

**MOORPARK CITY COUNCIL
AGENDA REPORT**

TO: Honorable City Council

FROM: Dave Klotzle, City Engineer/Public Works Director

Prepared by: Shaun Kroes, Senior Management Analyst



DATE: August 23, 2013 (CC Meeting of 09/04/13)

SUBJECT: Consider Approval of a Memorandum of Understanding between the County of Ventura and the Cities of Camarillo, Moorpark, Simi Valley and Thousand Oaks for Management, Funding and Cost Sharing for the Implementation of the East County Transit Alliance

SUMMARY

On April 13, 2012, the Ventura County Transportation Commission (VCTC) adopted the "Regional Transit Study Final Report: Executive Summary and Report to the Legislature" (Regional Transit Study). The Regional Transit Study was in response to Senate Bill 716 (SB 716) (Wolk) which requires that, as of July 1, 2014, all Transportation Development Act (TDA) funds allocated to jurisdictions be committed solely for transit purposes. The Regional Transit Study included support of a creation of a Memorandum of Understanding (MOU) in East Ventura County between the Cities of Camarillo, Moorpark, Simi Valley and Thousand Oaks, and the County of Ventura for unincorporated East County, to further coordination of transit services among the agencies. City staff is presenting the MOU to City Council for approval.

BACKGROUND

SB 716 was enacted in 2009 to amend Sections 99400 and 99401.5 of, and to add Sections 99232.1, 99232.2, and 99232.3 to the Public Utilities Code, relating to transportation. The bill requires that, as of July 1, 2014, all TDA funds allocated to jurisdictions be committed solely for transit purposes. Prior to enactment of SB 716, if a jurisdiction had fully met its transit needs, the remaining TDA balance could be allocated for street and road purposes.

Senate Bill 203 (SB 203) (Pavley) was introduced on February 7, 2013. SB 203 would enable Ventura County cities with a population of less than 100,000 residents to continue to spend TDA funds on street and road purposes so long as the cities continue to meet their transit needs. SB 203 was amended April 30, 2013, to require VCTC on or before September 1, 2014, and four years annually thereafter, to submit a report to the Legislature on transit service within the County of Ventura. The report will include descriptions of transit route changes, changes to service levels on transit routes, and ridership numbers for all transit routes operating within Ventura County. The report will also include annual budget numbers for transit services provided by VCTC, Gold Coast Transit, other multiagency operators, and individual municipal operators. The reporting requirement will expire January 1, 2019, unless amended. This requirement was amended July 3, 2013, to change the reporting requirement from a report submitted to the Legislature, to VCTC providing the information on its website.

In response to SB 716, VCTC adopted the Regional Transit Study on April 13, 2012. The Regional Transit Study included support of a creation of a MOU in East Ventura County between the Cities of Camarillo, Moorpark, Simi Valley and Thousand Oaks, and the County of Ventura for unincorporated East County, to enhance coordination of transit services among the agencies. The Regional Transit Study also included transitioning authority of VISTA East service to the East County MOU and transitioning authority of the remaining VISTA service to Gold Coast Transit. On June 20, 2012, the City Council authorized the Mayor to sign a letter of support for the Regional Transit Study.

For the past year, staff from the four East County cities and Ventura County has been working on the MOU. On March 1, 2013, VCTC voted to amend the Regional Transit Study. The amendment stated that VCTC would retain authority of all VISTA services. Rather than rely on contributions from local jurisdictions for VISTA funding, VCTC would instead fully fund VISTA service using Federal Transit Administration (FTA) and State Transit Assistance (STA) funds. The change in VCTC's direction required some adjustment to the MOU language, as it was originally drafted based on the premise of the East County assuming responsibility for VISTA East services.

On June 5, 2013, the City Council authorized the City Manager to sign a joint letter to the Legislature from the East County City Managers and County CEO stating their commitment to the MOU and the agencies' commitment to finalizing the MOU during the summer. The City Managers are also in the process of presenting the MOU to representatives from the State Legislature who are interested in the progress of public transit improvements in Ventura County.

