



**VENTURA COUNTY TRANSPORTATION COMMISSION  
LOCAL TRANSPORTATION AUTHORITY  
AIRPORT LAND USE COMMISSION  
SERVICE AUTHORITY FOR FREEWAY EMERGENCIES  
CONSOLIDATED TRANSPORTATION SERVICE AGENCY  
CONGESTION MANAGEMENT AGENCY**

[www.goventura.org](http://www.goventura.org)

# **VCTC STRATEGIC PLANNING SESSION FY 2023/2024 REGULAR MEETING AGENDA\***

*\*Actions may be taken on any item listed on the agenda*

**AGRICULTURE MUSEUM OF VENTURA COUNTY  
926 RAILROAD AVENUE  
SANTA PAULA, CA 93060  
FRIDAY, MARCH 3, 2023  
9:00 A.M.-1:00 P.M.**

*In compliance with the Americans with Disabilities Act and Government Code Section 54954.2, if special assistance is needed to participate in a Commission meeting, please contact the Clerk of the Commission at (805) 642-1591 ext. 101 or via email at [ribarra@goventura.org](mailto:ribarra@goventura.org). Notification of at least 48 hours prior to meeting time will assist staff in assuring those reasonable arrangements can be made to provide accessibility to the meeting.*

**1. CALL TO ORDER**

**2. PLEDGE OF ALLEGIANCE**

**3. ROLL CALL**

**4. PUBLIC COMMENTS** – *Each individual speaker is limited to three (3) minutes or less or less as set forth below. The Commission may, either at the direction of the Chair or by majority vote of the Commission, waive this three-minute time limitation. Depending on the number of items on the agenda and the number of speakers, the Chair may, at his/her discretion, reduce the time of each speaker to two (2) minutes. In addition, the maximum time for public comment for any individual item or topic is thirty (30) minutes unless extended by the Commission. Speakers may not yield their time to others without the*

*consent of the Chair. Any written documents to be distributed or presented to the Commission shall be submitted to the Clerk of the Board. This policy applies to Public Comments and comments on Agenda Items.*

*Under the Brown Act, the Board should not take action on or discuss matters raised during the Public Comment portion of the agenda which are not listed on the agenda. Board members may refer such matters to staff for factual information or to be placed on the subsequent agenda for consideration.*

**5. STRATEGIC PLANNING SESSION FOR FISCAL YEAR 2023/2024-2027/2028 –**

***Recommendation:***

- *Receive report from staff on proposed draft VCTC Strategic Plan for FY 2023-2024 through 2027-2028 and provide the Executive Director with direction related to Strategic Plan for the next five (5) years.*

**Responsible Staff: Martin Erickson, Executive Director**

**6. ADJOURN to 9:00 a.m. Friday, APRIL 7, 2023.**



# Ventura County Transportation Commission

## Draft Strategic Plan

### FY 2023-24 through FY 2027-28

**DRAFT 02/20/2023**

*Prepared for the Ventura County Transportation Commission by*



# Table of Contents

VCTC Is Based on Partnerships.....	1
Message from the Executive Director.....	3
VCTC Core Services.....	4
Opportunities and Challenges.....	5
Vision, Mission and Values .....	6
Multi-Year Goals .....	7
Commission’s Top Priorities for .....	8
FY 2023-24 and FY 2024-25 .....	8
Goal A: Transportation Planning and Programming.....	9
Goal B: Transportation Services .....	10
Goal C: Partnerships .....	12
Goal D: Organizational Sustainability .....	13
Tracking and Implementation .....	14
Conclusion .....	15
Attachment A: Strategic Planning Process.....	16
Attachment B: VCTC Programs and Services.....	17
Attachment C: Environmental Scan.....	20





# VCTC Is Based on Partnerships

## History

The Ventura County Transportation Commission (VCTC) was created by Senate Bill 1880 in September 1988 as the successor agency to the Ventura County Association of Governments (VCAG). In 2004, VCTC was reorganized under Assembly Bill 2784, expanding the Commission to its current configuration of a 17-member board. VCTC establishes transportation policies and priorities to ensure an equitable allocation of federal, state, and local funds for highway, transit, rail, bicycle, and other transportation projects.

VCTC is designated to administer and act as the:

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

## Partnerships

VCTC works with a variety of partners, listed below, to meet transportation needs in the area.

California Department  
of Transportation  
(Caltrans) / District 7

California Highway  
Patrol

California Lutheran  
University

California State  
University Channel  
Islands

County of Ventura

Incorporated cities<sup>1</sup>

Los Angeles / San  
Diego Rail Corridor  
Authority (LOSSAN)

Port of Hueneme

Santa Barbara County  
Association of  
Governments

Southern California  
Association of  
Governments

Southern California  
Regional Rail  
Authority (Metrolink)

Transit Operators<sup>2</sup>

Ventura Community  
College District

Ventura Council of  
Governments

Ventura County Air  
Pollution Control  
District

Ventura County Civic  
Alliance

Ventura County  
Economic  
Development  
Association

Ventura County  
Leadership Academy

<sup>1</sup> Camarillo, Fillmore, Moorpark, Ojai, Oxnard, Port Hueneme, San Buenaventura, Santa Paula, Simi Valley and Thousand Oaks

<sup>2</sup> Gold Coast Transit District, Camarillo Area Transit, Thousand Oaks Transit, Simi Valley Transit, Kanan Shuttle, Valley Express, Ojai Valley Transit, Moorpark City Transit



## Governance Overview

VCTC's 17-member board is comprised of all five members of the Ventura County Board of Supervisors, ten city council members, and two citizen appointees (one representing the cities and one representing the unincorporated county areas). An ex-officio member is appointed by the California Governor to the Commission, which is usually the Caltrans District 7 Director. VCTC Commissioners as of the date of this Strategic Plan are listed below.

