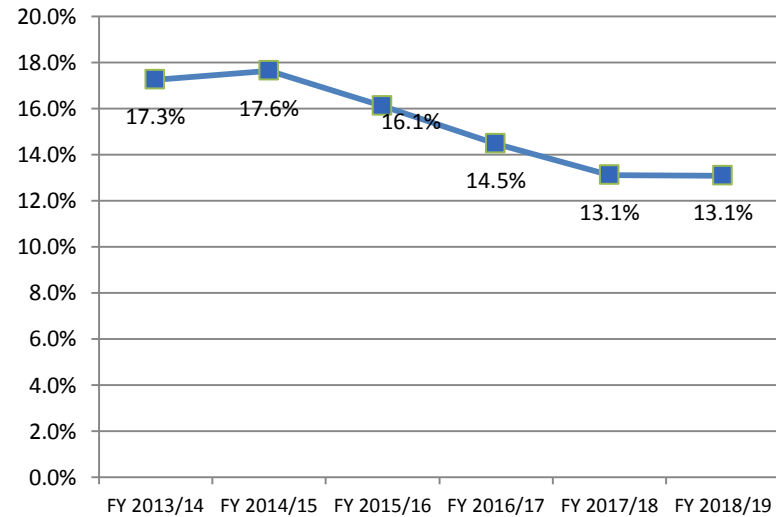
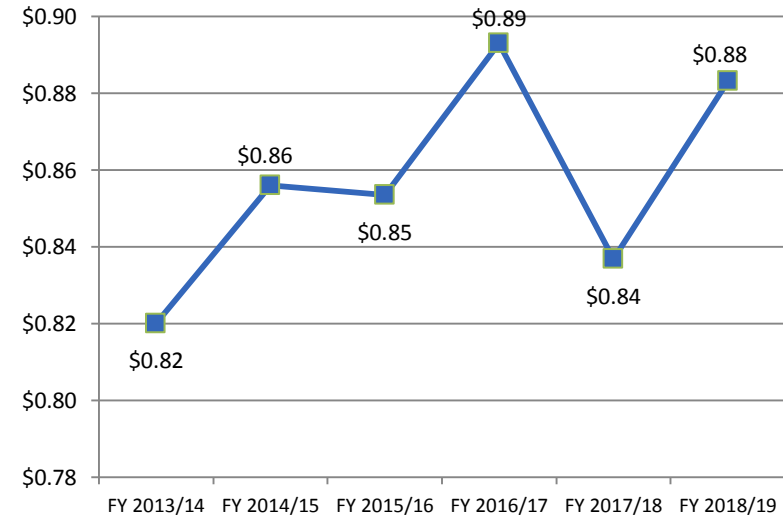


Exhibit 5.11 System Fare/Passenger



## Gold Coast Transit District

### Triennial Performance Audit, FY 2017 – FY 2019

#### Draft Report

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#### Fixed-Route Performance

Fixed-route operating cost posted a 31.4 percent increase across the past six years. During the current audit period, operating cost increased 11.1 percent. Unsupplemented fare revenue experienced a 4.8 percent net decrease across the past six years, yet only a 2.9 percent net decrease during the current audit period. While fare revenues declined in FY 2015/16, FY 2016/17, and FY 2017/18, there were increases in FY 2014/15 and FY 2018/19.

Vehicle service hours (VSH) experienced a 2.3 percent net increase between FY 2013/14 and FY 2018/19, but a less than one percent decrease during the current audit period. Vehicle service miles (VSM) saw a net 5.8 percent increase in six years, yet a net decrease of just 0.2 percent during the current audit period. While fixed-route ridership decreased 7.7 percent between FY 2013/14 and FY 2018/19, it increased 1.5 percent during the current audit period.

Cost-related performance indicators increased during the current audit period, reflecting a decline in cost-effectiveness. However, passenger-related indicators also increased overall during the current audit period, indicating an improvement in productivity. Unsupplemented farebox recovery ratio decreased 12.6 percent during the current audit period, generally due to increases in operating cost and decreases in fare revenue.

# Gold Coast Transit District

## Triennial Performance Audit, FY 2017 – FY 2019

### Draft Report

Exhibit 5.12 Fixed-Route Performance Indicators

Performance Measure	Fixed-Route					
	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
<b>Operating Cost (Actual \$)</b>	\$16,019,298	\$16,723,757	\$17,770,454	\$18,949,465	\$20,327,043	\$21,052,979
<i>Annual Change</i>		4.4%	6.3%	6.6%	7.3%	3.6%
<b>Fare Revenue (Actual \$)</b>	\$2,996,373	\$3,211,258	\$3,068,465	\$2,936,328	\$2,808,293	\$2,852,620
<i>Annual Change</i>		7.2%	-4.4%	-4.3%	-4.4%	1.6%
<b>Vehicle Service Hours (VSH)</b>	196,925	199,483	201,903	202,365	203,608	201,430
<i>Annual Change</i>		1.3%	1.2%	0.2%	0.6%	-1.1%
<b>Vehicle Service Miles (VSM)</b>	2,044,386	2,111,023	2,168,198	2,163,750	2,192,835	2,163,228
<i>Annual Change</i>		3.3%	2.7%	-0.2%	1.3%	-1.4%
<b>Passengers</b>	3,817,758	3,908,847	3,800,673	3,474,161	3,616,387	3,524,673
<i>Annual Change</i>		2.4%	-2.8%	-8.6%	4.1%	-2.5%
<b>Employees</b>	183	189	195	194	198	195
<i>Annual Change</i>		3.3%	3.2%	-0.5%	2.1%	-1.5%
<b>Performance Indicators</b>						
<b>Operating Cost/VSH (Actual \$)</b>	\$81.35	\$83.84	\$88.01	\$93.64	\$99.83	\$104.52
<i>Annual Change</i>		3.1%	5.0%	6.4%	6.6%	4.7%
<b>Operating Cost/Passenger (Actual \$)</b>	\$4.20	\$4.28	\$4.68	\$5.45	\$5.62	\$5.97
<i>Annual Change</i>		2.0%	9.3%	16.7%	3.1%	6.3%
<b>Passengers/VSH</b>	19.39	19.59	18.82	17.17	17.76	17.50
<i>Annual Change</i>		1.1%	-3.9%	-8.8%	3.5%	-1.5%
<b>Passengers/VSM</b>	1.87	1.85	1.75	1.61	1.65	1.63
<i>Annual Change</i>		-0.8%	-5.3%	-8.4%	2.7%	-1.2%
<b>Farebox Recovery</b>	18.7%	19.2%	17.3%	15.5%	13.8%	13.5%
<i>Annual Change</i>		2.7%	-10.1%	-10.3%	-10.8%	-1.9%
<b>Hours/Employee</b>	1,076.1	1,055.5	1,035.4	1,043.1	1,028.3	1,033.0
<i>Annual Change</i>		-1.9%	-1.9%	0.7%	-1.4%	0.5%
<b>TDA Non-Required Indicators</b>						
<b>Operating Cost/VSM</b>	\$7.84	\$7.92	\$8.20	\$8.76	\$9.27	\$9.73
<i>Annual Change</i>		1.1%	3.5%	6.9%	5.8%	5.0%
<b>VSM/VSH</b>	10.38	10.58	10.74	10.69	10.77	10.74
<i>Annual Change</i>		1.9%	1.5%	-0.4%	0.7%	-0.3%
<b>Fare/Passenger</b>	\$0.78	\$0.82	\$0.81	\$0.85	\$0.78	\$0.81
<i>Annual Change</i>		4.7%	-1.7%	4.7%	-8.1%	4.2%

Sources: All FY 2013/14 – FY 2015/16 data from prior Triennial Performance Audit.  
FY 2016/17 – FY 2018/19 operating cost and fare revenue from Comprehensive Annual Financial Reports.  
FY 2016/17 – FY 2018/19 performance data from State Controller Reports.