DISCUSSION

The MOU has been completed and is attached to this staff report for your consideration (Attachment 1). The MOU establishes the East County Transit Alliance (ECTA) which is intended to guide, enhance and expand regional and local transit services and connections in Ventura County, and surrounding areas whenever feasible, possible and mutually agreed upon. It is designed as a framework and guide to improving transit services in the East County over the next several years. Key conceptual goals included in the MOA are:

- Provide public transit services that are inclusive, customer focused, efficiently operated, and financially viable;
- Enhance existing transit services and options through a cooperative and collaborative partnership that balances regional concerns with each agency's unique transit needs;
- Improve local and inter-agency transit connectivity within the ECTA service area and with other transit service providers in Ventura and Los Angeles counties;
- Improve coordination of public transit services in the key areas of scheduling, fares, eligibility, marketing and outreach, and policies and procedures;
- Establish a single provider for ADA and Senior Dial-A-Ride service within the ECTA service area;
- Leverage cost efficiencies through coordinated purchases of services and equipment, shared use of facilities and other capital resources, and investments in technology.

The MOU establishes a Management Committee (Committee) consisting of one representative from each Agency to work together to accomplish projects set forth in an Implementation Plan (Plan). The Plan is guided by the Transit Goals included in the MOU under Exhibit A. The Transit Goals are similar to many of the collaborative concepts/goals included in the MOU support letter previously submitted to the State Legislature. The Plan is to be reviewed annually by the Committee and can be amended by the Committee by majority vote. Upon adoption of the Plan, each Committee member shall submit the Plan to his or her legislative body. It should be noted that neither the Plan nor the Committee members have the ability to implement/obligate their agencies to any financial expenses without the specific formal approval from their respective legislative body.

The current draft Plan is attached to this staff report as Attachment 2. It includes proposed improvements to jointly agreed upon policies and procedures (such as consistent eligibility ages), fixed route services, Dial-A-Ride services, infrastructure (such as joint purchasing agreements), and marketing and outreach projects. The Plan provides flexibility for MOU members to implement specific projects either all at the same time, or, through separate agreements/individual actions based upon their own individual time frame and budgets. For example, the Cities of Simi Valley and Moorpark could

move forward with an inter-connecting fixed route transit service before a connection between Moorpark and Camarillo is established. Moorpark and Thousand Oaks could also implement an Inter-City senior Dial-A-Ride program prior to the other member agencies if funding is available. In both situations described, the individual agencies would be achieving the projects identified in the Plan, but, are not limited to waiting until all MOU members are ready to implement the projects.

FISCAL IMPACT

None. If any projects with fiscal impacts are proposed, City Council will be presented with a request to implement and fund the projects prior to implementation.

STAFF RECOMMENDATION

Approve the East County Transit Alliance MOU and Authorize the Mayor to sign it, subject to final language approval of the City Manager and City Attorney.

Attachments

1. ECTA MOU
2. Draft ECTA Transit Implementation Plan

MEMORANDUM OF UNDERSTANDING

MANAGEMENT, FUNDING AND COST SHARING FOR THE IMPLEMENTATION OF THE EAST COUNTY TRANSIT ALLIANCE

This Memorandum of Understanding (“MOU”) is entered into effective _____, by the cities of Camarillo, Moorpark, Simi Valley, Thousand Oaks, and the County of Ventura (hereinafter “Agencies”).

RECITALS

WHEREAS, the Agencies wish to form the East County Transit Alliance (“ECTA”) to guide, enhance and expand regional and local transit services and connections in Ventura County, and surrounding areas whenever feasible, possible and mutually agreed upon; and

WHEREAS, each of the cities is a municipal corporation of the State of California, and the County of Ventura is a political subdivision of the State of California; and

WHEREAS, on April 13, 2012, the Ventura County Transportation Commission (“VCTC”) approved the Regional Transit Study Final Report: Executive Summary and Report to the Legislature, which included a recommendation for the creation of a Memorandum of Understanding between the cities of Camarillo, Moorpark, Simi Valley, and Thousand Oaks, and the County of Ventura for unincorporated areas within eastern Ventura County, to further coordination of regional and local transit services; and

WHEREAS, each of the Agencies retains the authority and the power to own, maintain, and operate a public transportation system within its respective jurisdiction; and

WHEREAS, the Agencies have established a successful track record in cooperative efforts, including but not limited to, a joint compressed natural gas (CNG) fueling agreement between the cities of Simi Valley and Moorpark; joint transit services between the City of Thousand Oaks and the County of Ventura for certain unincorporated areas of the County, including Oak Park; and joint transit services between the cities of Thousand Oaks and Moorpark; and

WHEREAS, the Agencies wish to improve regional and local transit services and provide an enhanced transit system in their respective jurisdictions through the development of enhanced regional connections, mutual service agreements, increased coordination of hours of service, fares, transfers, policies, and public information for fixed route, Americans with Disabilities Act (ADA), and Dial-A-Ride (DAR) services whenever feasible, possible and mutually agreed upon; and