### VCTC Commissioners

- Bryan MacDonald, Chair; City of Oxnard
- Matt LaVere, Vice Chair; County of Ventura, District 1
- Tony Trembley, Immediate Past Board Chair; City of Camarillo
- Jeff Gorell, County of Ventura, District 2
- Kelly Long, County of Ventura, District 3
- Janice Parvin, County of Ventura, District 4
- Vianey Lopez, County of Ventura, District 5
- Carrie Broggie, City of Fillmore
- Chris Enegren, City of Moorpark
- Suza Francina, City of Ojai
- Martha McQueen-Legohn, City of Port Hueneme
- Jenny Crosswhite, City of Santa Paula
- Mike Judge, City of Simi Valley
- Bob Engler, City of Thousand Oaks
- Mike Johnson, City of Ventura
- Daniel Chavez, Citizen Representative
- Jim White, Citizen Representative
- Gloria Roberts, Caltrans District 7, Ex-Officio Member
- Steve Mattas, VCTC General Counsel



# Message from the Executive Director

## Strategic Planning Guidance Provided By

### VCTC Executive Team

- Martin Erickson, Executive Director
- Amanda Fagan, Planning and Sustainability Director
- Sally De George, Finance Director
- Peter De Haan, Programming Director
- Claire Grasty, Transit Director
- Darrin Peschka, Manager of Government and Community Relations
- Roxanna Ibarra, Clerk of the Commission/Executive Assistant

Vision, Mission and Values

Multi-Year Goals

Top Priorities

Strategies

Implementation Action Plan

This Strategic Plan sets the path for the Ventura County Transportation Commission (VCTC) for the next five years.

We began our process in Spring 2022 with a Commission goal setting session, during which the Commission established key priorities for FY 2022-23 and beyond. We then embarked upon a more comprehensive strategic planning process to incorporate a broader range of initiatives for the future. An overview of the strategic planning process is provided in Attachment A.

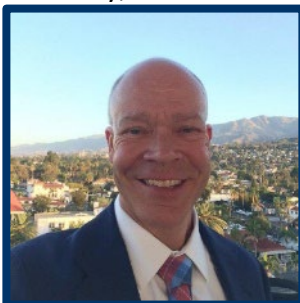
Through our Strategic Plan, we focus on our mission to **“Keep Ventura County Moving.”** Our Comprehensive Transportation Plan serves as a foundation for this Strategic Plan as well. In the “opportunities and challenges” section of this Strategic Plan, we have referenced the desired outcomes of that CTP.

This Strategic Plan contains four multi-year goals, each of which has associated strategies for achieving them. We have an implementation action plan to keep us on track.

Each year we will provide a report to the Commission and community on what has been accomplished. We will also update and revise the Strategic Plan as needed.

Implementing the Strategic Plan will be a collaborative effort involving our Commission, VCTC staff, partners from other agencies, and the community. Achieving our goals is a team effort!

Sincerely,



Martin Erickson  
Executive Director  
Ventura County Transportation Commission



# VCTC Core Services



VCTC is responsible for regional transportation planning and programming throughout Ventura County. The area served by VCTC is shown in the map below. A summary of VCTC programs and services, along with our organization chart, is shown in Attachment B.



# Opportunities and Challenges

**The Ventura County Transportation Commission has numerous opportunities and several challenges.**



## Opportunities

- Increase funding opportunities
- Enhance technology and innovation to provide the services customers want
- Improve organizational efficiencies
- Improve equity and resilience of transportation services
- Connect transportation, housing, and land-use

## Challenges

- Staffing levels and recruitment
- Insufficient communication and coordination
- Economic uncertainty; lack of funding
- Reduced transit ridership levels post COVID-19 pandemic

## Desired Outcomes from the Comprehensive Transportation Plan

The following desired outcomes developed for the Comprehensive Transportation Plan (CTP) are foundational opportunities and challenges.

Balance transportation  
and land use

Reduce emissions  
and improve  
sustainability

Foster economic  
prosperity

Improve design to  
eliminate traffic deaths  
and improve safety

Improve multimodal  
mobility choice and  
access to destinations





# Vision, Mission, and Values



The vision statement is aspirational for VCTC and indicates the future direction of the agency. The mission is a statement of the purpose of the agency. Values reflect the behaviors that guide officials and staff of VCTC. Through the strategic planning process, each of these were updated, and are provided below.

## Vision

*To keep Ventura County moving.*

## Mission

*To create a more connected, resilient, and equitable transportation system for Ventura County.*

## Values

**Equity:** We are inclusive in our plans, practice fairness, and recognize that needs vary by region and people served.

**Integrity:** We serve our community, do our work with honesty, are accountable for our actions, and take responsibility for results.

**Service:** We serve our partners and stakeholders with excellence and teamwork, seeking innovative solutions to meet transportation and mobility needs.

**Sustainability:** We are mindful of the impacts of our work on the environment, the economy, and equity, for our community and the VCTC organization.



# Multi-Year Goals



VCTC has **four broad multi-year goals** representing key categories for the agency. Each of the goals contains a set of strategies intended to help the agency make progress in achieving the broad goals over a period of years.

## Goal A: Transportation Planning and Programming

Complete transportation-related plans and studies and allocate funding and resources aimed at improving mobility within Ventura County through various types of multimodal transportation programs and services.

## Goal B: Transportation Services

Facilitate an accessible, reliable, innovative, multimodal transportation system to meet the needs of Ventura County residents and visitors, which is compatible with regional plans and based on industry best practices and standards.

## Goal C: Partnerships

Collaborate with regional agencies to provide sustainable and improved transportation services within Ventura County.

## Goal D: Organizational Sustainability

Support and invest in our workforce and ensure excellent internal administrative and financial resources and systems for the long-term health and effectiveness of VCTC.



The strategies shown with each of the goals in the following pages will be implemented through a **collaboration** of VCTC management and all department staff.

The **Commission's top priorities for FY 2023-24 and FY 2024-25** are shown on the next page.



# Commission's Top Priorities for FY 2023-24 and FY 2024-25

During its March 3, 2023 workshop, VCTC Commissioners will identify the top priorities upon which to focus for the first two years of implementation: *FY 2023-24 and FY 2024-25*. These priorities will be placed on this page in the final Strategic Plan document.