# Gold Coast Transit District

## Triennial Performance Audit, FY 2017 – FY 2019

### Draft Report

Exhibit 5.13 Fixed-Route Ridership

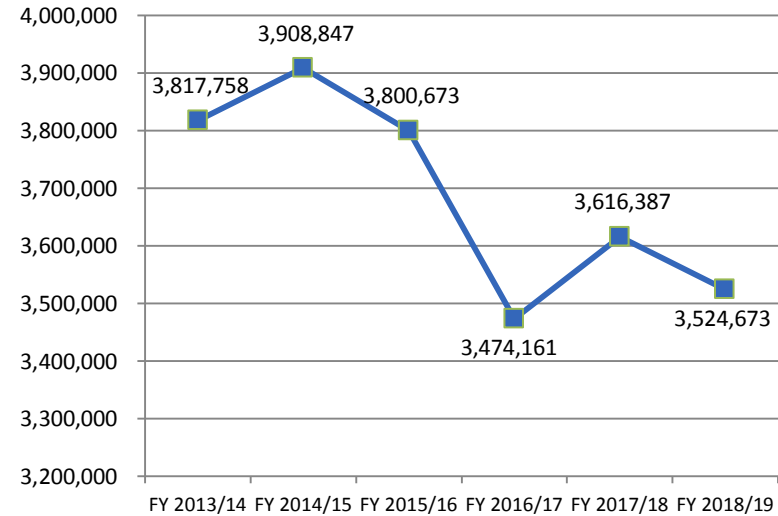


Exhibit 5.14 Fixed-Route Operating Cost/VSH

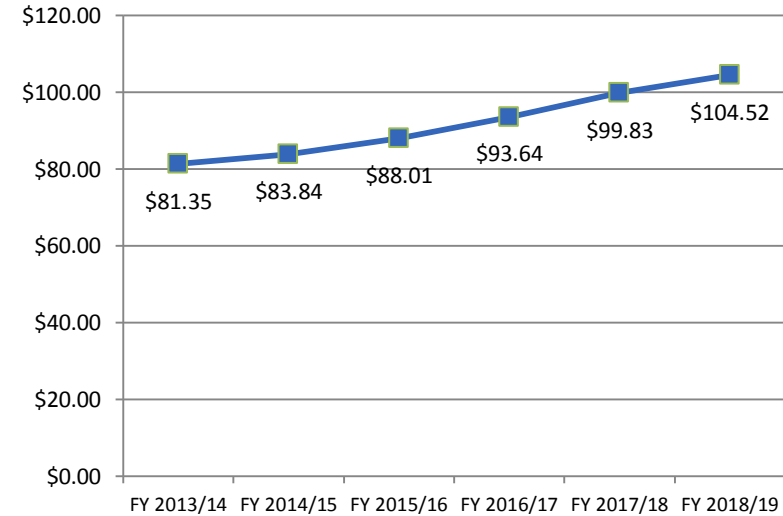


Exhibit 5.15 Fixed-Route Operating Cost/VSM

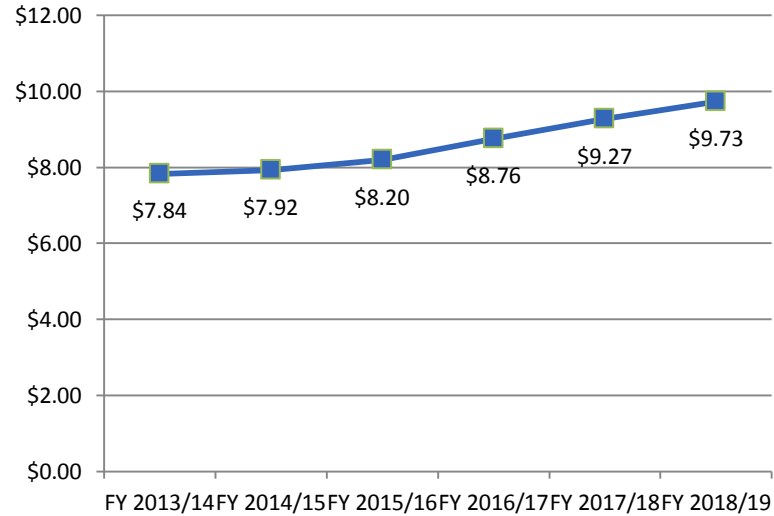
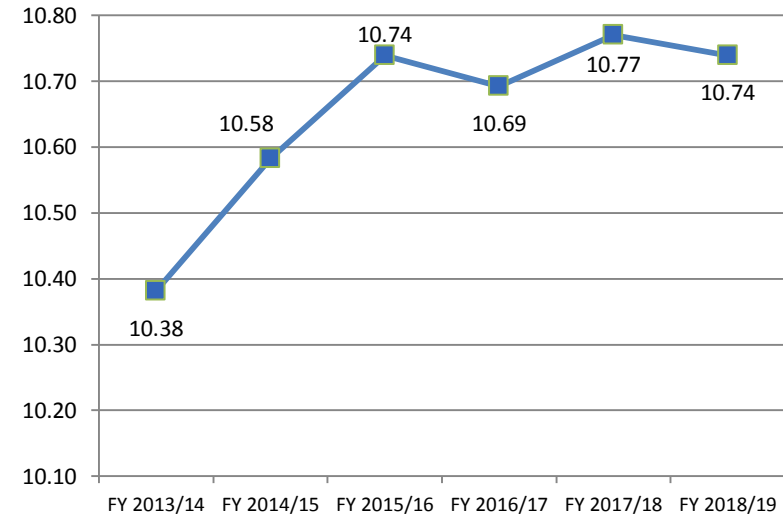


