



VENTURA COUNTY TRANSPORTATION COMMISSION

Citizen's Transportation Advisory Committee (CTAC) /
Social Services Transportation Advisory Council (SSTAC)

Ventura County Government Center

Hall of Administration – Multi Purpose Room

800 S. Victoria Street, Ventura, CA

www.goventura.org

Tuesday, September 8, 2026

1:30 p.m.

AGENDA

(Action may be taken on any item listed on the agenda)

ITEM 1 CALL TO ORDER

ITEM 2 INTRODUCTIONS & ANNOUNCEMENT

ITEM 3 PUBLIC COMMENT

Under the Brown Act, the committee/council should not act on or discuss matters raised during the Public Comment portion of the agenda which are not listed on the agenda. Committee/Council members may refer such matters to staff for factual information or to be placed on the subsequent agenda for consideration.

ITEM 4 MEETING MINUTES

Recommended Action:

- Receive and file

Responsible Staff: Cecilia Perez, Administrative Assistant

ITEM 5 VENTURA COUNTY REGIONAL TAP2RIDE UPDATE

Recommended Action:

- Receive and file

Responsible Staff: Matt Miller, Program Manager

ITEM 6 VENTURA COUNTY STOP AND STATIONS IMPROVEMENT PROJECT

Recommended Action:

- Receive and file

Responsible Staff: Aubrey Smith, Program Manager and Dolores Lopez, Regional Transit Planner

In compliance with the Americans with Disabilities Act and Government Code Section 54954.2, if special assistance is needed to participate in a committee meeting, please contact the Administrative Assistant at (805) 642-1591 ext. 111. Notification of at least 48 hours (about 2 days) prior to meeting time will assist staff in assuring reasonable arrangements can be made to provide accessibility at the meeting.

ITEM 7 FISCAL YEAR (FY) 2027-28 TRANSPORTATION DEVELOPMENT ACT (TDA) UNMET TRANSIT NEEDS (UTN) DEFINITIONS AND SCHEDULE
Recommended Action:

- Review and approve the Fiscal Year 2027-28 Unmet Transit Needs definitions and schedule

Responsible Staff: Dolores Lopez, Regional Transit Planner

ITEM 8 FINAL DEMAND-RESPONSE INTEGRATION PLAN (DRIP)

Recommended Action:

- Receive and file

Responsible Staff: Aubrey Smith, Program Manager – Regional Transit Planning and Claire Grasty, Director of Public Transit

ITEM 9 CHAIRPERSON’S REPORT

ITEM 10 MEMBER REPORTS

ITEM 11 FUTURE AGENDA ITEMS

- Overview of transportation programs in Ventura County

ITEM 12 ADJOURN TO TUESDAY, JANUARY 12, 2027.

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VENTURA COUNTY TRANSPORTATION COMMISSION

Citizen's Transportation Advisory Committee (CTAC) /
Social Services Transportation Advisory Council (SSTAC)

Ventura County Government Center

Hall of Administration – Multi-Purpose Room

800 S. Victoria Street, Ventura, CA

www.goventura.org

Tuesday, June 9, 2026

1:30 p.m.

MEETING MINUTES

CTAC MEMBERS PRESENT: Miranda Patton, Camarillo (Chair)
Chaise Rasheed, Thousand Oaks (Vice Chair)
Cameron Gil, City of Moorpark
Geoffrey Ware, Thousand Oaks
Rob Corley, City of Ventura
Sandra Aldana, VCTC at Large (Remote)
Chera Minkler, City of Ventura (Remote)

CTAC MEMBERS ABSENT: Marissa Rodriguez, Fillmore
Beverly Dransfeldt, Camarillo
Joey Juhasz-Lukomski, Fillmore
Bill Miley, Ojai
Susan Leech, Ojai
Manuel Minjares, Ventura County

CURRENT CTAC VACANCIES: City of Moorpark (1)
City of Oxnard (2)
City of Port Hueneme (2)
City of Santa Paula (2)
City of Simi Valley (2)
County of Ventura (1)
VCTC at Large (1)