WHEREAS, the Agencies wish to achieve cost efficiencies through the expanded use of cooperative purchases and grant applications, service agreements, technology, shared expertise, and the shared use of infrastructure such as fueling facilities, dispatch

centers, and administration facilities wherever feasible, possible and mutually agreed upon; and

WHEREAS, the Agencies wish to work together in their own and each other's best interests to provide a comprehensive and vital transit system that serves both regional and inter-City needs, including enhanced connecting services to colleges, universities, employers, Metrolink, and other areas of Ventura County, and the greater Los Angeles area; and

WHEREAS, the Agencies intend to enter into this MOU to cooperatively and mutually establish the ECTA for the purpose of implementing the ECTA Transit Goals;

NOW, THEREFORE, in consideration of their mutual promises, obligations, and covenants hereinafter contained, the Agencies agree as follows:

ARTICLE I – PURPOSE OF AGREEMENT

1.1 The Agencies participating in this MOU, with the approval of their respective legislative bodies, hereby join together as the ECTA for the purpose of the development, expansion, and investment in regional and local transit services in their respective jurisdictions based on the Transit Goals set forth in this MOU. The Agencies, through this MOU, intend to provide enhanced regional and local transit services and on a regional level with other transit agencies through mutually beneficial cooperation and coordination of services, planning efforts, administration, and infrastructure. It is intended that services within individual jurisdictions will remain under the authority and control of each individual Agency.

ARTICLE II – DEFINITIONS

- 2.1 FISCAL AGENT: Means either a third party public entity or an Agency participating in a Plan project that is retained to oversee and manage that Plan project.
- 2.2 PLAN: Means the plan adopted by the Management Committee that outlines various objectives, projects and plans to be implemented by the ECTA.
- 2.3 TRANSIT GOALS: Means the goals of the ECTA adopted as part of this MOU as described in the attached Exhibit "A".

ARTICLE III – RESPONSIBILITIES

3.1 AGENCIES

- A. The Agencies agree to form a "Management Committee" consisting of one representative from each Agency to work together to accomplish projects set forth in the Plan. Except where specifically provided in this MOU, it is

recognized that each Agency will need the approval from its own respective governing board when making changes to its individual transit programs. Neither the Management Committee nor any participating Agency has any authority or control over any other individual Agency's transit services, programs, or budget.

- B. Each Agency will select its applicable Management Committee representative and an alternate representative to serve in the absence of the primary representative. Each representative must be an Agency employee with appropriate technical background or responsibilities relevant to the purposes of the Plan. The representative and alternate representative will be selected by the respective Agency's Chief Executive Officer/City Manager or his/her designee.
- C. The Plan will set forth various transit projects in the eastern portion of Ventura County consisting of members of ECTA. The Plan will be prepared and adopted by the Management Committee annually, and each Agency must submit it to the legislative body of its Agency on an annual basis. Specific projects set forth in the Plan may only be pursued if the project and associated budget for that project are adopted and approved by each Agency participating in that particular project.
- D. With the exception of specific contracted services referenced in this MOU and Plan, each Agency is responsible for administering its own services, contracts, and expenses.
- E. Nothing in this MOU may be construed to prevent any Agency from entering into its own agreements for services or working with other agencies, whether or not included in this MOU, for transit services.

3.2 MANAGEMENT COMMITTEE

- A. The Management Committee must prepare, adopt, and implement the Plan in a timely, accountable fashion, following the principles and methods provided in this MOU. The Management Committee must review and adopt the Plan annually, and may modify or amend the Plan in accordance with the provisions of this MOU. Upon adoption by the Management Committee, each Agency must submit the Plan to its legislative body.
- B. The Management Committee is responsible for preparing a budget for each Plan project. The Management Committee will present the proposed budget for each Plan project to the participating Agencies for approval. If approved by all participating Agencies, the Management Committee will oversee project implementation.