Exhibit 5.16 Fixed-Route VSM/VSH



## Gold Coast Transit District

Triennial Performance Audit, FY 2017 – FY 2019

Draft Report

Exhibit 5.17 Fixed-Route Operating Cost/Passenger

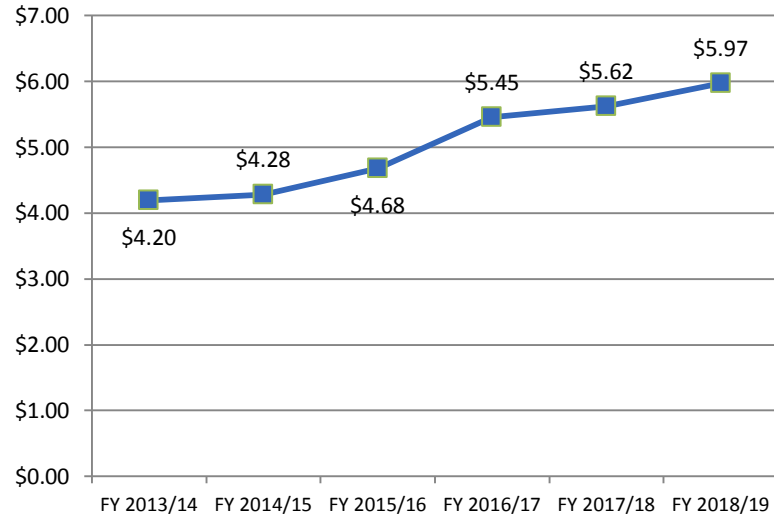


Exhibit 5.18 Fixed-Route Passengers/VSH

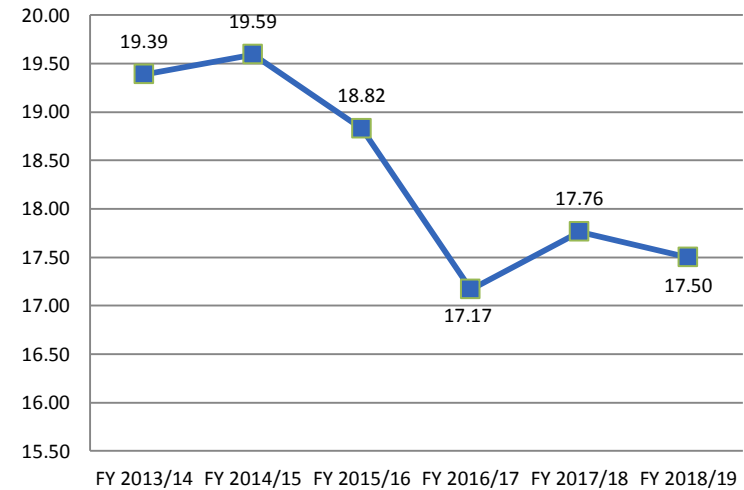


Exhibit 5.19 Fixed-Route Passengers/VSM

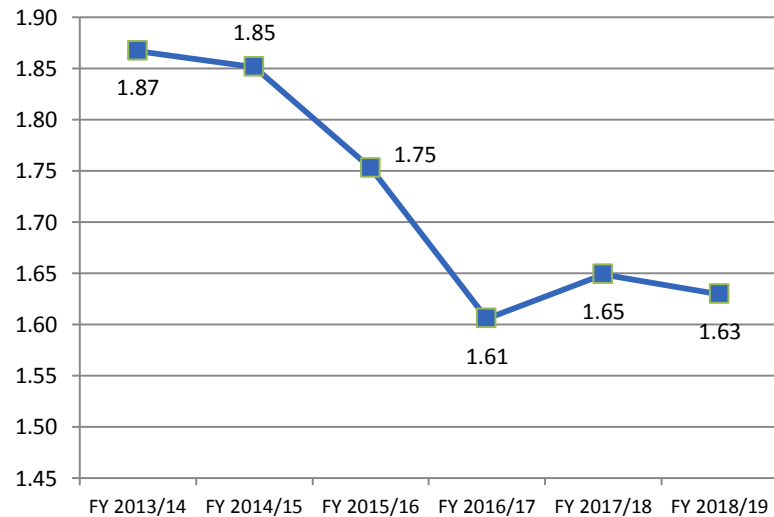
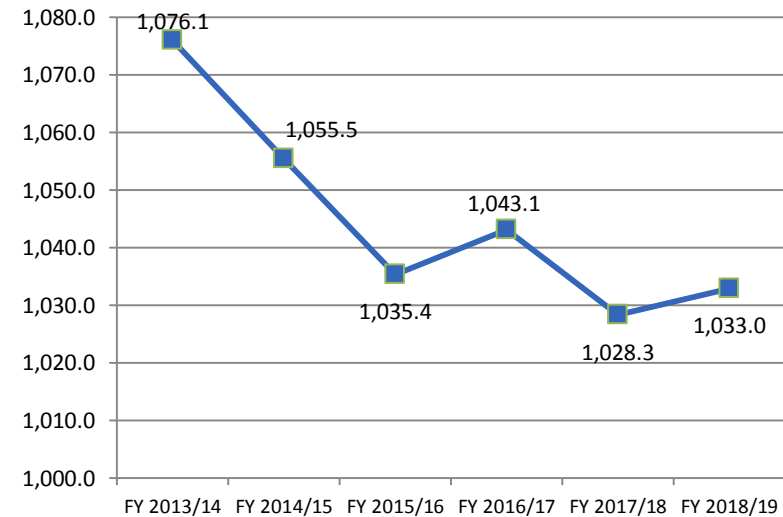


Exhibit 5.20 Fixed-Route VSH/FTE



## Gold Coast Transit District

Triennial Performance Audit, FY 2017 – FY 2019

Draft Report

Exhibit 5.21 Fixed-Route Farebox Recovery

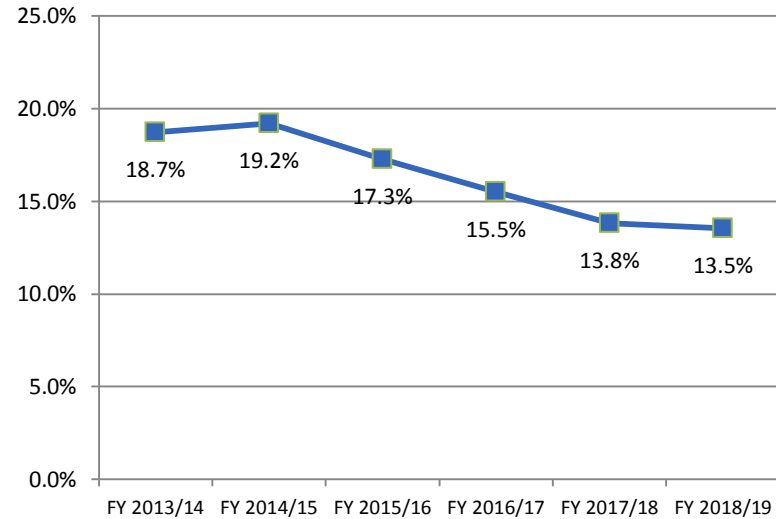
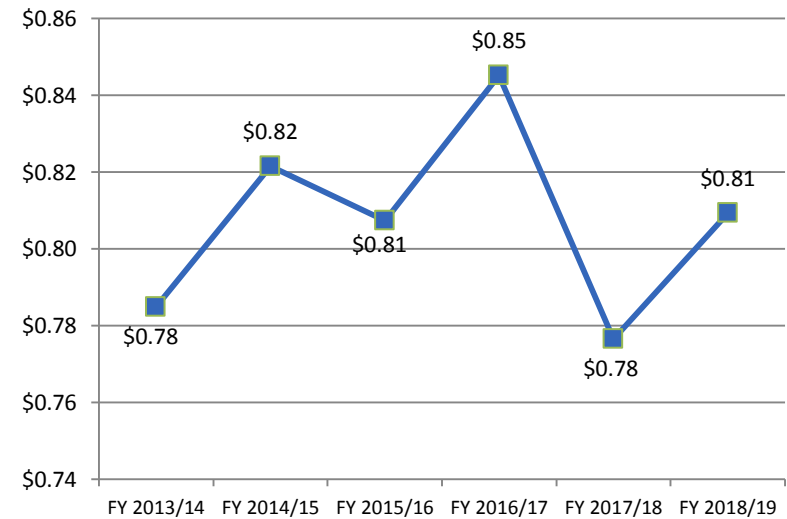


Exhibit 5.22 Fixed-Route Fare/Passenger



## Gold Coast Transit District

### Triennial Performance Audit, FY 2017 – FY 2019

#### Draft Report

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#### Demand-Response Performance

Demand-response operating cost posted a 39.6 percent increase across the past six years. During the current audit period, operating cost increased 10.9 percent. Unsupplemented fare revenue experienced an 80 percent increase across the past six years, and a 35.6 percent increase during the audit period. Fare revenue increased during each year of the current audit period.

Vehicle service hours (VSH) experienced a 49.3 percent net increase between FY 2013/14 and FY 2018/19, yet a 7.6 percent decrease during the audit period. Vehicle service miles (VSM) saw a net 40.7 percent increase in six years, yet a net decrease of 3.1 percent during the current audit period. While demand-response ridership increased 42.4 percent between FY 2013/14 and FY 2018/19, it decreased 4.6 percent during the current audit period.

Cost-related performance indicators increased during the current audit period, reflecting an erosion in cost-effectiveness. However, passenger-related indicators also increased overall during the audit period, indicating an improvement in productivity. Unsupplemented farebox recovery ratio increased by 22.4 percent during the current audit period, generally due to increases in fare revenue which outpaced increases in operating cost.