# Goal A: Transportation Planning and Programming

Complete transportation-related plans and studies and allocate funding and resources aimed at improving mobility within Ventura County through various types of multimodal transportation programs and services.

Goal A has 12 strategies to be achieved over the five-year period of the strategic plan. Some of these are well underway but will continue into subsequent years. Others will begin later in the Strategic Plan period. If a strategy was adopted by the Commission in April 2022, it is shown in ***bold italics***.

Strategies	Year to Start	
	FY 2023-24 to FY 2024-25	FY 2025-26 to FY 2027-28
<b><i>A1. Integrate the Comprehensive Transportation Plan (CTP) as VCTC's primary guiding document.</i></b>	✓	
<b><i>A2. Complete the Transit Integration and Efficiency Study (TIES) which will serve as a roadmap for improving transit and accessible transportation services.</i></b>	✓	
<b><i>A3. Complete and implement the zero-emission bus transition plan to meet state mandates and reduce greenhouse gas emissions related to transit.</i></b>	✓	
<b><i>A4. Reach consensus about the future of the US 101 corridor (congestion, wildlife connectivity, managed lanes, environmental review).</i></b>	✓	
<b><i>A5. Leverage data to better inform transportation land use decision making and grant seeking.</i></b>	✓	
<b><i>A6. Initiate the process to become a leader in the development of mobility as a service (Maas) strategy, including pursuit of a pilot mobility program, to assist the State in meeting its air quality goals, promoting public transit ridership recovery and increasing mobility choices.</i></b>	✓	✓
A7. Update the Ventura County Airport Comprehensive Land Use Plan (ACLUP) to ensure the safety and welfare of airport users and nearby residents.		✓
A8. Update the Santa Paula Branch Line (SPBL) trail master plan, validate trail alignment, connections, and amenities, and update existing conditions to facilitate trail completion.	✓	
A9. Complete the Rail Corridor Strategic Plan aimed at taking a holistic review of the Metrolink/Amtrak Surfliner rail line.		✓
A10. Complete the short-range transit plan to better plan and coordinate transit services and programs.	✓	
A11. Revisit VCTC's responsibility as it pertains to the Congestion Management Program (CMP), to consider alternatives to maintaining the program as currently constituted.	✓	
A12. Conduct a regional transit fare study to benchmark and evaluate fare options.		✓





# Goal B: Transportation Services

**Provide for an accessible, reliable, innovative, multimodal transportation system to meet the needs of Ventura County residents and visitors, which is compatible with regional plans and based on industry best practices and standards.**

Goal B has 23 strategies to be achieved over the five-year period of the strategic plan. Some of these are well underway but will continue into subsequent years. Others will begin later in the Strategic Plan period. If a strategy was adopted by the Commission in April 2022, it is shown in ***bold italics***.

Strategies	Year to Start	
	FY 2023-24 to FY 2024-25	FY 2025-26 to FY 2027-28
<b><i>B1. Evaluate and consider continuation of the free transit pass programs (college ride, youth pass) to maximize ridership and ensure efficient use of resources.</i></b>	✓	
<b><i>B2. Promote transit ridership recovery to assist the State in meeting its air quality goals, promoting public transit ridership recovery and increasing mobility choices.</i></b>	✓	
<b><i>B3. Implement future phases of Metrolink and Amtrak Los Angeles – San Diego – San Luis Obispo Rail Corridor (LOSSAN) capital projects (Simi Valley double track, Leesdale siding, Camarillo station, additional projects planned for completion prior to 2028 Olympics) to improve future rail service.</i></b>		✓
<b><i>B4. Identify possible funding for expanding transit (bus and/or rail) operations. In particular, pursue funding for Metrolink Southern California Optimized Rail Expansion (SCORE) operations in time for the 2028 Olympics.</i></b>		✓
<b><i>B5. Encourage city and county partners to plan and prioritize building new bike lanes and continue seeking funds for this purpose.</i></b>	✓	
B6. Conduct a comprehensive review of current rail service compared with potential markets to ensure service meets community demand.		✓
B7. Continue new Spanish language public outreach campaigns to connect the Spanish-speaking community with VCTC Intercity and other public transportation options.	✓	
B8. Establish enhanced efforts (to include polls or surveys) to connect younger people in the community by creating a transportation/transit “road show” that VCTC staff can use for school and other presentations to expand youth outreach.	✓	
B9. Identify possible funding to replace buses or convert them to have zero emissions, following completion of the Zero Emissions Bus (ZEB) plan.		✓
B10. Develop a set of multimodal transportation metrics to determine the effectiveness of various modes of transportation.	✓	
B11. Encourage integration of e-bikes as an alternative transportation mode by establishing an e-bike demonstration program to allow residents the ability to try e-bikes before they purchase them.	✓	



B12. Partner with community organizations to create a bicycle distribution program for youth and low-income Ventura County residents aimed at increasing bike ridership.		✓
B13. Coordinate with Caltrans, Ventura County, and cities to prioritize projects and submit grant application(s) for goods movement projects based on the recommendations of the Ventura County Freight Corridors Study.	✓	
B14. Develop grant applications for Rebuilding American Infrastructure with Sustainability and Equity (RAISE) or Solutions for Congested Corridors Program (SCCP) funds or other programs for making improvements to US 101 based on US 101 environmental document results and 101 Communities Connected.	✓	
B15. Administer and expand VCTC's Motorist Aid programs as appropriate, including Freeway Service Patrol, Emergency Roadside Call Boxes, and Incident Responders Grant Program.	✓	
B16. Develop a memorable and effective ad campaign to promote transit ridership and to address the myths and misconceptions about transit.	✓	
B17. Identify funding for additional "free ride" services for veterans and seniors.	✓	
B18. Develop an equity plan and framework to guide capital projects and transportation investments.		✓
B19. Enhance outreach to senior population.		✓
B20. Develop a model ordinance for consideration by the County and cities to replace a portion of vehicle parking at multi-family residential properties with bicycle lockers and/or secured parking.		✓
B21. Incorporate greenhouse gas emissions reductions in transportation planning and services.	✓	
B22. Partner with Sierra Northern Railway and corridor cities and the County to operate, maintain, and improve the Santa Paula Branch Line railroad and right-of-way corridor as a countywide community asset.	✓	
B23. Continue to address encroachment into the Santa Paula Branch Line right-of-way through leasing activities to ensure safety of operations and protection of the asset and infrastructure.	✓	

# Goal C: Partnerships

**Collaborate with agencies across the region to provide sustainable and improved transportation services within Ventura County.**

Goal C has seven strategies to be achieved over the five-year period of the strategic plan. Some of these are well underway but will continue into subsequent years. Others will begin later in the Strategic Plan period. If a strategy was adopted by the Commission in April 2022, it is shown in ***bold italics***.