SSTAC MEMBERS PRESENT: Shaun Prater, HELP of Ojai

SSTAC MEMBERS ABSENT: Maricela Pardo, Area Agency on Aging
Jon Looney, ACTION VC
Esther Anaya, Arc of Ventura County
Jeff Lambert, Housing Authority

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Alexa Martin, ILRC-TRICO
Jennifer Martinez, ILRC-TRICO
Letty Gutierrez, Mobility Management Partners
Martha Shapiro, Senior Concerns
Tammy Glen, VC Caregivers
Jennifer Hollowell, VC Caregivers

VCTC STAFF PRESENT: Aubrey Smith, Regional Transit Planning Manager
Dolores Lopez, Regional Transit Planner

1. CALL TO ORDER

Vice Chair, Miranda Patton, called the meeting to order at 1:35 p.m.

2. INTRODUCTIONS & ANNOUNCEMENTS – No announcements

3. PUBLIC COMMENT – None

4. MEETING MINUTES

The Committee accepted the April 2026 meeting minutes.

5. DRAFT DEMAND-RESPONSE INTEGRATION PLAN (DRIP)

Aubrey Smith provided a report to the committee on the Draft Demand-Response Integration Plan (DRIP) including an overview, next steps, and the two components. Those would need to be further analyzed by a consultant to understand the impact for each operator, including costs. Aubrey mentioned that VCTC is looking at aligning service policies so that it is consistent county-wide, including fares, branding and other changes to help make the most impact for riders and improve transfer experiences. Sandra Aldana commented that as a rider it would make it easier to travel from one area of the county to the other if there was a more convenient way.

6. SIMI VALLEY MICROTRANSIT PRESENTATION

Ben Gonzales with the City of Simi Valley provided an overview of their on-demand micro-transit service and gave a Powerpoint presentation detailing the history and services provided.

7. BICYCLE SAFETY AND BIKE MONTH UPDATE

Dolores Lopez gave an update on the bicycle safety campaign, bike month and also discussed updates to the VCTC bike guide and e-bike safety.

8. CHAIRPERSON'S REPORT – None

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9. MEMBER REPORTS

Some members inquired about Medi-Cal reimbursement and requested information about medical trip tickets.

Cameron Gil inquired about Metrolink service for the upcoming sporting events and requested more information.

Sandra Aldana asked if plans are in place to support paratransit riders and people with disabilities traveling to the LA area during the upcoming games. Aubrey acknowledged that this is an important issue and said VCTC is aware and working on it.

10. FUTURE AGENDA ITEMS

- Medi-Cal reimbursement
- Overview of transportation programs in Ventura County
- Funding discussions, paratransit issues
- Metrolink budget overview

11. MEETING WAS ADJOURNED AT 2:45 P.M.

Next scheduled meeting is September 8, 2027, at 1:30 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 committee meeting, please contact the Administrative Assistant at (805) 642-1591 ext. 111. Notification of at least 48 hours (about 2 days) prior to meeting time will assist staff in assuring reasonable arrangements can be made to provide accessibility at the meeting.



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Item #5

September 8, 2026

**MEMO TO: CITIZEN'S TRANSPORTATION ADVISORY COMMITTEE
(CTAC)/SOCIAL SERVICES TRANSPORTATION ADVISORY
COMMITTEE (SSTAC)**

FROM: MATT MILLER, PROGRAM MANAGER – TRANSIT CONTRACTS

SUBJECT: VENTURA COUNTY REGIONAL TAP2RIDE UPDATE

RECOMMENDATION:

- Receive and File

BACKGROUND:

As Ventura County's regional transportation planning agency, VCTC leads and coordinates technology initiatives that improve transit connectivity and enhance the customer experience across multiple transit operators. One of the most significant recent initiatives is Tap2Ride, a regional open-payment system that allows riders to pay fares using credit cards, debit cards, and digital wallets.