# Gold Coast Transit District

## Triennial Performance Audit, FY 2017 – FY 2019

### Draft Report

Exhibit 5.23 Demand-Response Performance Indicators

Performance Measure	Demand-Response					
	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
<b>Operating Cost (Actual \$)</b>	\$2,512,184	\$2,657,691	\$2,847,427	\$3,163,880	\$3,379,323	\$3,507,119
Annual Change		5.8%	7.1%	11.1%	6.8%	3.8%
<b>Fare Revenue (Actual \$)</b>	\$202,324	\$207,375	\$255,046	\$268,530	\$303,830	\$364,212
Annual Change		2.5%	23.0%	5.3%	13.1%	19.9%
<b>Vehicle Service Hours (VSH)</b>	33,652	36,818	43,007	54,368	49,188	50,227
Annual Change		9.4%	16.8%	26.4%	-9.5%	2.1%
<b>Vehicle Service Miles (VSM)</b>	552,342	581,041	663,954	801,563	735,001	777,069
Annual Change		5.2%	14.3%	20.7%	-8.3%	5.7%
<b>Passengers</b>	82,495	84,604	93,274	114,229	102,424	117,456
Annual Change		2.6%	10.2%	22.5%	-10.3%	14.7%
<b>Employees</b>	32	34	39	44	42	42
Annual Change		6.3%	14.7%	12.8%	-4.5%	0.0%
<b>Performance Indicators</b>						
<b>Operating Cost/VSH (Actual \$)</b>	\$74.65	\$72.18	\$66.21	\$58.19	\$68.70	\$69.83
Annual Change		-3.3%	-8.3%	-12.1%	18.1%	1.6%
<b>Operating Cost/Passenger (Actual \$)</b>	\$30.45	\$31.41	\$30.53	\$27.70	\$32.99	\$29.86
Annual Change		3.2%	-2.8%	-9.3%	19.1%	-9.5%
<b>Passengers/VSH</b>	2.45	2.30	2.17	2.10	2.08	2.34
Annual Change		-6.3%	-5.6%	-3.1%	-0.9%	12.3%
<b>Passengers/VSM</b>	0.15	0.15	0.14	0.14	0.14	0.15
Annual Change		-2.5%	-3.5%	1.4%	-2.2%	8.5%
<b>Farebox Recovery</b>	8.1%	7.8%	9.0%	8.5%	9.0%	10.4%
Annual Change		-3.1%	14.8%	-5.2%	5.9%	15.5%
<b>Hours/Employee</b>	1,051.6	1,082.9	1,102.7	1,235.6	1,171.1	1,195.9
Annual Change		3.0%	1.8%	12.1%	-5.2%	2.1%
<b>TDA Non-Required Indicators</b>						
<b>Operating Cost/VSM</b>	\$4.55	\$4.57	\$4.29	\$3.95	\$4.60	\$4.51
Annual Change		0.6%	-6.2%	-8.0%	16.5%	-1.8%
<b>VSM/VSH</b>	16.41	15.78	15.44	14.74	14.94	15.47
Annual Change		-3.8%	-2.2%	-4.5%	1.4%	3.5%
<b>Fare/Passenger</b>	\$2.45	\$2.45	\$2.73	\$2.35	\$2.97	\$3.10
Annual Change		-0.1%	11.6%	-14.0%	26.2%	4.5%

Sources: All FY 2013/14 – FY 2015/16 data from prior Triennial Performance Audit.  
FY 2016/17 – FY 2018/19 operating cost and fare revenue from Comprehensive Annual Financial Reports.  
FY 2016/17 – FY 2018/19 performance data from State Controller Reports.



# Gold Coast Transit District

## Triennial Performance Audit, FY 2017 – FY 2019

### Draft Report

Exhibit 5.24 Demand-Response Ridership

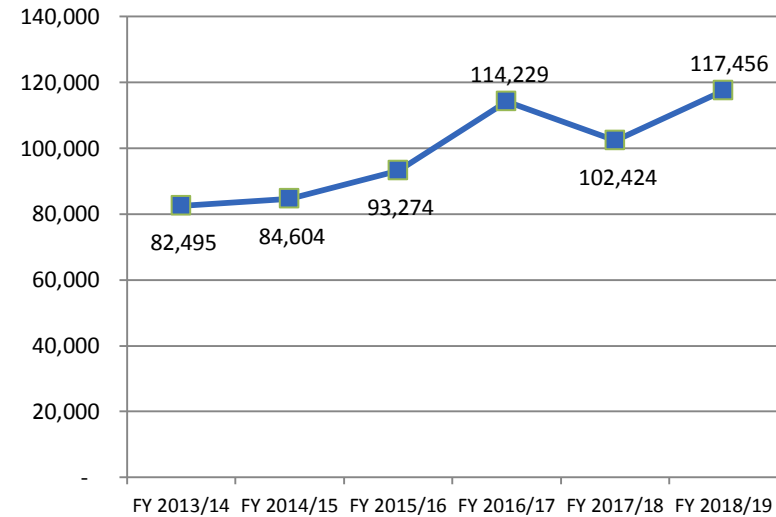


Exhibit 5.25 Demand-Response Operating Cost/VSH

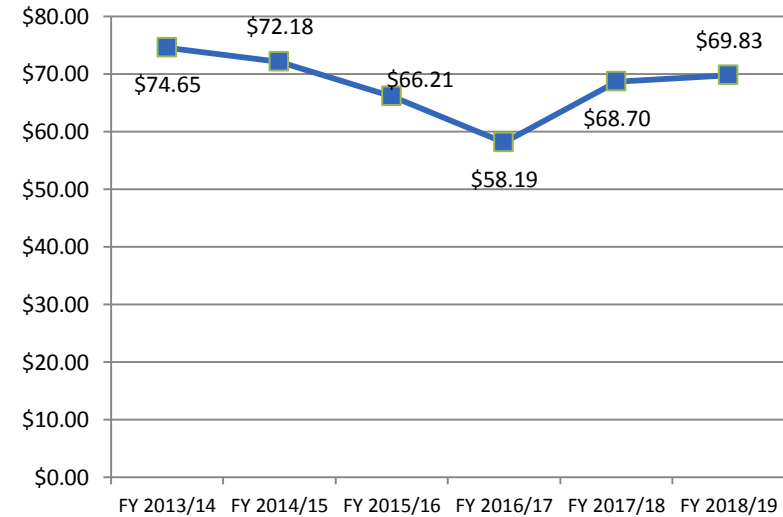


Exhibit 5.26 Demand-Response Operating Cost/VSM

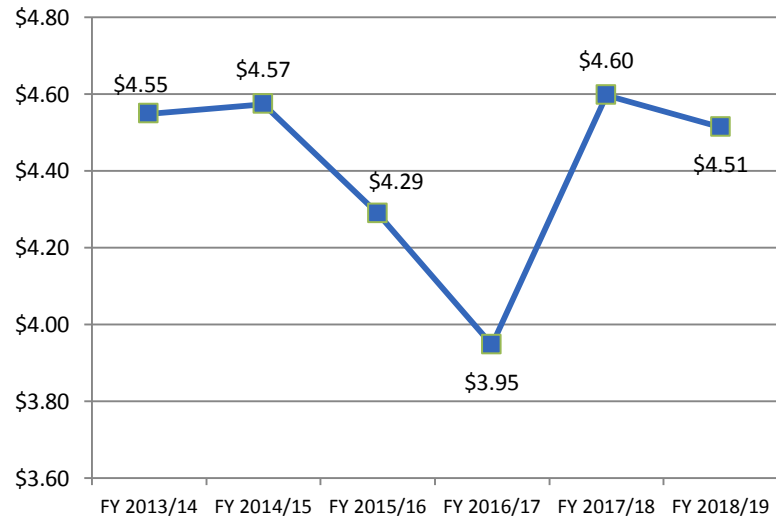
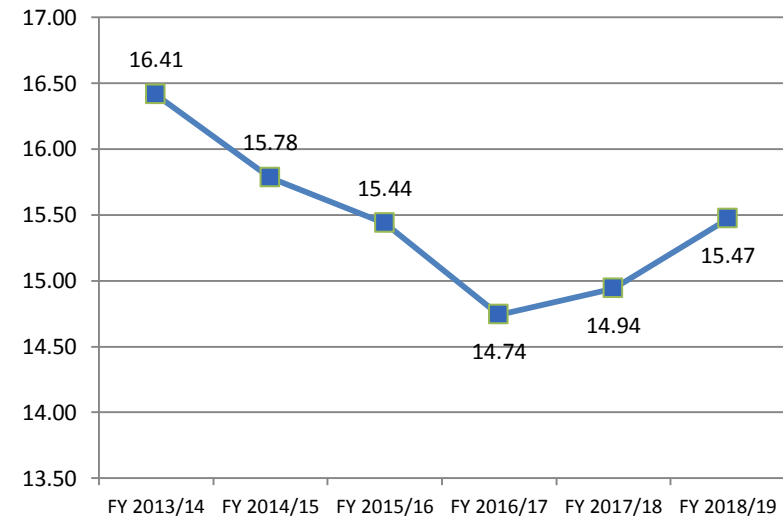