Strategies	Year to Start	
	FY 2023-24 to FY 2024-25	FY 2025-26 to FY 2027-28
<b><i>C1. Establish an advisory committee and work with partner agencies to implement the signage strategies in the Bicycle Wayfinding Plan.</i></b>	✓	
<b><i>C2. Assist cities and the county to seek supplemental federal and state funding including through Caltrans.</i></b>	✓	
C3. Assist local agencies in implementing Senate Bill 743 by identifying and encouraging land use and transportation strategies to reduce vehicle miles traveled (VMT).	✓	
C4. Partner with the National Park Service to study wildlife movement and connectivity along the US 101 Conejo Pass area.	✓	
C5. Engage federal and state legislators to secure more transportation funding, protect existing revenues, and support legislation that may benefit VCTC and its operations (or oppose legislation that may adversely affect VCTC and its operations).	✓	
C6. Utilize TRANSCOM in a more robust way as a Productivity Committee to better coordinate services regionally.	✓	
C7. Partner with Naval Base Ventura County and Channel Islands Air National Guard Station to explore Federal, State and other funding sources to provide transit service to the Naval Base and Air National Guard Station.		✓



# Goal D: Organizational Sustainability

**Ensure sufficient resources and invest in our workforce for the long-term health and effectiveness of VCTC.**

Goal D has eight strategies to be achieved over the five-year period of the strategic plan. Some of these are well underway but will continue into subsequent years. Others will begin later in the Strategic Plan period. If a strategy was adopted by the Commission in April 2022, it is shown in ***bold italics***.

Strategies	Year to Start	
	FY 2023-24 to FY 2024-25	FY 2025-26 to FY 2027-28
<b><i>D1. Ensure the continued operational excellence of VCTC's financial operations and grants administration.</i></b>	✓	
<b><i>D2. Explore VCTC/Ventura Council of Governments (VCOG) consolidation to better coordinate land use and transportation and coordinate resources.</i></b>		✓
D3. Devise strategies to secure future revenue options for transportation-related programs and services.	✓	
D4. Conduct a review of VCTC policies and procedures and revise to meet current needs.	✓	
D5. Create a paid internship program to introduce careers in transportation and support VCTC operators.	✓	
D6. Assess staffing levels and capacity to implement VCTC programs and services.	✓	
D7. Develop an internal comprehensive training program that supports skill development, preparing staff for advancement, and succession planning.	✓	
D8. Increase public awareness of VCTC and build champions to support investments in transportation.	✓	



# Tracking and Implementation



## Implementation Action Plan

An Implementation Action Plan, contained in a separate document, provides the details about implementation. It includes the starting year, lead person and key tasks for each strategy. Timelines may be adjusted based on changing priorities, budget and personnel availability.

## Tracking and Reporting Progress

Progress reports will be provided to the Commissioners and VCTC employees annually and in other communications on a regular basis.





# Conclusion



This Strategic Plan is designed to guide the work and future of the Ventura County Transportation Commission. The plan articulates the vision, mission, and values of the organization and establishes a set of goals, priorities, and strategies to guide the work of the organization over the next five years.

The plan will be updated periodically as we accomplish our priorities and as needs change.

VCTC is committed to continuing collaboration with our many partners in achieving the goals in this Strategic Plan.

***Thank you to everyone who contributed  
to this important planning effort.***

*Photos provided by VCTC.*



# Attachment A: Strategic Planning Process



The strategic planning process included gathering input from our Commissioners, executive team, and staff; updating our environmental scan; and setting priorities in an executive team workshop.

## Commissioner Input

Baker Tilly sent a confidential online survey to all Commissioners to seek their input about strengths, weaknesses/limitations, opportunities, and threats (SWOT); as well as long-range goals for the future.



## Gap Analysis Questionnaire

Executive team members completed a gap analysis questionnaire, providing input about strengths, weaknesses/limitations, opportunities, and threats (SWOT); goals; and mission, vision and values.



## Employee Survey

All employees were offered an opportunity to provide input through a confidential online survey. A total of 20 employees responded, providing valuable feedback.

## Environmental Scan

Important factors for planning for the future of VCTC were identified in an environmental scan prepared by VCTC staff. Attachment C offers highlights.

## Strategic Planning Sessions

A workshop with the executive team was held in December 2022 to discuss the information gathered and the Commission met on March 3, 2023 to discuss its priorities for the future.



## Regular Updates

An implementation action plan has been prepared containing timelines and lead assignments. It will be monitored and updated on a regular basis. Each year, the strategic plan will be reviewed to track progress and adjust timelines as needed.



# Attachment B: VCTC Programs and Services

## Program: Transit and Transportation

- **Accessible mobility services:** Provide Americans with Disabilities Act (ADA) Paratransit certification services to residents of Ventura County who are unable to use a fixed route bus due to disability.
- **Regional transit technology:** Planning and management of the VCTC regional transit technology program, which includes the countywide intelligent transportation systems (ITS), such as contactless fare collection, automatic passenger counters, computer automated dispatch/automatic vehicle location services, next-stop voice annunciators, and real-time passenger information (RTPI) systems.
- **Transit grant administration:** Provide funds made available by the Federal Transit Administration (FTA) to Ventura County transit operators and local agencies and ensure that the FTA's requirements are met.
- **Valley Express:** Provide safe, efficient, and well-coordinated transit service within the cities of Santa Paula and Fillmore and surrounding County unincorporated area, administered through a Cooperative agreement with the Cities and the County.
- **VCTC Intercity services:** Provide safe, comfortable, efficient, and well-coordinated intercity fixed route transit service, connecting with local transit services on VCTC Intercity transit corridors.