- C. The Management Committee will attempt to reach consensus on all issues associated with the Plan. If a vote is necessary, each Management Committee member will have one vote. To pass, a motion must receive at least three affirmative votes from the Management Committee. However, notwithstanding the foregoing, a motion that would affect a Plan project budget, to pass, must receive unanimous approval of the Management Committee members whose Agencies are participating in that project.
 - D. The Management Committee will manage Plan task timelines and budgets as provided in approved project budgets and annual Plan updates. Management of budgets includes reviewing status reports to ensure specific project costs do not exceed budgeted costs.
 - E. The Management Committee must meet at least quarterly and as required to meet MOU requirements.
 - F. The Management Committee will review and revise the Transit Goals at least every three years. Once adopted by the Management Committee, each Agency must present the Transit Goals to its legislative body for approval.
- 3.3 FISCAL AGENT. The Agencies participating in a project associated with the Plan may select, by unanimous agreement, a Fiscal Agent to manage the project, including monitoring budget and project implementation. Actual duties and responsibilities will be set forth in a separate Fiscal Agent Agreement between the participating Agencies.
- 3.4. DOCUMENTATION. The Agencies agree to provide to one another all readily available information and documentation that is agreed to be necessary to perform the Plan.

ARTICLE IV – FUNDING AND COSTS

4.1. FUNDING

- A. The Agencies agree to provide funding for the costs of the Plan as projects identified by the Plan are adopted by the participating agencies consistent with each Agency's authorized budget.
- B. A budget for each Plan project will be established by the Management Committee and adopted by all Agencies participating in that project prior to the implementation of each respective project. If the project costs exceed the approved budget, each participating Agency must obtain funding approval from its legislative body prior to continuation of the project, or the participating Agencies must make revisions to the project to ensure costs do not exceed the approved budget.

- C. The Agencies understand and agree that wherever feasible, funding for transit services identified in the MOU for joint funding will be funded with federal funds provided through Federal Transit Administration (FTA) grants and additional grants (both federal and state). Only after federal and state funds have been maximized to the fullest extent will the Agencies be required to use local Transportation Development Act (TDA) or other local funds.
- D. To the extent an Agency fails to timely pay all or a portion of its cost allocation for a Plan project, the Management Committee or Fiscal Agent will direct the applicable project contractor(s) to reduce, to the extent feasible, the project activities that directly apply to that Agency in proportion to the reduction in that Agency's contributions. If the remaining expenses for the remaining Agencies are higher than the initial cost allocation, then the remaining Agencies must either agree to proportionally increase their contributions or direct that the project activities be further reduced. Reduction of services under this provision will not relieve the affected Agency of responsibility to cure its failure to pay that Agency's cost allocation.

4.2. CONTRACT FOR SERVICES

- A. The Management Committee is responsible for developing and preparing Requests For Proposals for Plan projects. Upon approval of a Plan project, the participating Agencies will select a Fiscal Agent to issue the RFP, negotiate a contract, and select the contractor(s) in compliance with this MOU and applicable State and Federal regulations. If proposed costs exceed approved budgets, the Fiscal Agent must notify the participating Agencies and request the Agencies' direction on approval of additional funds or modification of the project.
- B. Contractor(s) for each project must be retained by contract and the participating Agencies must disburse funds to the Fiscal Agent in accordance with its project allocation obligations in a timely manner after receipt of an invoice.
- C. All costs for Plan projects will be shared based upon each Agency's agreed project allocation. The Fiscal Agent will invoice each participating Agency for its allocated project costs in accordance with the Fiscal Agent Agreement for that project.

ARTICLE V – GENERAL PROVISIONS

- 5.1. TERM. This MOU will be effective when executed by at least three Agencies ("Effective Date"). The initial term of the MOU will be for a period of five years from the Effective Date. Thereafter, the MOU will automatically renew annually

upon the anniversary of the Effective Date until terminated in the manner provided for in Section 5.2 of this MOU.

5.2 WITHDRAWAL

- A. Any Agency may withdraw from this MOU and thereby membership in the ECTA upon providing written notice to the Management Committee in accordance with Section 5.4 no later than March 1st prior to the next fiscal year. Withdrawal will be effective on July 1st of the new fiscal year.
- B. Any Agency that withdraws from this MOU will remain liable for that Agency's share of the actual project costs incurred under this MOU through the end of the fiscal year in which notice is given, as well as that Agency's share of the cost of any services that cannot be terminated prior to the end of the then current fiscal year.
- C. Upon the withdrawal from the MOU by any Agency, the Management Committee will revise any cost sharing formulas in place at the time of the withdrawal to equitably reduce or reapportion the withdrawing Agency's contribution, net of any cost savings for reductions in activities, administration, or services, among the remaining Agencies.
- D. This MOU will be considered terminated upon the withdrawal of two or more Agencies in accordance with Section 5.2.A. above.