Exhibit 5.27 Demand-Response VSM/VSH



# Gold Coast Transit District

Triennial Performance Audit, FY 2017 – FY 2019

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Exhibit 5.28 Demand-Response Operating Cost/Passenger

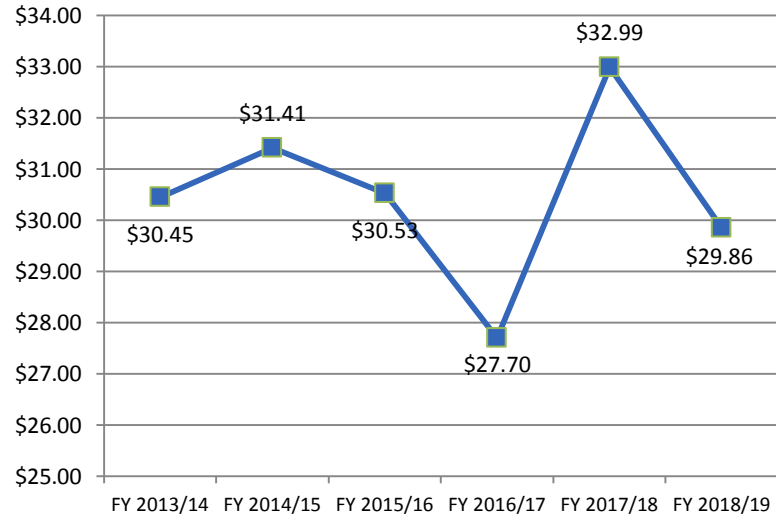


Exhibit 5.29 Demand-Response Passengers/VSH

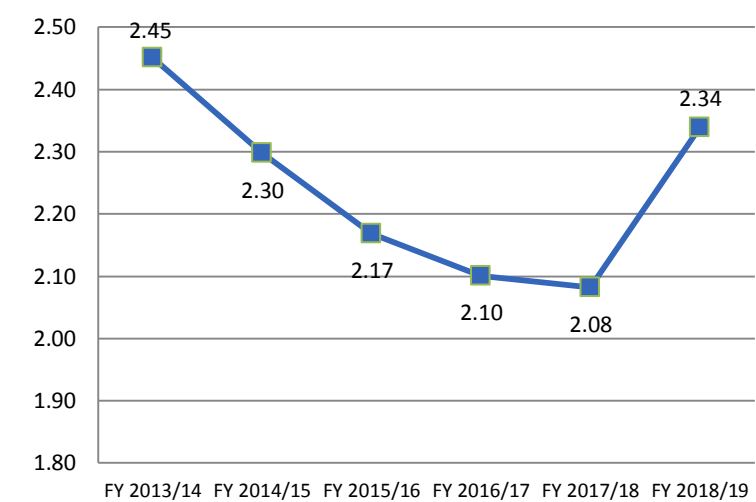


Exhibit 5.30 Demand-Response Passengers/VSM

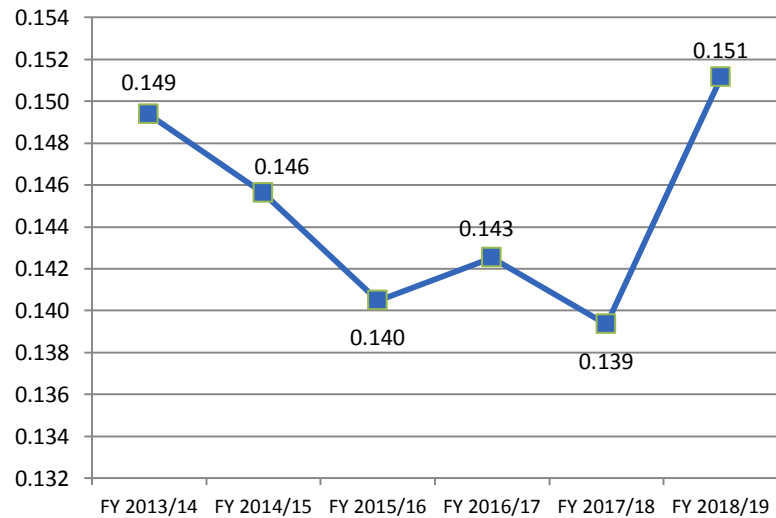
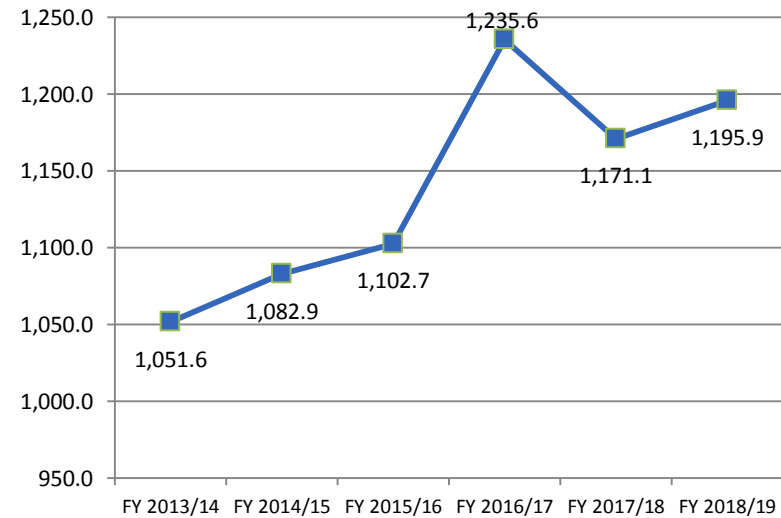


Exhibit 5.31 Demand-Response VSH/FTE



## Gold Coast Transit District

Triennial Performance Audit, FY 2017 – FY 2019

Draft Report

Exhibit 5.32 Demand-Response Farebox Recovery

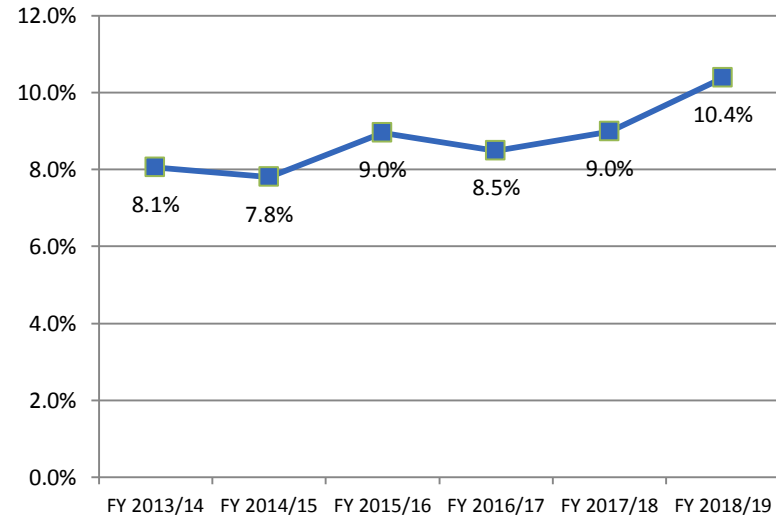
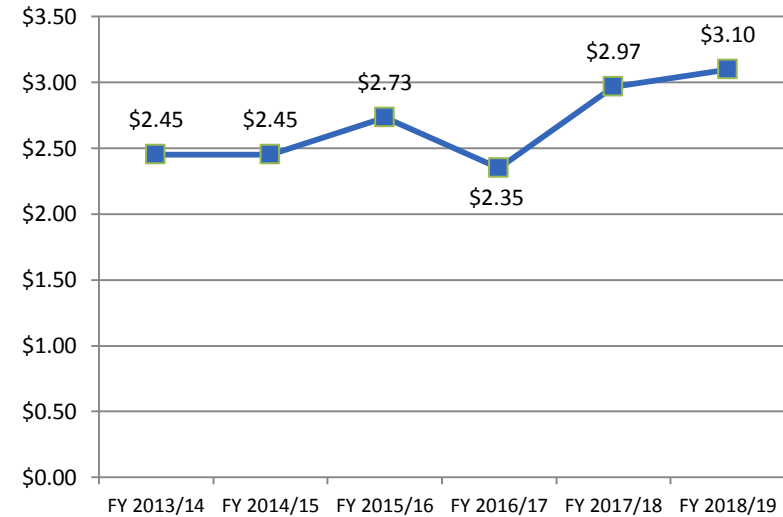