DISCUSSION:

Over the past two years, VCTC has planned, procured, and implemented the Tap2Ride system, which enables seamless fare payment across Ventura County transit services using contactless payment methods. Funded through a Regional Early Action Planning (REAP) grant from the Southern California Association of Governments (SCAG), the system improves customer convenience while advancing regional transit integration.

Tap2Ride has been operating in a pilot phase for the past two months and is scheduled for full public launch on September 8.

The new system introduces several customer-focused benefits, including fare capping, free transfers, and regional reduced-fare eligibility.

Fare Capping

Fare capping, sometimes referred to as "pay as you go," allows riders to receive the benefits of a transit pass without having to pay the full cost of a daily or monthly pass in advance. Once a rider reaches a predetermined spending limit, all additional trips during the applicable period are free.

For VCTC Intercity service, the 31-day fare cap is \$50. Riders who accumulate \$50 in fares within a 31-day period will ride free for the remainder of that period. For example, a rider who reaches the \$50 cap after 25 days will receive six additional days of free travel.

Each transit operator has established fare-capping thresholds that align with its existing fare policies. For example, the City of Simi Valley offers both a \$5 daily fare cap and a \$50 31-day fare cap. Once a rider reaches either threshold, additional travel during the applicable period is free.

In addition to agency-specific fare caps, Tap2Ride includes a regional 31-day fare cap equivalent to the \$50 VCTC regional pass, which is accepted by all participating Ventura County transit operators. Riders who use multiple transit systems will have qualifying fares automatically accumulated toward the regional cap. Once the \$50 threshold is reached within a 31-day period, the rider may travel on all participating transit services at no additional cost for the remainder of the period.

The primary benefit of fare capping is that riders receive the same financial advantages as a transit pass without the burden of paying the full pass cost upfront.

Intra-Agency and Inter-Agency Transfers

Tap2Ride has been configured to reflect the fare policies of each participating transit operator.

For trips made within a single transit system, riders will receive the transfer benefits already offered by that operator. For example, if an operator provides free transfers within its own network, those transfers will be applied automatically. If an operator does not offer free internal transfers, such as the City of Simi Valley, riders will be charged the applicable fare for each trip.

For trips involving multiple transit operators, Tap2Ride provides an automatic two-hour inter-agency transfer. For example, a passenger who rides a VCTC Intercity route and then transfers to a local transit service within two hours will pay only the initial fare, with the connecting trip provided at no additional charge.

Reduced-Fare Benefits

Tap2Ride also supports reduced fares for eligible riders, including seniors age 65 and older, individuals with disabilities, and U.S. military veterans.

Eligible passengers may register their credit or debit card through a self-service verification website provided by the State of California. Once a card has been verified and enrolled with any participating Ventura County transit operator, reduced-fare benefits will be recognized across all participating transit systems within Ventura County.

This regional approach simplifies enrollment, improves accessibility, and ensures that eligible riders receive consistent reduced-fare benefits regardless of which participating transit service they use.



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Item #6

September 8, 2026

MEMO TO: CITIZEN'S TRANSPORTATION ADVISORY COMMITTEE
(CTAC)/SOCIAL SERVICES TRANSPORTATION ADVISORY
COMMITTEE (SSTAC)

FROM: DOLORES LOPEZ, TRANSIT PLANNER
AUBREY SMITH, PROGRAM MANAGER – REGIONAL TRANSIT
PLANNING

SUBJECT: VENTURA COUNTY STOP AND STATIONS IMPROVEMENT
PROJECT

RECOMMENDATION:

- Receive and File

BACKGROUND:

In 2025, VCTC initiated the Ventura County Bus Stop Inventory and Assessment in partnership with Fehr & Peers. The project created the first comprehensive countywide inventory of bus stop conditions and established a consistent framework for identifying and prioritizing future improvements.

The project team visited and evaluated approximately 1,180 bus stops served by nine transit operators throughout Ventura County. Information was collected on seating, shelters, lighting, passenger information, sidewalks, wheelchair landing areas, pedestrian access, and other conditions affecting the safety and comfort of transit riders.

