



TRANSFORMING TRANSPORTATION IN VENTURA COUNTY

Ventura County Regional Transit Study

REPORT TO THE VENTURA COUNTY TRANSPORTATION COMMISSION:
STEERING COMMITTEE DIRECTION AND POLICY ISSUES FOR FURTHER
CONSIDERATION

Prepared for:
Ventura County Transportation Commission

March 2, 2012 Meeting

Prepared by:
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Wendel

Introduction

Beginning in the Fall of 2010 the Ventura County Transportation Commission (VCTC) embarked on a Regional Transit Study designed to consider options for reorganizing public transportation services in Ventura County. This study was initiated in response to SB716, which requires that all Transportation Development Act (TDA) funds in Ventura County be used solely for public transit purposes beginning in July, 2014. In accordance with this legislation, the Commission was also afforded the opportunity to prepare a report on options for organizing public transportation in Ventura County.

While the current study was initiated in order to assist VCTC in its response to provisions of SB716, policymakers had recognized for a long time that the present system of ten different agencies providing a mix of services was neither coordinated nor efficient. Reflecting this need, the guiding principles established by Commissioners for the current study called for "...a network of sustainable services that meet the diverse needs of the customers..." and a transition to "...a user-focused system that goes beyond individual boundaries..."

Process and Accomplishments to Date

A Steering Committee of Commissioners was established to guide the study. This Steering Committee has met five times over the course of the study. In between times, the Commission and study consultants have conducted community outreach and consultation as part of the Comprehensive Transportation Plan process, held briefings with Transcom and consulted with individual city, county and agency officials. Steering Committee and Commission milestones and accomplishments have included:

September 2010	Study initiation, background review and development of initial vision
December 2010	Steering Committee review of existing conditions, issues and options; direction to consider a full range of models
March 2011	Steering Committee consideration of organizational models and direction on options for further study (Full Consolidation and Moderate Consolidation/Hybrid alternatives)
May 2011	Consultant report to the full Commission on alternatives recommended by Steering Committee to be carried forward for further study

August 2011	Report to Steering Committee on consultations with city managers and operators and request from city managers that Coordination Alternative be added back for further consideration and that top management-level representatives of the operators be included in a follow-up meeting with Steering Committee
December 2011	Steering Committee meeting with management representatives of the operators and request from Steering Committee for these operators to present a specific operator-authored proposal outlining their alternative concept
January 2012	Steering Committee meeting with management representatives of the operators on their proposal and consensus on recommending operator structural proposal to the full Commission

Regional Transit Study Steering Committee Report and Recommendations

On January 13, 2012 members of the Steering Committee met to hear and discuss the operator proposal and provide direction for further consideration by the full Commission. The presentation of this proposal was preceded by a brief consultant recap of study background, including alternatives considered, Steering Committee milestones and policy issues that had been raised during the course of the study and subsequent discussion.

Via telephone, Art Bauer, staff to the Senate Transportation Committee along with the staff of SB716 author Senator Wolk provided clarification on the intent of SB 716. Mr. Bauer reiterated that "Ventura County is an urban county..." and the staff of Senator Wolk stated that the intent of the author was that TDA be used for transit in urban areas. She agreed to clarify the intent of excluding cities with less than 100,000 population but in urban counties from this requirement, with the exception of Ventura County cities. This clarification is pending.

The operators presented a consensus proposal signed by management representatives. Signatories included the city managers of cities responsible for operating transit systems. The Gold Coast Transit General Manager signed the proposal on behalf of communities served by Gold Coast Transit. VISTA operator VCTC and the County of Ventura did not sign the proposal. As explained by the operators, this proposal was intended as a framework and would require further development and resolution of specific details. The full text of the operator proposal (including the Guiding Principles) is presented in the letter in Attachment 1. Essential concepts include:

- **Separate West County and East County Models:** A Gold Coast Transit District would be created to serve West County, including Heritage Valley, and a formal

Memorandum of Understanding (MOU) would be established in East County for operation and coordination of bus and ADA services, fares and hours of service.