## Program: Highway

- **Highway project management:** Delivery of the projects to improve the Route 101 Freeway and construct a grade separation where Rice Avenue crosses Fifth Street and the Union Pacific Railroad.
- **Motorist aid services:** Maintain and operate countywide motorist aid services for Ventura County, including Callbox Program, Freeway Service Patrol, and Incident Responder Grant Program.

## Program: Rail

- **LOSSAN - Coast Rail Coordinating Council:** 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 working with the other coastal California counties/agencies on the Coast Rail Coordinating Council (CRCC) to support long distance passenger rail services.
- **Metrolink commuter rail:** Provide safe and reliable commuter rail transportation in Ventura County as part of the five county (Los Angeles, Orange, Riverside, San Bernardino, and Ventura) Southern California Regional Rail Authority (SCRRA or Metrolink); and maintain and improve the VCTC's line segment from the Moorpark Station to the Santa Susanna Tunnel 28.
- **Santa Paula Branch Link:** Manage the Santa Paula Branch Line (SPBL) corridor.

## Program: Commuter Assistance

- **Regional transit information center:** Provide comprehensive and convenient customer service to the public by assisting in all areas of transportation information services for Ventura County services.
- **Rideshare programs:** Reduce congestion, increase mobility, and improve air quality through programs targeted at reducing single occupant vehicle trips as required by the Congestion Management Program.





### Program: Planning and Programming

- **Airport Land Use Commission (ALUC):** As the ALUC, ensure that new development surrounding the County's airports is consistent with the adopted Ventura County Airport Comprehensive Land Use Plan (ACLUP).
- **Regional transit planning:** Support 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.
- **Regional transportation planning:** Participate in state, regional and local planning efforts that further the mission of the VCTC.
- **TDA administration:** Administer the Transportation Development Act (TDA) Local Transportation Funds (LTF), State Transit Assistance (STA) and State of Good Repair (SGR) funds in a cost effective and timely manner while complying with State regulations.
- **Transportation planning and reporting:** Facilitate the development, funding, and timely delivery of high priority transportation projects and programs.

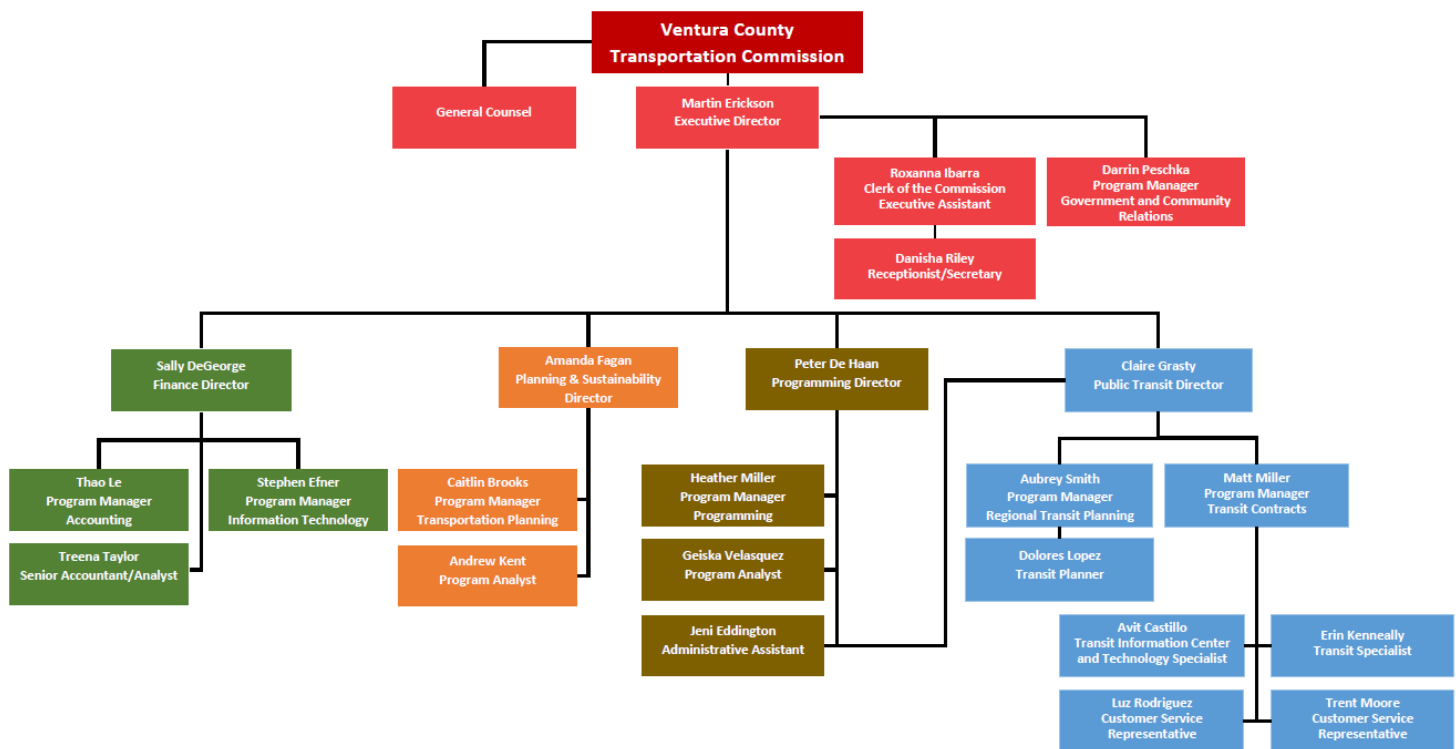
### Program: General Government

- **Community outreach:** Increase public awareness of and support for VCTC and its programs.
- **Management and administration:** Manage the day-to-day business and operations of the Ventura County Transportation Commission.
- **State and federal government relations:** Foster VCTC's involvement in a broad range of state and federal governmental settings to encourage policies that support VCTC programs.