The project also included a multilingual rider survey that received 525 responses. Riders identified seating, shelters, real-time arrival information, lighting, and route and schedule information as their highest priorities.

The project is funded through the Southern California Association of Governments' (SCAG) Regional Early Action Planning Grants 2.0 (REAP 2.0) program. In addition to inventorying and prioritizing bus stop conditions, the project includes infrastructure improvements throughout Ventura County to support safer, more accessible, and more comfortable transit access for riders.

DISCUSSION:

The assessment found that bus stop conditions and available amenities vary considerably throughout the county. Approximately 94 percent of stops have sidewalks and 88 percent have wheelchair landing areas. However, only about 60 percent have seating, 27 percent have shelters, and 6 percent have real-time arrival displays.

Accessibility and equity were important considerations in developing the project's prioritization methodology. Stops may receive greater priority when they serve more riders, are located in Priority Equity Communities or high-heat areas, serve multiple routes, or lack an accessible wheelchair landing area. The assessment also identified locations where sidewalks, street crossings, or limited sidewalk space may restrict the types of improvements that can be made.

The resulting inventory, interactive dashboard, and recommended priority lists are intended to help VCTC, transit operators, and local jurisdictions coordinate future bus stop investments and pursue available funding. The presentation will provide CTAC/SSTAC members with an overview of the findings and an opportunity to discuss whether the identified priorities adequately reflect the needs of seniors, people with disabilities, transit-dependent riders, and other communities represented by the Committee.



Item #7

September 8, 2026

**MEMO TO: CITIZEN'S TRANSPORTATION ADVISORY COMMITTEE/
SOCIAL SERVICES TRANSPORTATION ADVISORY COMMITTEE
(CTAC/SSTAC)**

FROM: DOLORES LOPEZ, REGIONAL TRANSIT PLANNER

**SUBJECT: FISCAL YEAR (FY) 2027-28 TRANSPORTATION DEVELOPMENT ACT
(TDA) UNMET TRANSIT NEEDS (UTN) DEFINITIONS AND SCHEDULE**

RECOMMENDATION:

- Review and approve the Fiscal Year 2027-28 Unmet Transit Needs definitions and schedule

BACKGROUND:

The State Transportation Development Act (TDA) requires that a public hearing be held to discuss public transit, take testimony on local/regional transit needs, and develop findings that ensure that all reasonable transit needs are satisfied before TDA funds can be allocated for street and road purposes. These Unmet Transit Needs and Reasonable to Meet definitions were adopted by the Commission in 2009 and reviewed in 2023.

DISCUSSION:

The last update of Unmet Transit Needs definitions took place in 2023. During that process, VCTC hired a consultant to review its existing Unmet Transit Needs definitions and confirmed that VCTC's thresholds are consistent with other agencies. In order to incorporate an equity component as part of the Unmet Transit Needs evaluation process, VCTC adopted a Median Household Income (MHI) threshold to evaluate service requests in low-income areas. This method is commonly used by State funding agencies to identify disadvantaged communities. While the existing 10 and 15 comment thresholds remain unchanged, evaluating services requests from an equity-focused lens

helps to prioritize improvements in disadvantaged communities. For service requests deemed "Unreasonable to Meet" due to service constraints, the responsible agency will now provide a letter of commitment to study the request and/or seek grant funding for a potential demonstration service.

December 15, 2026, marks the beginning of the Fiscal Year 2027-28 Unmet Transit Needs multilingual (English, Spanish and Mandarin,) public outreach process with the online survey and the website landing page going live. Digital and print outreach will be posted on social media platforms and onboard vehicles, with community outreach events planned to engage the public directly. The required public hearing is scheduled for the February 5, 2027, regular VCTC meeting.

By soliciting input through various formats, residents have several opportunities to be heard. Public comments received throughout the year, and testimony received at the public hearing are reviewed against adopted Unmet Transit Needs and Reasonable to Meet definitions. The public hearing is required by the State as part of the TDA process in order to approve the Unmet Transit Needs process (Attachment B).