- **VISTA Service Transition:** VISTA service (with the exception of VISTA-East) would be transitioned to the new Gold Coast Transit District. VISTA East and East County unincorporated area transit services would be transitioned to the jurisdiction of the East County MOU.
- **TDA Allocation:** TDA would be apportioned to the Gold Coast Transit District in West County. TDA would be returned to individual jurisdictions in East County (until such time as individual jurisdictions choose to join the District).
- **Certain Exclusions from SB 716 Requirements:** Cities outside the Gold Coast Transit District (initially all East County cities) would be allowed to continue to file claims for Article 8 purposes (use TDA for streets and roads as long as there are not unmet transit needs that are determined to be reasonable to be meet under the existing TDA Article 8 process).

The “Operators” proposal was accompanied by their recommended Guiding Principles for a Regional Transit Plan:

1. It is the fundamental right of local agencies to determine how to provide local services.
2. Existing TDA farebox requirements do not adequately account for the impacts of federal regulations and a lower farebox ratio should be proposed.
3. Transit funds locally generated (such as TDA and FTA funds) must be distributed to and controlled by the local agency.
4. Consolidation of local ADA and DAR operations into no more than two regions is a desirable outcome.

After the presentation, there was discussion of how the operator proposal compared to the alternatives (Full Consolidation and Moderate Consolidation/Hybrid Alternatives) that the Steering Committee had asked the consultant team to study further in the Spring of 2011. The attached chart (Attachment 2) presents a brief comparison of those alternatives along with remaining issues for further resolution or discussion.

Steering Committee Direction

After discussion with the operators, VCTC staff and the consultant team, the Steering Committee agreed to the following:

- Include Customer Focus as a top priority in any Guiding Principles
- Express consensus support for the operators' structural proposal
- Further consolidation would be pursued at a future undetermined date

An open question remains on the operators' proposal for use of TDA for street and road purposes, especially as it relates to a possible Commission position on seeking amendment to SB716's directive that TDA is to be used exclusively for public transit in Ventura County starting in July 2014.

The Steering Committee further agreed with the operators that a follow-up meeting of the operators' staff with the consultants and VCTC staff would be helpful in clarifying certain details of the operator proposal in addition to open questions requiring further study, discussion and analysis. This meeting took place on January 18, 2012 and a follow-up meeting to review the initial draft was held on February 16. As a result, certain areas of this report have been further clarified.

Issues for Further Consideration

Comparison of Operator Alternative with Original Alternatives

As illustrated in Attachment 2, and as discussed at the January 13, 2012 Steering Committee, there are core similarities between one of the original alternatives considered for further study at the April/May Steering Committee and Commission meetings (the Moderate Consolidation/Hybrid Alternative) and the operator proposal presented at the Steering Committee's January 13 meeting. There are also some key variances. Many of these are attributable to specifics that have been worked out among the operators:

- **Planning** - In both alternatives, VCTC would continue as the Regional Transportation Planning Agency (RTPA). Both assume that some joint planning will occur at the countywide level. Under the Moderate Consolidation/Hybrid Alternative each of up to two entities will do its own detailed route and schedule planning; under the operator proposal the MOU will direct the level of integrated planning.

- **Customer Services** -- Under both alternatives, VCTC would play a central role in countywide information, ADA eligibility, fare media and marketing. The specifics of how any coordinated or consolidated customer service functions are carried out would need to be explored further under any alternative.
- **Operations** -- The Moderate Consolidation/Hybrid Alternative envisions one or two operating entities and a countywide funding and planning agency. The operators' proposal specifies that there will be a District in West County and an MOU (but continued separate city operations) in East County.
- **TDA** -- The Moderate Consolidation/Hybrid Alternative envisions (assuming SB 716 directs all TDA to go to public transit) that TDA will be aggregated in both East County and West County. Under the operator proposal, TDA would be aggregated under the district in West County and continue to be allocated to each jurisdiction in East County based on population.

Areas of General Consensus

Based on Steering Committee discussion with the operators at the January 13, 2012 meeting and informal discussions between the consultants, VCTC and the operators at the follow-up meetings, the following areas of general consensus have been identified:

1. The first and major consideration of any organization (including the proposed alternative) will be service to the customer.
2. Move forward with the operators' proposed east-west county structure including creation of a West County (Gold Coast) transit district and an East County memorandum of understanding. This structure would be considered an interim step to longer-term consolidation (have the "capacity for evolution") without a pre-determined timeframe.
3. VISTA operation will be transitioned over time so that it is primarily managed by the new District with operation of VISTA East integrated into East County transit operations.
4. There will be a strong centralized role for VCTC. Details will be further discussed, but examples include, but are not limited to:
 - a. Perform all functions of a Regional Transportation Planning Agency (RTPA);

- b. Coordinate and provide RTPA policy and planning direction for transit, with operating agencies having responsibility for planning and scheduling their service;
- c. Coordinate information, marketing, and facilities planning (specific roles and responsibilities would be determined in the future);
- d. Receive and program Federal, State CMAQ and STA funding and other discretionary funding and grants; TDA funds would continue to be distributed according to state law on a per-capita basis for those agencies not included in the proposed Gold Coast Transit District.
- e. Perform legislative and other advocacy on behalf of the operators; and
- f. Oversee inter-county and Metrolink service issues.