Exhibit 5.3 Demand-Response Fare/Passenger



## **Gold Coast Transit District**

Triennial Performance Audit, FY 2017 – FY 2019

Draft Report

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## Chapter 6

# Functional Review

A functional review of the Gold Coast Transit District's public transit program is intended to assess the effectiveness and efficiency of the operator. Following a general summary of the District's transit services, this chapter addresses seven functional areas. The list, taken from Section III of the *Performance Audit Guidebook* published by Caltrans, reflects those transit services provided by the Gold Coast Transit District through its transit program:

- General management and organization;
- Service planning;
- Scheduling, dispatch, and operations;
- Personnel management and training;
- Administration;
- Marketing and public information; and
- Fleet maintenance.

### Service Overview

The Gold Coast Transit District (GCTD) provides bus and paratransit services in the cities of Ojai, Oxnard, Port Hueneme, and Ventura, as well as in unincorporated areas of western Ventura County. Serving a population of approximately 375,000 and providing approximately four million unlinked trips annually, GCTD is the largest public transit service provider in Ventura County. GCTD operates 23 fixed routes (including four school trippers) from approximately 4:45 a.m. to 10:30 p.m. weekdays, and weekends from approximately 4:45 a.m. to 10 p.m.

GCTD's paratransit service is known as ACCESS, a shared-ride origin-to-destination public transit for persons with disabilities and seniors age 65 and above. ACCESS provides transportation during the same days and hours as fixed-route service, and across the same service area.

### Fare Structure

Exhibit 6.1 details GCTD's fixed-route structure, while Exhibit 6.2 illustrates the ACCESS paratransit and senior fare structure.

Exhibit 6.1 Fixed-Route Service Fare Structure

Fare Category	Single ride	Day Pass	15-Ride Pass	31-Day Pass
Adult	\$1.50	\$4.00	\$20.00	\$50.00
Youth	\$1.50	\$4.00	\$15.00	\$40.00
Reduced (Seniors 65+, Disabled, and Veterans)	\$0.75	\$2.00	\$10.00	\$25.00
Seniors 75+	Free			
Children under 45" (with a paid fare)	Free			
Intra-Agency Transfers	Free			

## Gold Coast Transit District

### Triennial Performance Audit, FY 2017 – FY 2019

#### Draft Report

Exhibit 6.2 ACCESS Fare Structure

Fare Category	Fare
Cash fare, one-way (ADA-certified or senior)	\$3.00
Senior Nutrition	Free (donation suggested)
Book of 10 tickets (ADA-certified or senior)	\$30.00
Personal Care Assistant (PCA)	Free
Companion/Guest	\$3.00

In late July 2019, GCTD began operating from its new Operations and Maintenance Facility located on 15 acres at 1901 Auto Center Drive in Oxnard. The purpose-built facility was designed to meet GCTD's needs across the next 30 years, with sufficient room to house up to a 125-vehicle fleet. It includes an administration and operations building, an eight-bay maintenance and repair building (with room for future expansion), a compressed natural gas (CNG) fuel station, and a bus wash. The new facility meets all California Green Building Standards and is LEED-certified.

During the audit period, GCTD operated out of the much smaller three-acre facility located in a residential area near downtown Oxnard, which it had long outgrown.

#### General Management and Organization

GCTD's five member jurisdictions are the Cities of Ventura, Oxnard, Port Hueneme, Ojai, and the County of Ventura.



Gold Coast Transit was created in 1973 via a Joint Powers Agreement between the cities of Ojai, Oxnard, Port Hueneme and San Buenaventura. The agreement enabled local and intercity public transportation in western Ventura County, which was initially named South Coast Area Transit (SCAT). In the 1990s SCAT began operation of ACCESS, a regional paratransit service providing curb-to-curb transportation for people with disabilities and senior citizens. In June 2007, SCAT's Joint Powers Agreement, which by then included the County of Ventura, was amended to rename the agency as Gold Coast Transit.

In October 2013, in response to Senate Bill SB 716, which required that all TDA funds in Ventura County be used solely for public transit purposes, the Gold Coast Transit District was created by statute. GCTD is governed by a Board of Directors. Formation of a transit district provided GCTD's Board of Directors and staff greater flexibility in implementing service improvements. Each of GCTD's five member agencies appoints one elected official from its governing body to serve on the Board of Directors (a second member from each agency serves as an alternate member). The GCTD Board of Directors meets on the first Wednesday of each month at 10:00 a.m. Board of Directors' meetings are open to the public and accessible by public transit.

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GCTD's Management Team is comprised of a General Manager, Director of Engineering and Construction, Director of Finance and Administration, Director of Human Resources, Director of Planning and Marketing, and Director of Transit Operations. GCTD's General Manager is appointed by, and reports to, the Board of Directors. The General Manager's role is to carry out Board policies and directives; the General Manager has full charge of the operation of GCTD's services, facilities, and administration of business affairs.

A weekly directors meeting is held to review current and upcoming issues as well as information from the Board. An expanded team meeting with all managers is held monthly, while all non-contract management staff meet quarterly for an update regarding major projects.

GCTD considers itself structured and staffed appropriately. The structure is assessed annually and adjusted as necessary. GCTD makes use of interns and temporary staff for cost-effective assistance as needed. Full-time employees are cross-trained for redundancy. Managerial authority is well-defined and lines of communication are clear.

The majority of GCTD's nearly 200 employees operate or maintain buses. All bus operators, most maintenance employees, and several administrative employees are represented by SEIU Local 721. GCTD contracts with MV Transportation for the operation of ACCESS Paratransit. MV Transportation operations are located at 940 Maulhardt Avenue in Oxnard.

In 2017, GCTD created the position of Fleet Manager in lieu of a Director of Fleet and Facilities. In addition, the Assistant General Manager position was created. Notable recent management vacancies are the Operations Manager, Accounting Manager, and Director of Finance.