With the Committee's approval of the definitions and schedule, this item will subsequently be taken to the Commission at the December 2026 meeting for final approval. The findings from the analysis will be brought back to CTAC/SSTAC for discussion and approval in April 2027 so appropriate action can be taken prior to staff taking its' recommendation to the Commission in May 2027. In addition to the staff recommendation, CTAC/SSTAC also has the option of submitting a formal recommendation on or before the May 2027 Commission meeting.

Additionally, staff requests the committee provide any suggestions of agencies and/or locations they feel could help spread the word out about the Unmet Transit Needs process and increase opportunities for feedback.

Attachment A: Unmet Transit Needs Definition (Fiscal Year 2027-28)
Attachment B: Unmet Transit Needs Schedule (Fiscal Year 2027-28)

UNMET TRANSIT NEEDS PROCESS

Definitions

Unmet Transit Need

Public transportation services identified by the public with sufficient broad-based community support that have not been funded or implemented. Unmet transit needs identified in a government-approved plan must meet the definition of an unmet transit need. Sufficient broad-based community support means that persons who will likely use the service on a routine basis demonstrate support: at least 15 requests for general public service and 10 requests for disabled service.

Common examples include:

- Public transit services not currently provided to reach employment, medical assistance, shop for food or clothing, to obtain social services such as health care, county welfare programs and education programs. Service must be needed by and benefit the general public.
- Service expansions including new routes, significant modifications to existing routes, and major increases in service hours and frequency

Excludes:

- Operational changes such as minor route changes, bus stop changes, or changes in schedule
- Requests for minor extended hours
- Service for groups or individuals that is not needed by or will not benefit the general public
- Comments about vehicles, facilities, driver performance and transit organizational structure
- Requests for better coordination
- Requests for reduced fares and changes to fare restrictions
- Improvements funded or scheduled for implementation in the following year
- Future transportation needs
- Duplication or replacement of existing service

“REASONABLE TO MEET”

Outcome	Definitions	Measures & Criteria
<i>Equity</i>	The proposed service will not cause reductions in existing transit services that have an equal or higher priority	Measures: Vehicle revenue service hours and revenue service miles. Criteria: Transit vehicle service hours and miles will not be reduced on existing routes to fund the proposed service
<i>Timing</i>	The proposed service is in response to an existing rather than future transit need	Criteria: Proposed service is in response to an existing rather than future transit need; based on public input
<i>Feasibility</i>	The proposed service can be provided with the existing fleet or under contract to a private provider	Measure: Vehicle spare ratio: Transit system must be able to maintain FTA’s spare ratio requirement of 20% (buses in peak service divided by the total bus fleet cannot fall below 20%). If less than 20%, can additional buses be obtained (purchased or leased) or can service be provided under contract to a private provider?
<i>Feasibility</i>	There are adequate roadways to safely accommodate transit vehicles	Measure & Criteria: Route inspection to determine adequacy of infrastructure to accommodate transit vehicles and passengers.
<i>Cost Effectiveness</i>	The proposed service will not unduly affect the operator’s ability to maintain the required passenger fare ratio for its system as a whole	Measure: Total estimate annual passenger fare revenue divided by total annual operating cost (the entire service including the proposed service) Criteria: Fare revenue/ operating cost cannot fall below the operator’s required passenger fare ratio.
<i>Cost Effectiveness</i>	The proposed service will meet the scheduled passenger	Measures and criteria described below.

	fare ratio standards described in Attachment A	
Service Effectiveness	Estimated passengers per hour for the proposed service will not be less than the system-wide average after five years.	Measure: Passengers per hour. Criteria: Projected passengers per hour for the proposed service is not less than 70% of the system-wide average (without the proposed service) at the end of 12 month of service, 85% at the end of 24 months of service, and 100% at the end of 60 months of service.