Issues Requiring Short-term VCTC Action

So that a draft report can be prepared for the Legislature as soon as possible, the following issues have been identified for short-term action by the Commission:

1. Commission position on the structure proposed by the operators (creating a Transit District for West County operations and a Memorandum of Understanding to govern East County service coordination) and whether this includes the ultimate goal of creating a countywide operation. (Note: the Operators prefer that any consolidation beyond the creation of the proposed Transit District be a long-term consideration as services evolve without a time-specific).
2. Commission position on use of TDA to be presented in the report to the Legislature:
 - a. Shall the Commission include the option of using TDA for Article 8 (streets and roads) in all jurisdictions; for only those jurisdictions outside the District; or for cities under 100,000 population? OR
 - b. Shall the Commission recommend that all TDA funds be used for public transit and not for streets and roads (the provisions of SB 716)?

Issues to be Addressed Based on Further Discussion or Study

There are several issues that will need further discussion and/or study.; However, the time frame for a report to be submitted to the Legislature may preclude resolution of these issues prior to the report. These include but are not limited to:

1. The distribution of TDA transit funding: Assuming that the SB 716 mandate to use TDA only for transit beginning July 2014 stays in force and a District is created, should TDA continue to be distributed on a population-share basis to cities outside of the District or should some re-distribution be made based on demand or need, or for countywide connections? (Note: the Operators did not support demand or need-based funding distribution on a countywide basis).
2. ADA and Senior Services: If some or all of the ADA and Senior services are to be centralized, what is the extent of that centralization, how are varying eligibility criteria reconciled and how is service provided to areas such as Ojai and the Heritage Valley?
3. Fares and Schedules: What is the specific mechanism for coordinating fares and schedules and to what extent does the Commission have a role?
4. VISTA service and agreements: How would VISTA service and agreements be transitioned so as to maintain existing cooperative funding agreements with CSUCI and others if the service is split between two entities?
5. Performance Incentives: What incentives are provided for performance through the use of discretionary funds such as STA and CMAQ?

Next Steps

The next steps, as discussed with the Steering Committee are:

1. March 2, 2012 Commission Meeting: Present the Steering Committee consensus position and the consultant's report and receive direction from the Commission
2. Mid-March, 2012: Re-convene the Steering Committee to consider the content of report to the Legislature
3. April: Commission takes final action on the report to the Legislature
4. April 2012: Report submitted to the Legislature

Attachment 1: Operators' Proposal

January 11, 2012



Gold Coast TRANSIT
Four Community Connections



CITY OF PISMO BEACH
CALIFORNIA



CITY OF SAN JUAN CAPISTRANO
CALIFORNIA



CITY OF SIMI VALLEY



Darren Kettle, Executive Director
Ventura County Transportation Commission
950 County Square Drive, Suite 207
Ventura, CA 93003

Dear Mr. Kettle:

On October 6, 2011, the City Managers and County Executive Officer met with VCTC staff and the Regional Transit Plan consultants to discuss the consultants' Progress Report, which included a fully consolidated County transit system or a possible two-district option. At that meeting, the City Managers raised several concerns about the Regional Transit Study. These concerns included the need to incorporate the following:

- Increased input from those currently operating transit services;
- A viable alternative to allow jurisdictions who wish to continue operating their own transit services to do so with increased coordination with other operators; and,
- Flexibility to allow cities who currently utilize TDA funds for streets and roads and who have no unmet transit needs, to continue to do so.

On November 4, 2011, several transit operators including the cities of Camarillo, Moorpark, Thousand Oaks, and Simi Valley, Gold Coast Transit, and the County of Ventura, attended VCTC's Regional Transit Study Steering Committee meeting to again express their concerns that the draft VCTC Regional Transit Study reports to date did not adequately include input from, or address many of the issues and concerns that have been raised by local cities and operators. As a result, the VCTC Steering Committee and the full Commission at its December 2, 2011 meeting, directed VCTC staff and the VCTC Regional Transit Study consultants to meet with County transit operators to develop an alternative Regional Transit proposal that would represent the needs and concerns of operators in both the West and East County.