- 5.3. AMENDMENTS. During the term of this MOU, upon request by any Agency, the other Agencies must make reasonable efforts in good faith to reach an agreement on modifications to the MOU that may be reasonably necessary to effectuate the intent of this MOU.

Any proposed amendments to this MOU must be in writing and must have the unanimous consent of the members of the Management Committee. Upon such consent, the amendment must be presented to the legislative body of each Agency Board for approval within ninety (90) days of notice by the Management Committee.

- 5.4. NOTICES. Any notices, bills, invoices, or reports relating to this MOU, and any request, demand, statement or other communication required or permitted hereunder must be in writing and must be delivered to the representatives of the Agencies at the addresses set forth in the attached Exhibit "B". A notice will be deemed to have been received on (a) the day of delivery, if delivered by hand during regular business hours or by confirmed facsimile; or, (b) on the third business day following deposit in the United States mail, postage prepaid.
- 5.5. RELATIONSHIP OF THE AGENCIES. The Agencies are, and will at all times remain as to each other, wholly independent entities. No Agency has the power to incur any debt, obligation, or liability on behalf of any other Agency unless

expressly provided by this MOU. No employee, agent, or officer of an Agency will be deemed for any purposes whatsoever to be an agent, employee or officer of another Agency.

- 5.6. FURTHER ACTS. The Agencies agree to cooperate fully with one another to attain the purposes and objectives of this MOU.
- 5.7. INDEMNIFICATION AND INSURANCE. Each Agency is solely responsible and liable for its individual obligations under this MOU. This MOU in and of itself does not include specific insurance requirements. Insurance requirements will be specified in separate project agreements approved by respective City Councils. Each Agency agrees to indemnify, defend, and hold the other Agencies harmless for all losses, claims, and liability including attorneys' fees and costs, arising to the extent of the negligence or willful misconduct of the indemnifying Agency.
- 5.8. EXECUTION OF COUNTERPARTS. This MOU may be executed in counterparts, each of which will be deemed an original, but together will constitute one and the same instrument.
- 5.9. GOVERNING LAW. This MOU, including any dispute arising out of it, is governed by the laws of the State of California.
- 5.10. SEVERABILITY. If any provision in this MOU is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions will nevertheless continue in full force without being impaired or invalidated in any way.

IN WITNESS WHEREOF, the Agencies have caused this East County Transit Alliance MOU to be executed on their behalf as of the dates specified below, respectively, as follows:

Signatures on following pages

East County Transit Alliance MOU – signatures:

CITY OF CAMARILLO

Date: _____

APPROVED AS TO FORM:

By: _____
Mayor

By: _____
City Attorney

East County Transit Alliance MOU – signatures (continued):

CITY OF MOORPARK

Date: _____

APPROVED AS TO FORM:

By: _____
Mayor

By: _____
City Attorney

East County Transit Alliance MOU – signatures (continued):

CITY OF SIMI VALLEY

Date: _____

APPROVED AS TO FORM:

By: _____
Mayor

By: _____
City Attorney

East County Transit Alliance MOU – signatures (continued):

CITY OF THOUSAND OAKS

Date: _____

APPROVED AS TO FORM:

By: _____
Claudia Bill-de la Pena, Mayor

By: _____
Tracy Noonan, City Attorney

ATTEST:

APPROVED AS TO ADMINISTRATION:

By: _____
Linda D. Lawrence, City Clerk

By: _____
Scott Mitnick, City Manager

East County Transit Alliance MOU – signatures (continued):

COUNTY OF VENTURA

Date: _____

APPROVED AS TO FORM:

By: _____
Chair, Board of Supervisors

By: _____
County Counsel

East County Transit Alliance MOU
Exhibit "A"
Transit Goals

- A. Provide public transit services that are inclusive, customer focused, efficiently operated, and financially viable.
- B. Enhance existing transit services and options through a cooperative and collaborative partnership that balances regional concerns with each agency's unique transit needs.
- C. Improve local and inter-agency transit connectivity within the ECTA service area and with other transit service providers in Ventura and Los Angeles counties.
- D. Improve coordination of public transit services in the key areas of scheduling, fares, eligibility, marketing and outreach, policies and procedures.
- E. Establish a single provider for ADA and Senior DAR service within the ECTA service area.
- F. Leverage cost efficiencies through coordinated purchases of services and equipment, shared use of facilities and other capital resources, and investments in technology.