**The fact that an identified transit need cannot be fully met based on available resources shall not be the sole reason for finding that a transit need is not reasonable to meet. Comparing unmet transit needs with the needs for streets and roads is not allowable in determining transit needs that are reasonable to meet.*

PASSENGER FARE RATIOS

It is desirable for all proposed transit services in urban areas to achieve a 20% passenger fare ratio by the end of the fifth year of operation. A passenger fare ratio of 10% is desired for special services (i.e., elderly and disabled) and rural area services*. More detailed passenger fare ratio standards, which will be used to evaluate services as they are proposed and implemented, are described below. Transit service both in urban and rural areas, per state law, may obtain an “intermediate” passenger fare ratio.

Urban Service	Rural Service	Recommended Action
New Service Performance Criteria: End of Twelve Months		
Less than 6%	Less than 3%	Provider may discontinue service
6% or more	3% or more	Provider will continue service, with modifications if needed
New Service Performance Criteria: End of Twenty-four Months		
Less than 10%	Less than 5%	Provider may discontinue service
10% or more	5% or more	Provider will continue service, with modifications if needed
New Service Performance Criteria: End of Sixty Months **		
Less than 15%	Less than 7%	Provider may discontinue service
15% to 19%	7% to 9%	Provider may consider modifying and continue service
20% or more	10% or more	

		Provider will continue service, with modifications if needed
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**Per statute the VCTC may establish a lower fare for community transit (dial-a-ride) services.*

***A review will take place after 54 months to develop a preliminary determination regarding the discontinuation of proposed services*

Unmet Transit Needs

**Public Hearing and Process Schedule
Fiscal Year 2027-28**

- September 08, 2026 **CTAC/SSTAC MEETING**
Review and approve Unmet Transit Needs definitions and schedule
- December 4, 2026 **VCTC MEETING**
Approve Unmet Transit Needs definitions and schedule
- December 15, 2026 **OUTREACH**
Unmet Transit Needs information and survey posted to digital and print channels
- LEGAL NOTICES FOR PUBLIC HEARING PUBLISHED**
- December 31, 2026 Local, Spanish-language newspaper of record (VIDA Newspaper)
January 4, 2027 Local, English-language Newspaper of record (Ventura County Star)
- February 5, 2027 **PUBLIC HEARING**
VCTC meeting at 9:00 a.m.
- February 15, 2027 **OUTREACH END**
Closing of the public outreach period
- April 13, 2027 **CITIZENS TAC / SOCIAL SERVICES TAC MEETING**
Approve Unmet Transit Needs findings and staff recommendation
- April 14, 2027 **TRANSIT OPERATORS ADVISORY COMMITTEE (TRANSCOM) MEETING**
Approve Unmet Transit Needs findings and staff recommendation
- May 14, 2027 **VCTC MEETING**
Staff presents Unmet Transit Needs findings
Adopt Unmet Transit Needs Assessment
- June 4, 2027 **VCTC MEETING**
Adopt Fiscal Year 2027-28 Transportation Development Act apportionments
- June 11, 2027 **SUBMITTAL**
Approved Unmet Transit Needs Findings are sent to the State for review
- August 15, 2027 **DEADLINE**
Deadline to submit findings to the State of California for review



Item #8

September 8, 2026

MEMO TO: CITIZEN'S TRANSPORTATION ADVISORY COMMITTEE (CTAC)/SOCIAL SERVICES TRANSPORTATION ADVISORY COMMITTEE (SSTAC)

**FROM: AUBREY SMITH, PROGRAM MANAGER – REGIONAL TRANSIT PLANNING
CLAIRE GRASTY, DIRECTOR OF PUBLIC TRANSIT**

SUBJECT: FINAL DEMAND-RESPONSE INTEGRATION PLAN (DRIP)

RECOMMENDATION:

- Receive and File

BACKGROUND:

Over the past several years, the Ventura County Transportation Commission (VCTC), local transit operators, and partner agencies have advanced efforts to improve transit service delivery, efficiency, and coordination. The 2023 Transit Integration and Efficiency Study (TIES), developed at the direction of the VCTC Commission, identified opportunities to strengthen regional coordination, improve the rider experience, and manage long-term operating costs.