Ventura County transit operators representing the cities of Camarillo, Moorpark, Thousand Oaks, Port Hueneme, Ojai, Oxnard, and Simi Valley, Gold Coast Transit, Ventura County, and VISTA conducted three meetings (beginning October 19, 2011) to discuss their ideas for establishing improved public transit in Ventura County. Through their efforts, the operators were able to develop and unanimously agree upon a proposed regional transit plan and operational concept for Ventura County that addresses West County, East County and Heritage Valley transit needs. This document is attached and is being forwarded to the VCTC as the alternative being recommended by Gold Coast Transit and the seven other Ventura County jurisdictions that operate transit services. The transit operators also adopted four Guiding Principles, which are attached to this letter. The Guiding Principles were used to create a proposed Operational Concept for public transit in Ventura County as well as some of the proposed language to amend the Transportation Development Act, in response to SB 716. The Guiding Principles are not necessarily requirements to be implemented but are rather items that all transit operators agreed were factors to be considered when establishing the Operational Concept.

In summary, the operator's proposal would create, by legislative action, a Gold Coast Transit District encompassing the current communities served by Gold Coast Transit and the Heritage Valley communities of Santa Paula and Fillmore. The cities of Camarillo, Moorpark, Simi Valley and Thousand Oaks would continue to operate their municipal services with a Memorandum of Understanding for increased coordination of services and service delivery. The proposed Gold Coast Transit District would file Article 4 TDA Claims with the intent that all TDA funds would be used for transit purposes. The cities outside of the proposed Gold Coast Transit District would seek authorization to file claims under Article 8 subject to Public Utilities Code Section 99401.5.

As it relates to pursuing the flexibility for Ventura County cities to continue to use TDA funds for streets and roads, there are several current examples in the California Public Utilities Code where the State legislature has granted local jurisdictions the ability to file Article 8 Claims. Included are Sacramento County, the Sacramento Regional Transit District, and cities in Sacramento County, which are outside the Transit District, all of which have legislative authority to file Article 8 Claims for streets and roads funding. In addition, the counties of San Diego, Orange, Riverside, San Bernardino, Stanislaus, Monterey and Los Angeles all have special legislative provisions related to TDA funding, covering streets and roads, HOV Lanes, and/or various other special needs unique to their own counties.

On December 14, 2011, representatives of the local transit operators, including the City Managers (or their designated representatives) from Camarillo, Moorpark, Ojai, Simi Valley, Thousand Oaks, Oxnard, Gold Coast Transit's General Manager, and the Senior Transportation Analyst for the County of Ventura met with you and the VCTC's Regional Transit Study consultants to discuss the transit operators' proposal. During the meeting it was discussed that in order to avoid any misunderstanding regarding the operators' proposal, the transit operators would provide the VCTC Steering Committee and all VCTC Commissioners a written proposal, which is attached herein.

The transit operators would like to emphasize that this document was developed with the active participation of all the transit operators and agreed upon. Gold Coast Transit, in addition to representing the agencies that they serve, is currently taking steps to meet with the cities of

Fillmore and Santa Paula to explain how Gold Coast Transit can serve the Heritage Valley. The transit operators also discussed potential VISTA service improvements and consolidation, but felt that out of respect for the many details that should be considered (such as VISTA's current farebox recovery ratios and its dependency upon Federal and local funding), further study and discussions with VCTC staff is warranted before any proposal would be made.

The local transit operators would like to recognize the VCTC staff, Steering Committee, and the Commission as a whole for the initiatives that have been underway for the past two years to improve transit and general transportation services as a whole in Ventura County through the Regional Transit Study and the Comprehensive Transportation Plan. We greatly appreciate the opportunity to provide to you this proposal, which represents the support of the undersigned operators and agencies. Should you, the VCTC staff or Commissioners have additional questions about the transit operators' proposal, please feel free to contact Shaun Kroes, Moorpark Senior Management Analyst, at 805-517-6257. He will either be able to provide information directly, or as the Chair of Transcom when this document was prepared, confer with the transit agency members who helped to develop the proposal.