## Organization Chart

VCTC is organized as shown in the following chart. The major divisions are finance, planning and sustainability, programming, and public transit.




Source: VCTC, 2023



# Attachment C: Environmental Scan

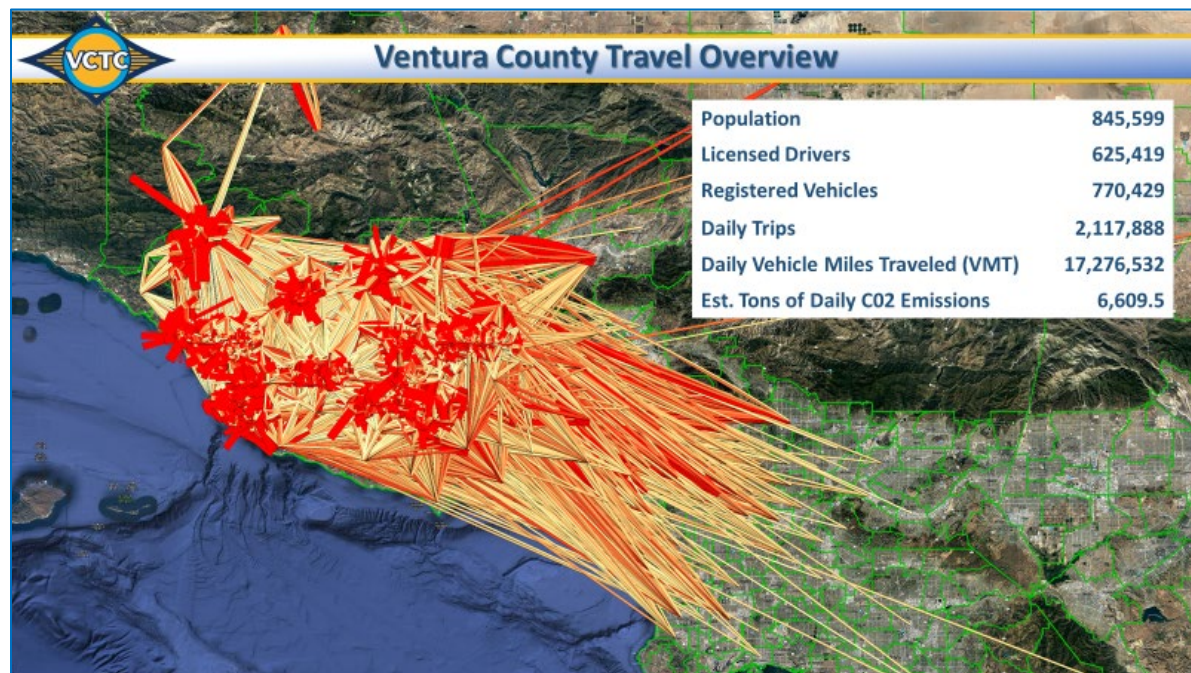
VCTC staff created a slide deck containing information about factors affecting the agency as part of the Strategic Plan update process. Highlights from the PowerPoint are included below.



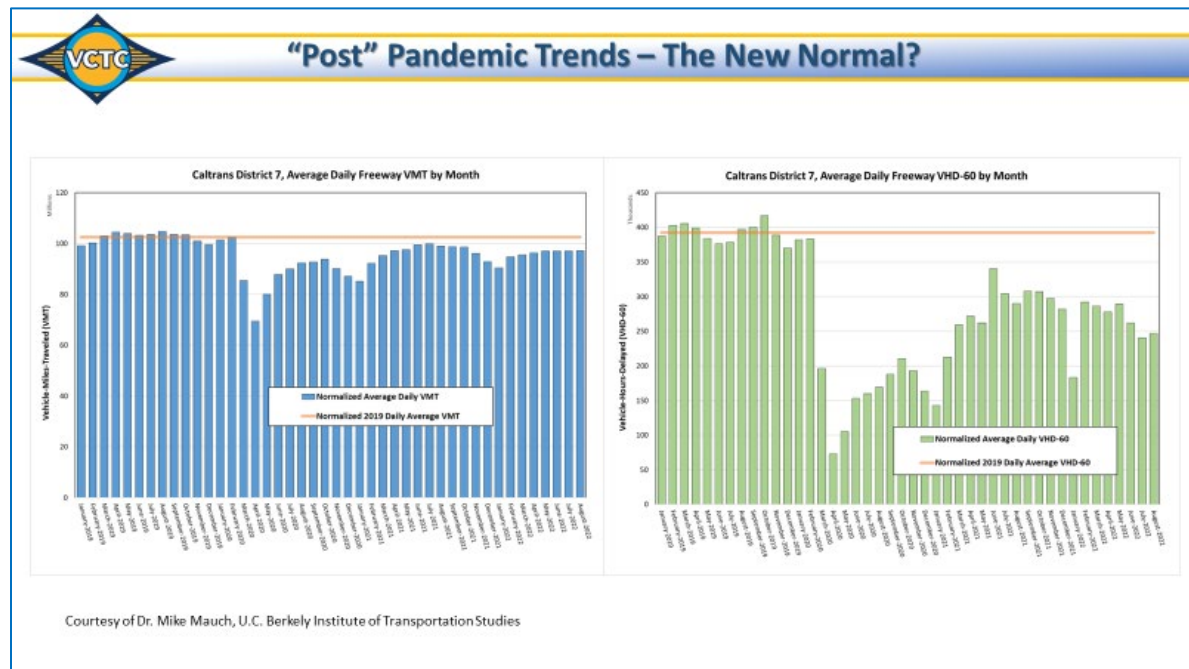
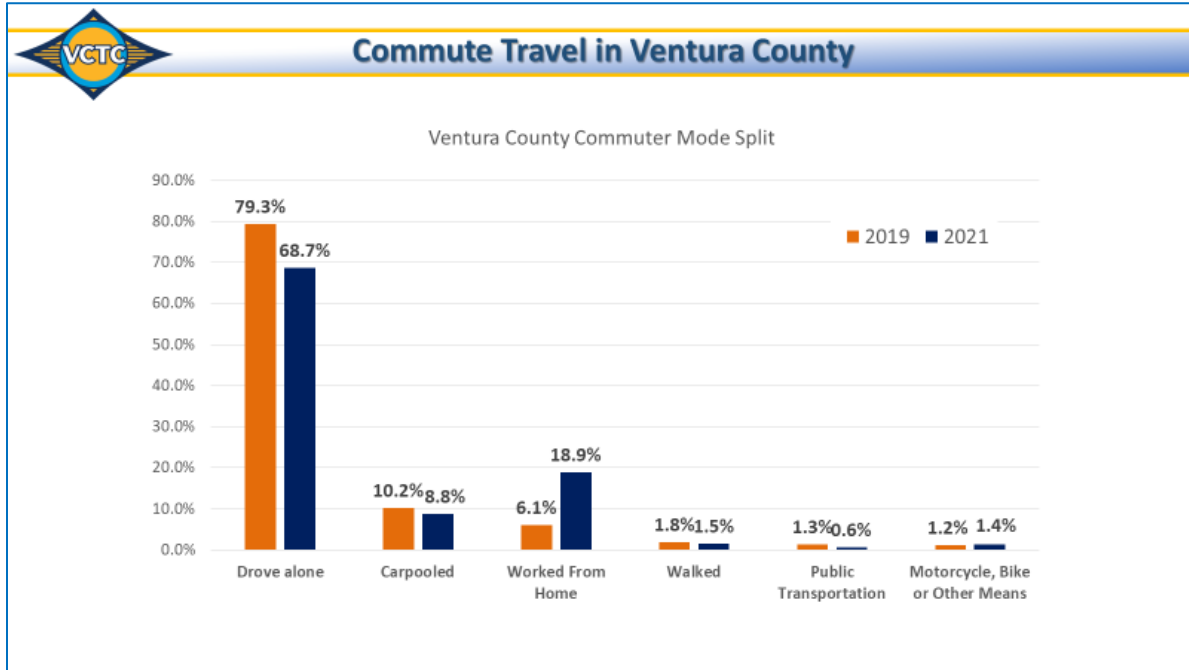
## Ventura County Transportation Commission