East County Transit Alliance MOU
Exhibit "B"
Notices

City of Camarillo
Tom Fox, Public Works Director
601 Carmen Drive
Camarillo, CA 93010

City of Moorpark
Dave Klotzle, Public Works Director
799 Moorpark Avenue
Moorpark, CA 93021

Copy to:
City of Moorpark
City Manager
799 Moorpark Avenue
Moorpark, CA 93021

City of Simi Valley
Jim Purtee, Assistant City Manager
2929 Tapo Canyon Road
Simi Valley, CA 93063

City of Thousand Oaks
Jay Spurgin, Public Works Director
2100 E. Thousand Oaks Boulevard
Thousand Oaks, CA 91362

County of Ventura
David Fleisch, Transportation Department Director
800 South Victoria Avenue
Ventura, CA 93009

EAST COUNTY TRANSIT ALLIANCE
Transit Implementation Plan

A. Purpose:

The purpose of the Transit Implementation Plan (Plan) is to establish a framework to guide the Management Committee in the implementation of programs and projects consistent with the adopted MOU's adopted Transit Goals (Exhibit A). This Implementation Plan is a living document and the Management Committee shall review and update the Plan and present to the governing bodies of the agencies participating in the MOU annually. The Plan as submitted to the governing bodies shall include:

1. Summary of projects completed
2. Summary of projects being implemented with estimated completion date
3. Summary of projects pending and proposed timeline
4. Summary of on-going projects with significant milestones or achievements in the previous fiscal year
5. Summary of projects not implemented with revised timetables
6. Summary of projects deleted from plan
7. Summary of new projects approved by the Management Committee

Where applicable, a summary of anticipated costs associated with each project shall be included in the Plan submitted to the governing bodies.

B. Projects:

The Plan will include proposed projects consistent with the MOU Transit Goals. Inclusion of specific projects in the Plan shall be at the discretion of the Management Committee. Implementation of specific projects requiring funding from one or more agencies shall require approval of the respective governing bodies participating in the project. In the case of projects of substantial nature or involving the financial participation of a majority or all of the participating agencies, the Management Committee will recommend a Fiscal Agent consistent with the terms of the MOU, with a separate Agreement presented to the affected agencies' governing bodies for approval.

Potential projects selected for inclusion in the Plan will first be reviewed for consistency with MOU Goals and implemented only where feasible and mutually agreed upon. Projects shall be divided into five categories consisting of:

1. Policies and Procedures
2. Fixed Route
3. Dial-a-Ride
4. Infrastructure
5. Marketing and Outreach

PROJECT SUMMARY

Note: Not all projects require full participation of every member agency of the ECTA to be included in the Plan. Individual projects will be implemented whenever feasible, possible, and mutually agreed upon.

1. Policies and Procedures:

Project	Target Completion Date	Status	Estimated Cost
Cooperative Fueling Agreements			
Continued participation in Countywide ADA Assessments			
Expanded cooperative operation and maintenance agreements			
Explore shared administrative resources			
Establish shared database of transit related information			
Achieve consistent eligibility age for services			
Achieve consistent operating rules and policies			
Joint grant applications for capital and operational project funding			

2. Fixed Route

Project	Target Completion Date	Status	Estimated Cost
Cooperative purchase and installation of fare collection platform (fare boxes)			
Cooperative purchase and installation of Stop Announcement Devices			
Cooperative purchase of expansion and replacement buses			
Establish local bus service intercity connection points			
Improve public transit to education institutions			
Establish weekend service			
Achieve uniform service hours			
Achieve uniform fares			
Improve connections to regional service providers			
Establish East County City Connector Route			

3. Dial-a-Ride and ADA

Project	Target Completion Date	Status	Estimated Cost
Establish single operator ADA service			
Establish single operator Senior Dial-a-Ride service (using same provider as ADA)			
Procure cost effective replacement for Trapeze			
Achieve uniform service hours			
Achieve uniform fares			
Establish weekend service			
Establish senior intercity service			
Establish uniform policies for intercity ADA services			
Identify long-term, sustainable, and equitable funding source for intercity ADA services			

4. Infrastructure

Project	Target Completion Date	Status	Estimated Cost
Expand transit facilities to provide for increased capacity			
Construct new CNG fueling facility at Thousand Oaks Transportation Center			
Improve joint purchasing of capital equipment			
Support commitment to "green fleet" procurements			

5. Marketing and Outreach

Project	Target Completion Date	Status	Estimated Cost
Marketing campaign to promote use of public transit			
Establish umbrella identity for participating agencies while retaining local transit designations			
Establish citizen advisory group to the Management Committee			