Sincerely,



Steve Brown, General Manager
Gold Coast Transit



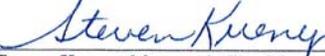
Edmund Sotelo, Oxnard City Manager
Oxnard Harbor, and Beaches DAR



Mike Sedell, Simi Valley City Manager
Simi Valley Transit



Scott Mitnick, Thousand Oaks City Manager
Thousand Oaks Transit



Steven Kueny, Moorpark City Manager
Moorpark City Transit



Bruce Feng, Camarillo City Manager
Camarillo Area Transit



Robert Clark, Ojai City Manager
Ojai Trolley

Attachments

cc: VCTC Regional Transit Study Steering Committee
VCTC Board Members

PROPOSED OPERATIONAL CONCEPTS FOR A WEST COUNTY TRANSIT DISTRICT AND AN EAST COUNTY OPERATIONAL MEMORANDUM OF UNDERSTANDING, AND POSSIBLE LANGUAGE TO AMEND THE TRANSPORTATION DEVELOPMENT ACT

West County Model: Gold Coast Transit District (GCTD) to plan and operate and/or contract for all bus and ADA services within the district boundaries including existing Heritage Valley services (VISTA-126, Santa Paula & Fillmore Dial-a-Rides), Ojai Trolley, Oxnard Harbor & Beaches Dial-a-Ride, Coastal Express, VISTA-CSUCI and VISTA-101. GCTD will also coordinate oversight of member agency rail stations, transit/transfer centers and bus stop amenities. Existing GCT Board will expand to include new members with appropriate representation to be determined.

East County Model: Simi Valley/Moorpark/Thousand Oaks/Camarillo to develop a formal Memorandum of Understanding (MOU). East County MOU to operate and coordinate all bus and ADA services, fares and hours of service including VISTA-EAST and east county unincorporated area transit services. East County MOU to coordinate oversight of member agency rail stations, transit/transfer centers and bus stop amenities.

Transportation Development Act (TDA) definition of "area" apportionments with reference to Ventura County: the entire area stated in the proposed GCTD enabling legislation excluding cities within Ventura County that may choose to join the district or form a separate district at a later time.

TDA apportionment restriction definition: Cities within Ventura County which are outside the boundaries of the proposed GCTD, but which provide transit service or which contract for transit service, may also file claims under Article 8 subject to Public Utilities Code Section 99401.5. The County of Ventura may file claims under Article 8 only for unincorporated area transit needs in those areas not served by GCTD.

**GUIDING PRINCIPLES FOR A REGIONAL TRANSIT PLAN
DEVELOPED BY THE TRANSIT OPERATORS IN VENTURA COUNTY**

1. It is the fundamental right of local agencies to determine how to provide local services.
2. Existing TDA farebox requirements do not adequately account for the impacts of federal regulations and a lower farebox ratio should be proposed.
3. Transit funds locally generated (such as TDA and FTA funds) must be distributed to and controlled by the local agency.
4. Consolidation of local ADA and DAR operations into no more than two regions is a desirable outcome.

Attachment 2: Organizational Alternatives Considerations

GOVERNANCE

Original Study Models				January, 2012 Operator Proposal and Outcomes	Issues In Operator Proposal for Future Resolution
Status Quo / Collaboration	Moderate Coordination	Moderate Consolidation	Full Consolidation		
Distributed among entities who have varying governance structures (e.g. RTPA, JPA, City Council, VISTA Committees)	Generally distributed but centralized for individual issues (e.g. Coordinating Committee for ADA paratransit)	At least two managing boards (e.g. one for planning, one or more for operations).	Countywide central entity including fully centralized staffing	VCTC as Regional Transportation Planning Agency (RTPA) Gold Coast Transit District in West County Individual operators with MOU for service coordination in East County	Role and responsibilities of VCTC Gold Coast Transit District board composition Governance of ADA paratransit operations – East County, West County and Countywide