**Environmental Scan  
October 2022**

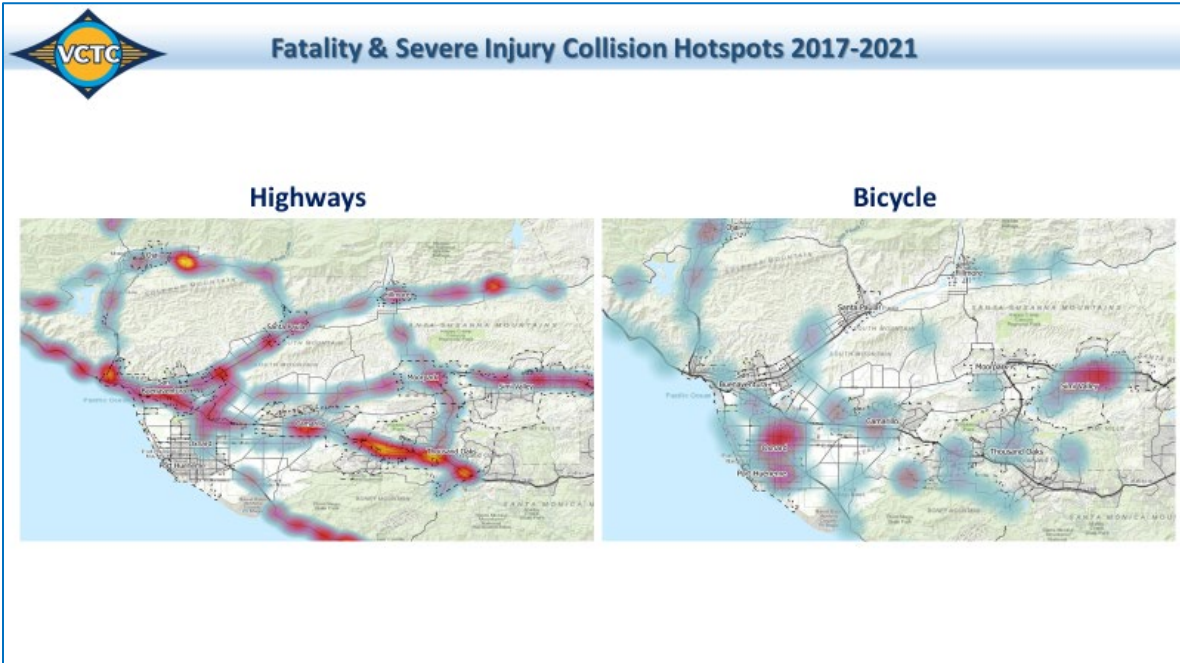
- Transportation Trends
- Demographic Shifts
- Transit Ridership Trends
- Economic Uncertainty
- Commission Membership Transitions











**VCTC** **Shifting Demographics: Declining Population, Stable Employment**

Total Population				
	2019	2050	Delta	Percent
Ventura County	846,000	838,000	(8,000)	(1%)
SCAG Region	18,832,000	20,551,000	1,719,000	9%