TIES reviewed fixed-route and demand-response services, governance, operations, fares, and customer service policies across Ventura County's transit systems. Its findings included opportunities for enhanced coordination, potential service and governance consolidation, and improved sustainability of ADA paratransit and dial-a-ride services.

As a parallel effort to the Ventura County Short Range Transit Plan, VCTC initiated the Demand Response Integration Plan (DRIP) to explore how local providers can make ADA paratransit service more seamless, efficient, and cost-effective. Because each operator manages its own system, countywide travel can be challenging, particularly for trips crossing city or service boundaries. The DRIP examines how greater coordination could:

- Enhance the rider experience with consistent policies and scheduling
- Improve trip coordination and regional connectivity
- Identify potential opportunities to achieve cost savings
- Support more unified data collection, reporting, and planning

The DRIP is comprised of two documents, the Customer Experience Plan (CEP) that focuses on near-term, customer-facing actions and the Integration Concept Plan (ICP) is provided as a high-level reference document to support future discussion if the operators and the Commission elect to consider additional integration. The overall DRIP is intended to provide a foundation for decision-makers and local operators to consider how best to move forward.

Progress Over the Last 15 Years – Foundational Regional Coordination

Formation of the East County Transit Alliance (ECTA):

ECTA was one of Ventura County's earliest cross-jurisdictional demand-response efforts, establishing a shared model for intercity dial-a-ride and ADA paratransit trips across east county jurisdictions. With the City of Thousand Oaks serving as fiscal agent and operator, ECTA advanced coordinated service delivery while preserving local participation.

Premium Direct Connect Service to Camarillo-Gold Coast Service Areas:

Gold Coast Transit District (GCTD) and Camarillo Area Transit (CAT) offer Premium Direct Connect Service that allows eligible passengers to bypass transfers, eliminating wait times and vehicle-switching anxiety for a flat \$8.00 one-way premium fare.

Implementation of RideCo and Policy Alignment for Demand-Response Services:

VCTC and almost all local operators have implemented RideCo, a shared scheduling and dispatch platform intended to support same-day scheduling, improve vehicle utilization, strengthen data consistency, and identify policy issues affecting riders and operations. Through operator working meetings and implementation calls, agencies have addressed issues such as scheduling, pick-up times, no-shows, reservations, dwell time, and transfer coordination, helping advance incremental policy alignment and more consistent shared standards.

STRATEGIC PLAN COMMITMENT:

This report aligns with the VCTC Strategic Plan commitments of:

Goal B: Transportation Services

B11. Develop a set of multimodal transportation metrics to determine the effectiveness of various modes of transportation.

B12. Support improved transit and transportation services for those with disabilities.

B24. Promote transit ridership recovery to assist the State in meeting its air quality goals, promoting public transit ridership recovery and increasing mobility choices.

Goal C: Partnerships

C6. Utilize TRANSCOM in a more robust way as a Productivity Committee to better coordinate services regionally.

DISCUSSION:

After hearing transit operator feedback, staff refined the draft DRIP to recommend a phased approach to implementation and broke separated the DRIP into the two documents, the CEP and ICP. Ultimately, staff will seek approval of the CEP to move forward to advance passenger facing demand-response priorities, with the ICP being a receive and file document providing information and to be used in the future if so chosen by the Commission and the transit operators.

This approach prioritizes near-term, passenger-facing improvements that can be advanced within the existing operator and agency structure, without transitioning to a single paratransit agency

Both the Draft CEP and ICP have been updated to reflect feedback received at the TRANSCOM meetings held over the past several months. Revisions focused on revising the report language related to integration to better reflect a collaborative, multi-agency approach, while incorporating more neutral framing throughout. Additional clarifications were made to address areas of confusion, and select sections were restructured to improve overall flow and readability. This draft represents a good-faith effort to incorporate stakeholder input.