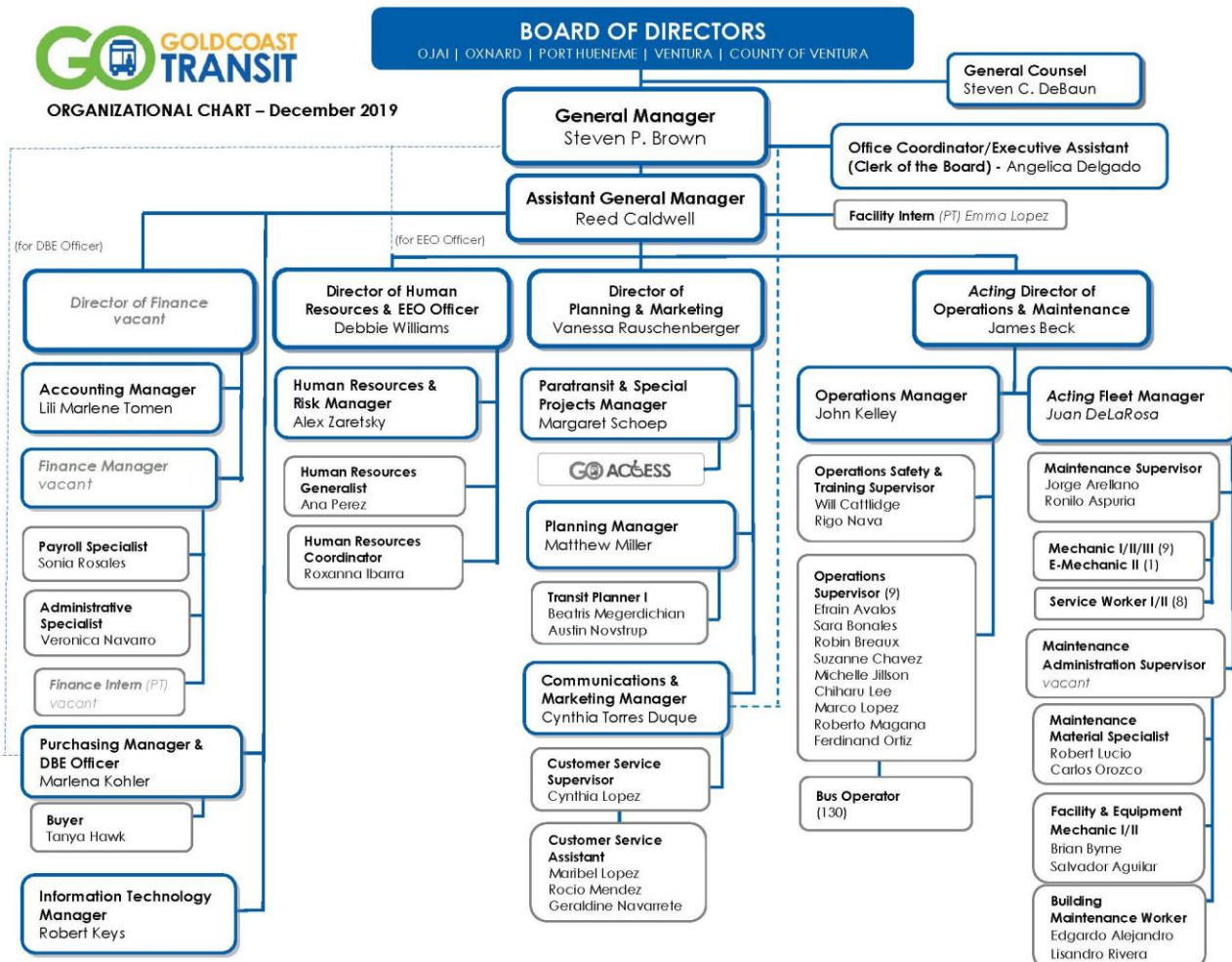
GCTD's organizational chart is illustrated in Exhibit 6.3.

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Exhibit 6.3 GCTD Organizational Chart, FY 2019/20



Source: Gold Coast Transit District.

Several notable changes have taken place since the beginning of the audit period. These include:

- Transition to the new Operations and Maintenance Facility,
- Transition to new zero-emission vehicles (ZEV),
- Updating bus stop information,
- Purchasing five new 40-foot Gilligs (for expansion slated for Summer 2020),
- Wells Road demonstration project (Route 22),
- Mobile ticketing,
- Several campaigns (including Summer Saturdays and College Rides),
- Direct Dial-A-Ride service to Camarillo,
- New Dial-A-Ride system with callbacks,
- Replacing nine staff cars with ZEVs, and
- Transition to Syncromatics.



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GCTD collects data as part of its evaluation of new programs or services. This data includes passenger surveys, monitoring ridership and on-time performance, and conducting community outreach before and after. For example, GCTD evaluated the performance of Route 22 against established performance targets. When the route failed to meet those targets, it was discontinued.

The Board is very engaged and has expressed particular interest in electric vehicles, solar, and microtransit. GCTD has a good relationship with VCTC and stays connected with other transit operators in the region, including participation in Transcom meetings and discussions regarding regional fare planning. Transcom provides each operator with the opportunity to discuss new services and how they are doing (i.e., productivity).

#### Service Planning

GCTD adopted its most recent Short Range Transit Plan (S RTP) in Fall 2015. The District is in the fifth year of the S RTP and has been implementing the Plan's recommendations. The Planning Manager is currently working with the Fleet Manager to look ahead to the next five years, especially the impact of current CARB legislations regarding zero emissions vehicles. Such planning must be done in concert with service planning. GCTD may apply for a grant through the Southern California Association of Governments (SCAG) to develop a joint S RTP and ZEV Transition Plan. The transition to zero emissions is one of the biggest challenges and opportunities across the next five to ten years. GCTD continues to explore multiple propulsion options.

In preparation for the county-wide Syncromatics launch, GCTD has participated in a working group and has helped develop marketing strategies. It is a good example of collaboration. The Planning Manager also works closely with the jurisdictions regarding bus stop locations and amenities.

Public hearings are held annually, prior to approval of the budget, as well as on an as-needed basis for service or fare changes. Community outreach is conducted throughout GCTD's multiple jurisdictions. It can be very difficult for families to come to meetings that are held at the GCTD offices or at other central locations. GCTD has been holding more pop-up events at places such as the transit center in lieu of more formal meetings. This has resulted in significantly more community feedback. GCTD looks at the type of information being presented to help determine the type of event to be held, which has reduced the number of "traditional" meetings and increased grassroots efforts. Staff also attend VCTC's Citizen's Transportation Advisory Committee/Social Services Transportation Advisory Committee (CTAC/SSTAC) meetings.

A recent onboard survey collected 600 responses, providing additional input from current riders. In addition, the Naval Base Ventura County (NBVC) study garnered responses from non-riders, as has social media outreach.

#### Scheduling, Dispatch, and Operations

GCTD staff is unionized. Dispatchers and road and safety supervisors are represented by Teamsters Local 186. Drivers, administration, and maintenance are represented by SEIU Local 721, under three separate Memoranda of Understanding (MOUs). Drivers bid on assignments twice annually (January and July), with awards based on seniority.

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For the fixed-route service, all drivers are trained on all routes and vehicles. Dial-A-Ride service is provided under contract to MV Transportation. A new contract with MV was put in place this year (the second 10-year contract). MV operates out of a local facility but fuels its vehicles at the GCTD yard. Dial-A-Ride dispatching and maintenance are both provided at MV's facility. GCTD provides oversight of Dial-A-Ride maintenance.

While GCTD employs part-time employees, particularly for its extra board, many part-time employees work full-time hours (38 hours is considered full-time). GCTD currently has a sufficient number of drivers, though it is in the process of recruitment due to some recent turnover (retirement, changing jobs). The Human Resources department handles all recruitment in-house. GCTD's safety team conducts all training. GCTD currently has one TSI-certified trainer, with another going through the certification process. Most new hires have some experience, yet GCTD can provide full training when needed.

GCTD has used GFI validating fareboxes since 2014. The new facility features a very secure vault room. Service workers probe buses and drop the vaults. The vault room is located directly across from the dispatch office, is equipped with multiple cameras, and card/key access is limited. There are a limited number of keys to the outside door, and it takes two persons to get inside. The vaults are emptied three times per week, with two employees always present. They bag the cash from the vaults and place the bags in a secure anteroom for pickup by Brinks armored car service. Brinks employees can access the anteroom but not the vault room. All cash bags are numbered and labeled. Receipts and tags are provided to the accounting manager, who compares them to the Brinks count. Revenue is reported monthly. Vaults are always emptied on the last day of the month to ensure clean reporting.

Non-cash fare media is sold at the Customer Service Center. Revenues are delivered to GCTD by a supervisor via a locked bag three days per week. The deposit is prepared once per week. Revenues are kept in a vault in the office of the Director of Planning and Marketing.