FINANCIAL

Original Study Models				January, 2012 Operator Proposal and Outcomes	Issues In Operator Proposal for Future Resolution
Status Quo / Collaboration	Moderate Coordination	Moderate Consolidation	Full Consolidation		
<p>Primary financial decisions made by individual agencies</p> <p>Some interaction with central agency for federal and state funds (e.g. grants)</p> <p>Some funding directly to individual entity</p> <p>If SB 716 is implemented without change, all TDA funds must be used for transit. This will be disruptive to some cities</p>	<p>Primary decisions made individually</p> <p>Centralized funding for coordinated issues typically require local match (e.g. Federal grants)</p> <p>Some reallocation of funds may be required to support coordinated functions</p>	<p>Different types of funds controlled by each entity</p> <p>Some collaboration of funding requests likely for larger projects</p> <p>Each entity can pursue financial opportunities (e.g. bonding, tax levies)</p> <p>Some reallocation of funds may be required to support consolidated functions</p> <p>Consolidated functions could result in greater efficiencies and effectiveness</p>	<p>Receives and manages all funding for public transportation</p> <p>Can bond for funding or pursue tax levies</p> <p>Some reallocation of funds may be required to support consolidated functions</p> <p>Consolidated functions could result in greater efficiencies and effectiveness</p>	<p>VCTC responsible for discretionary funds</p> <p>Gold Coast District receives allocated federal and TDA funds for all member jurisdictions</p> <p>East County cities retain discretion over TDA funds</p>	<p>Arrangements for joint procurement</p> <p>Potential east/west imbalance between level of funding and needs</p> <p>Continued discretion to use TDA for streets and roads in East County</p> <p>Incentive funding for coordination</p> <p>Performance standards for discretionary funds</p>

PLANNING

Original Study Models				January, 2012 Operator Proposal and Outcomes	Issues In Operator Proposal for Future Resolution
Status Quo / Collaboration	Moderate Coordination	Moderate Consolidation	Full Consolidation		
<p>Individual agency and operator plans</p> <p>Some collaborative planning based on regional plans and other joint efforts (e.g. inter-agency transfers, VCTC programs)</p>	<p>Primary planning is still done locally, but coordinated planning required for specific coordinated agreement projects</p>	<p>More joint planning occurs (e.g. overall long-range planning responsibility of planning agency), but each operating agency does own planning</p>	<p>Conducts all long-range, short-range and operational planning</p>	<p>ADA services provided by no more than two entities</p> <p>VCTC conducts long-range planning.</p> <p>Gold Coast District performs own service planning</p> <p>East County cities plan own systems under MOU agreement</p>	<p>Planning and funding responsibility for ADA paratransit in East County</p> <p>Planning for coordination and services for ADA between East and West County</p> <p>Planning for VISTA services between East and West County and into Los Angeles and Santa Barbara Counties</p> <p>Extent of VCTC involvement in level of service and countywide coordination</p>

OPERATIONS

Original Study Models				January, 2012 Operator Proposal and Outcomes	Issues In Operator Proposal for Future Resolution
Status Quo / Collaboration	Moderate Coordination	Moderate Consolidation	Full Consolidation		
<p>Mix of individual operations, including contract and in-house</p> <p>Some collaborated opportunities for transfers, joint use of facilities, etc.</p>	<p>Coordination for specific projects (e.g. countywide ADA Paratransit) could expand to more agencies -- and projects if successful such as call center, procurement, etc.</p>	<p>Possible efficiencies/cost savings from consolidated operations consolidated under operating entity or entities (e.g. one or two Districts directly operate and/or contract for operations)</p> <p>May be limited number of continuing individual local operations in cities</p>	<p>Possible efficiencies/cost savings from consolidated operations, with directly operating and/or contracting for all public transportation services</p>	<p>Gold Coast District Operates all service for member jurisdictions and assumes operation of VISTA (except VISTA East)</p> <p>East County cities operate own systems and operate VISTA East under MOU</p>	<p>Potential for continued and/or expanded contract operation (e.g. VISTA, ADA Paratransit)</p> <p>Operating responsibility for ADA service</p> <p>Relationship with SBCAG regarding the Coastal Express Service</p>

COMMUNICATIONS, MARKETING AND FARES

Original Study Models				January, 2012 Operator Proposal and Outcomes	Issues In Operator Proposal for Future Resolution
Status Quo / Collaboration	Moderate Coordination	Moderate Consolidation	Full Consolidation		
Some centralized information and marketing Central ADA paratransit eligibility	Combined marketing and call center could improve customer satisfaction by having a single source for information	Broader communications and marketing responsibilities coordinated between managing entity and District(s)	Countywide entity has all communications and marketing responsibilities	Communications and marketing responsibilities coordinated between VCTC, Gold Coast District and East County operators.	Role of VCTC in countywide communications, marketing and fare coordination Resolution of disparity of fare and eligibility requirements among operators