Key milestones in development of the Demand-Response Integration Plan included initial Commission review of the Customer Experience Plan (CEP), multiple rounds of stakeholder engagement through TRANSCOM, and presentation of the draft CEP and Integration Concept Plan (ICP) to the Commission. VCTC staff presented the draft CEP to the Commission on May 1, 2026, followed by presentations of the draft CEP and ICP on July 10, 2026. Draft and revised versions of the DRIP were also presented to TRANSCOM on May 13, June 10, and July 8, 2026, to solicit stakeholder feedback and

refine the proposed framework. Staff returned to TRANSCOM on August 19, 2026, with TRANSCOM unanimously approving the CEP and voted to receive and file the ICP.

Customer Experience Plan

The Demand-Response CEP outlines a collaborative, incremental countywide strategy to improve customer experience across dial-a-ride, ADA paratransit, and on-demand services while preserving local operations and maintaining ADA and FTA compliance. Building on coordination among VCTC and local operators, the Plan focuses on near-term, low-risk improvements. Key recommended action items include the following:

- Countywide ADA Eligibility Certification (already in place)
- Dynamic Scheduling (already in place)
- One Mobile Application
- One Phone Number
- Service Branding
- Uniform policy and policy alignment
- Regional Service Model Evaluation (One-Pilot Seat rides throughout the county)

The Plan also recommends procuring a Client Representative (Implementation Support Consultant) to support implementation from a neutral, third-party perspective. Drawing on experience helping other transit agencies advance similar initiatives, this role would facilitate coordination among VCTC and local operators; support informed discussion and decision-making; and help minimize staff workload at each agency by managing implementation support, follow-up, and performance tracking. Collectively, these actions are intended to improve rider clarity and accessibility, support reducing barriers to regional trip making, and provide data to inform future decisions.

Demand-Response Integration Concept Plan

The ICP is provided as a high-level reference document to support future discussion if the operators and the Commission elect to consider additional integration. Building on prior Commission direction from the Transit Integration and Efficiency Study (TIES), the Plan documents existing conditions, identifies challenges such as fragmented policies, rising costs, and declining productivity, and outlines potential concepts that could support greater coordination over time. The ICP does not require or direct any specific action, but instead serves as a reference to help inform future conversations and decision-making should additional integration be pursued.

The ICP does not recommend immediate consolidation or any required transition to a single agency, but instead describes incremental, voluntary steps that could be considered to support regional coordination, including:

- Call center consolidation

- Standardized service policies
- Unified trip-scheduling platform
- Equitable cost-allocation models examples

The ICP also evaluates integration scenarios modeled through RideCo and identifies potential efficiency gains, while recognizing that this analysis reflects a point-in-time snapshot of current operating conditions and is subject to limitations. Because service conditions, costs, policies, and operating assumptions change over time, additional detailed analysis would be needed if TRANSCOM and the Commission elect to revisit further integration in the future. The ICP also provides governance and funding considerations to help inform any future discussion of additional integration.

While the customer-facing items outlined in the CEP are the near- and medium-term actions that could be implemented if approved by the Commission and agreed to by the operators, the ICP serves as a complementary reference document. It responds to the Commission's direction to study demand-response integration and provides high-level information that may help inform future discussion should additional integration be considered.

Next Steps

VCTC and the operators would not reevaluate the potential for additional integration until all recommended action items contained in the CEP were fully implemented and in effect for at least one year. During that period, each action item would be evaluated using applicable performance metrics.

At the August TRANSCOM meeting, operators also conveyed that anticipated financial constraints may require agencies to reassess service delivery, staffing levels, budgets, and overall capacity to support implementation of the CEP recommendations. As a result, these considerations will help inform how the scope of work is developed for any implementation support services, including the level and type of consultant assistance needed to advance the CEP recommendations in a practical and sustainable manner.

Following that one-year implementation period, VCTC and the operators would assess whether the passenger-facing improvements are sufficient or whether additional integration should be considered. Any recommendation to advance beyond these initial actions would first be brought to TRANSCOM for review and would require subsequent approval by the VCTC Commission.

FISCAL IMPACT:

This item does not have a fiscal impact.

Attachments:

Attachment – Final Demand-Response Integration Plan: Customer Experience Plan

Attachment – Final Demand-Response Integration Plan: Integration Concept Report