#### Personnel Management and Training

GCTD typically is able to recruit enough operators to meet its needs. Recruiting has been impacted by low unemployment levels, but not to the point of impacting service. Drivers are recruited via newspaper ads and Indeed.com. Attendance bonuses are incorporated into Teamsters and SEIU MOUs. There are also two levels of bilingual pay available. Longevity pay (one percent every five years) is offered to both represented and non-represented employees, as is conversion of sick time to vacation.

All drivers are trained as if they are new. Training is conducted by a mixture of in-house trainers and DMV-certified third-party trainers. Total initial training lasts approximately six to eight weeks, including five to seven days of classroom training, two weeks of bus familiarization, DMV testing, and two weeks of revenue training. Ongoing training includes monthly safety meetings, evaluations four times per year (two ride-alongs and two trail-alongs). Supervisors in the field investigate all issues, regardless of who reported them. All supervisors are Transportation Safety Institute (TSI)-trained.

Personnel rules are spelled out in GCTD's Bus Operator Policy book as well as the labor agreement. GCTD enforces a no-tolerance alcohol policy. Represented employees are subject to a progressive, points-driven discipline policy.

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#### Administration

The General Manager sets priorities for the year. The Director of Finance & Administration is responsible for managing the annual budget, which includes meeting with departments directors to determine line items. The Finance and Administration Department develops costs for operation of the system for the upcoming fiscal year based upon recommendations from the completed evaluation process and other requirements from each department. The Planning & Marketing Department establishes the marketing plan, service schedule (including hours and miles), and route plans based on the approved budget and availability of revenue vehicles.

The draft operating budget is presented to the Technical Advisory Committee, then to the Board for review. Following a hearing, the budget is adopted. Historically, operations expenses are intended to come in below revenue, especially given there is no opportunity to request additional funds. Each month, departments review budgeted versus actual expenses.

The Planning Manager is responsible for all aspects of grants, including application, progress reporting and close-out. GCTD has not missed any grant opportunities.

GCTD participates in the California Transit Indemnity Pool (CalTIP), a member-driven public sector organization dedicated to providing stable, cost-effective insurance, risk management, and safety services to public transit agencies. GCTD has an on-staff Risk Manager who is responsible for proactive safety/loss prevention initiatives. GCTD also has a current disaster preparedness and response plan.

The Paratransit & Special Projects Manager is responsible for overseeing the contract with MV Transportation. Contract performance is evaluated via invoices, twice-weekly performance reviews, and onboard cameras.

Facility maintenance is provided in-house. All GCTD passenger facilities are owned and maintained by GCTD's member agencies. However, GCTD provides a portion of the annual TDA allocation to each member to fund the maintenance of passenger facilities.

Payroll processes are designed to provide oversight. GCTD uses paper timesheets, which are signed by a manager, but has a goal to go electronic. Drivers are paid using fixed hours based on the schedule. This is reviewed daily and weekly. Mechanics and service workers use a timeclock to punch in and out. Two signatures are required for payroll. Direct deposit is required.

Two signers are required for all checks. Maintenance ordering and receiving is done by two separate maintenance specialists. Invoice terms, quantities, and prices are verified against approved purchase orders.

All procurements between \$50,000 and \$100,000 are taken to the Board as an advising item. Procurements follow FTA regulations. The General Manager must compare procurements over \$100,000 to budget authorizations. The Director of Engineering and Construction must review procurements over \$25,000. GCTD has taken the lead in several joint procurements, including for fareboxes, automatic passenger counters, software, and buses.

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#### Marketing and Public Information

The Director of Planning and Marketing is responsible for marketing activities. The base marketing plan revolves around biannual service changes. It features five primary components: community outreach, printed communications, social networking, media outreach, and miscellaneous (as-needed) materials. A new bus book is produced every six months. Campaigns and outreach help increase awareness. Campaigns have included Summer Saturdays and College Rides. Buses are taken to various events to help familiarize the community with the vehicles.

GCTD participates in transfer agreements with neighboring transit operators and also participates in advisory committees and boards, such as VCTC's Transcom and the Coastal Express Advisory Committee.

#### Maintenance

GCTD utilizes FleetNet software to produce work orders for preventive maintenance. Staff believes it would be beneficial to utilize a more robust fleet/asset management program, especially with FTA Transit Asset Management and Public Transit Agency Safety Program requirements. FleetNet is linked into parts and pricing.

Some repairs covered under the manufacturers' warranty are done in-house, while others (such as transmissions) are sent out. Engine work is done in-house. All in-house warranty work is submitted through the manufacturer. GCTD participates in a maintenance mentoring program, including engine rebuilds. The District promotes advancement from Mechanic I to Mechanic II to Mechanic III through training and education. GCTD currently has one Electronic Mechanic II and is working on cross-training others. Mechanics work in two shifts, seven days per week. Maintenance also provides some in-field repairs, including tires.

The current facility is equipped with eight bays (one with a pit and four with lifts), with the opportunity to add four more as part of an expansion. Unsafe vehicles are flagged in multiple ways to ensure they are not used in service. A "hold list" is given to dispatchers, and a "hold notice" placed on the vehicle's steering wheel informs drivers that the bus should not be driven. There is excellent communication between maintenance and dispatch. Daily vehicle inspection reports (DVIRs) are recorded on paper in triplicate and tracked every night.

The parts room is very secure. Only senior mechanics, supervisors, and parts room staff have access. All parts are tagged and numbered. The backlog for repairs and preventive maintenance fluctuates, but is rarely more than three or four days. Parts inventories are sufficient for 30 to 90 days.

Exhibit 6.4 details the GCTD fleet.

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Exhibit 6.4 Gold Coast Transit District Fleet

Make/Model	Year	Capacity	Fuel Type	Mode	Quantity
NABI Bus	2008	30/2 WC	CNG	Fixed-route	9
NABI Bus	2009	30/2 WC	CNG	Fixed-route	8
New Flyer Bus	2006	39/2 WC	CNG	Fixed-route	26
Gillig Bus	2015	38/2 WC	CNG	Fixed-route	8
Gillig Bus	2016	38/2 WC	CNG	Fixed-route	5
Gillig Bus	2019	38/2 WC	CNG	Fixed-route	5
Ford Transit	2019	5/2 WC	Gas	DAR	5
Ford Starcraft	2017	12/3 WC	CNG	DAR	8
Mobility Venture MV-1	2014	3/1 WC	CNG	DAR	13
Honda Civic	2007	5	CNG	Non-revenue	1
Chevrolet Van	2007	7	Bi-fuel	Non-revenue	1
Honda Civic	2009	5	CNG	Non-revenue	10
El Dorado Amerivan	2010	5	Bi-fuel	Non-revenue	1
Honda Civic	2012	4	CNG	Non-revenue	2
El Dorado Amerivan	2013	5	Bi-fuel	Non-revenue	1
Honda Civic	2015	5	CNG	Non-revenue	3
Ford F150	2000	3	CNG	Service fleet	1
GMC E350	2005	3	Diesel	Service fleet	1
Toyota Tundra	2013	6		Service fleet	1

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*Public entrance, new GCTD facility.*



*Public entrance, new GCTD facility.*



*Bus wash.*



*Fueling area.*



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*Maintenance building.*



*Parts room.*



*Service bay.*



*Service bay.*

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*Driver break area.*



*Driver break area.*



*Dispatch office.*



*Outdoor space.*



## Chapter 7

# Findings and Recommendations

### Conclusions

The auditors find the Gold Coast Transit District to be in compliance with the requirements of the Transportation Development Act. In addition, auditors conclude the entity generally functions in an efficient, effective, and economical manner.

### Findings and Recommendations

Based on discussions with District staff, analysis of program performance, and a review of program compliance and function, the auditors submit no compliance findings for the Gold Coast Transit District.

The audit team has identified no functional findings

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