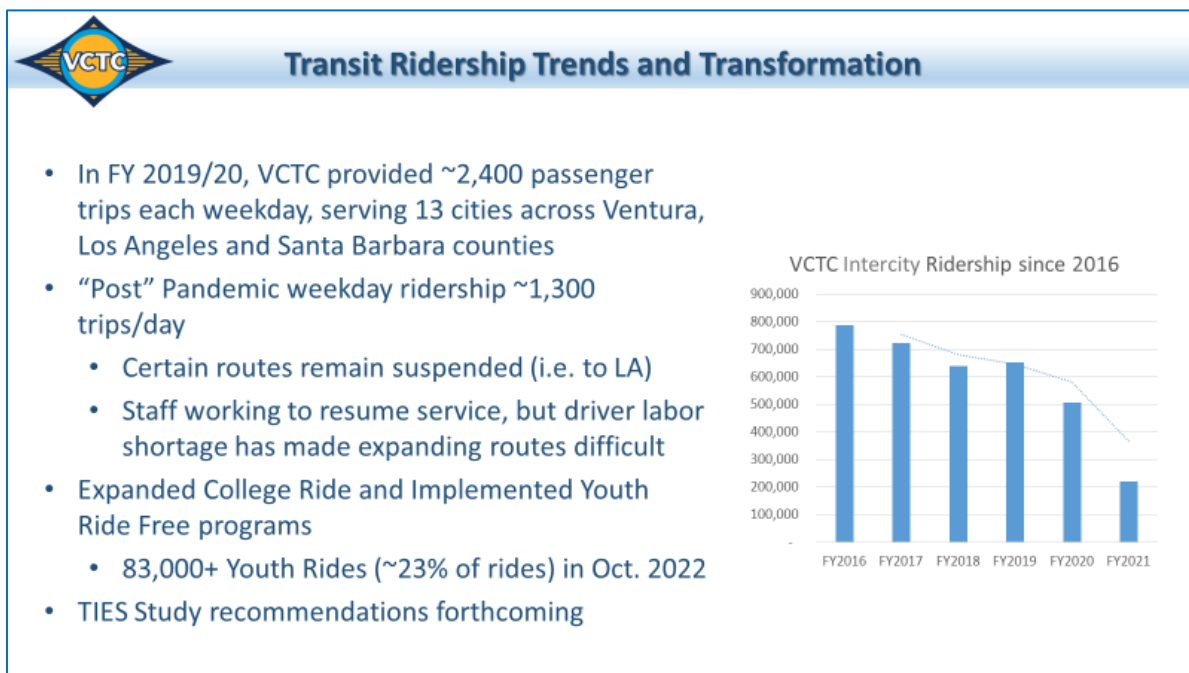
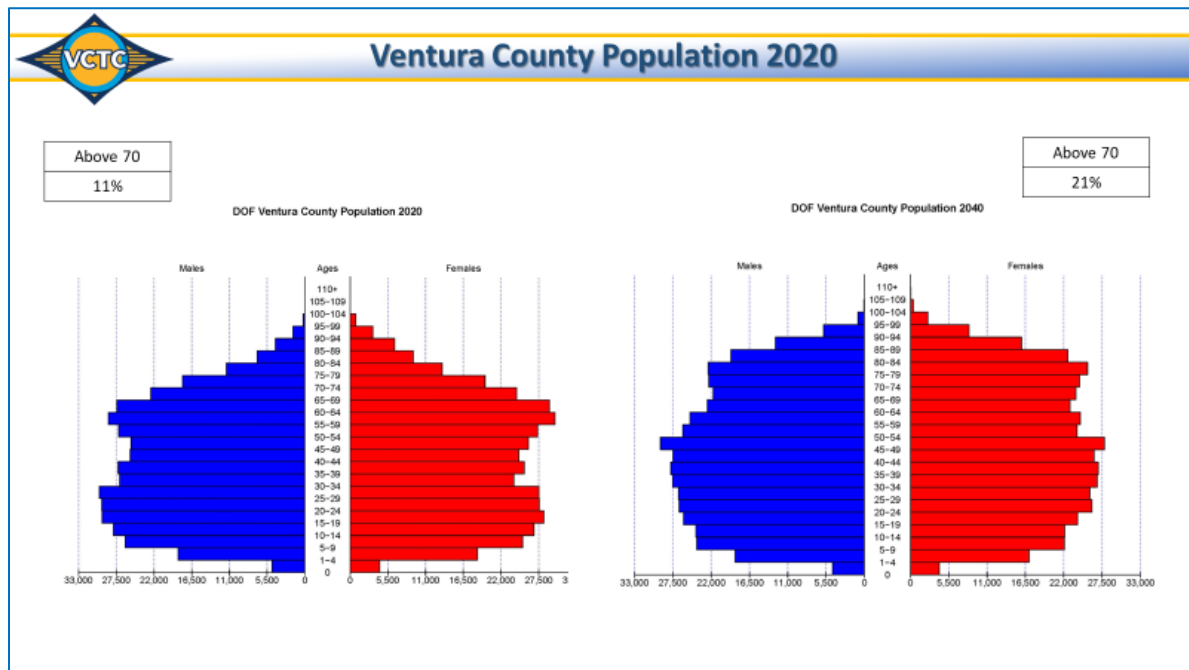
  

Total Households				
	2019	2050	Delta	Percent
Ventura County	277,000	313,000	36,000	13%
SCAG Region	6,192,000	7,652,000	1,460,000	26%

Total Employment				
	2019	2050	Delta	Percent
Ventura County	366,000	367,000	2,000	0.4%
SCAG Region	8,986,000	10,170,000	1,184,000	13%

*Southern California Association of Governments RTP/SCS Preliminary Projections, 2022*





## Economic Uncertainty: Good News & Bad News

**Federal:** Infrastructure Investment and Jobs Act greatly increased emphasis on competitive funds

- 20+ new or greatly increased Federal competitive programs: includes clean-fuel buses, rail capital, bridge rehab, chargers/fueling, wildlife crossings, community connectivity.
- Return of earmarks?



**State:** Senate Bill 1 greatly increased emphasis on competitive funds

- State competitive programs: Active Transportation (increased 25% due Federal Infrastructure Act), transit/rail capital, congestion relief, goods movement, zero emission buses, Clean California (beautification)

**Challenge:** Lack of dedicated local revenue source for transportation leaves Ventura County at competitive disadvantage for many State and Federal grants

**Challenge:** State Budget surplus in FY 2022/23 yielding to projected \$25B budget deficit for FY 2023/24; Remains to be seen how deficit may impact VCTC