



## 8.0 Vision, Mission, Goals, Objectives and Strategies

This section includes goals, objectives and strategies over the ten-year TDP to meet the County's vision and mission.

**VISION:** To provide the opportunity for every person in St. Johns County to enjoy wellness, longevity and quality of life choices within a strong, healthy community through the provision of public transportation.

**MISSION:** To provide safe, affordable and reliable mobility options.

### **GOALS:**

GOAL 1 – CUSTOMER FOCUS

GOAL 2 - MOBILITY AND ACCESSIBILITY

GOAL 3 – INTERAGENCY AND REGIONAL COORDINATION

GOAL 4 – EFFECTIVENESS AND EFFICIENCY

GOAL 5 – QUALITY OF LIFE

GOAL 6 – EDUCATION AND TRAINING

GOAL 7 – CAPITAL IMPROVEMENTS

**GOAL 1 – CUSTOMER FOCUS:** Maintain and continuously improve customer-focused service and products.

### Objectives

- Seek input from users and non-users of the system through periodic surveys, focus groups, etc. to evaluate needs and respond with enhancements to programs and services.
- Develop passenger amenities that best respond to local conditions.
- Review and enhance employee customer service training programs and tools, including bus operator courtesy training.
- Monitor and improve safety and security throughout the transit system.

### Strategies

Conduct yearly surveys to evaluate and accommodate public transit needs and multiple markets.

Produce clear and user-friendly schedules of bus routes.

Identify and implement methods to provide real time information to customers.



Using data from the MDTs, identify high ridership boarding and alighting locations to target for additional passenger amenities.

Focus the Sunshine Bus webpage to expand its ability to communicate with area citizens, businesses and organizations.

Identify and implement design enhancements throughout the transit system.

Continue to comply with workplace safety standards and train staff and management.

Provide timely and accurate information to Sunshine Bus employees about service, fare and/or other changes that will impact the community.

**GOAL 2 - MOBILITY AND ACCESSIBILITY:** Provide mobility and access to meet current and evolving mobility market needs and opportunities, and to improve the economy.

#### Objectives

- Continue to develop public transportation services that address the mobility needs of transit dependent customers.
- Encourage the use of public transportation by all residents of St. Johns County and municipalities within.
- Develop public transportation services to address additional mobility needs and opportunities, including areas located outside the existing transit coverage area.
- Decrease barriers to mobility and accessibility.
- Ensure compliance with the Americans with Disabilities Act (ADA) and identify ways to make the transit system more accessible.

#### Strategies

Maintain and enhance public transportation service within the existing transit coverage area consistent with mobility market needs and opportunities.

Continue providing service to major community destinations including medical and healthcare facilities, shopping, government services and jobs.

Complete the comprehensive operations analysis to assist with defining market needs and opportunities and identifying viable services.

Provide greater accessibility to transit by placing bus stops, as appropriate, throughout the St. Augustine Urbanized Area; and at other appropriate locations outside of the St. Augustine Urbanized Area.

Develop public transportation services with a focus on serving large employment sites and major employment centers.



Increase level of service, where feasible, including service frequency, service hours and Sunday service.

Consider universal design when making purchasing decisions for transportation infrastructure and equipment capital investment purchases.

Develop public transportation service with a focus on reducing traffic congestion and serving tourist attractions.

Identify flexible service delivery options best suited to the St. Johns County marketplace.

**GOAL 3 – INTERAGENCY AND REGIONAL COORDINATION:** Enhance and improve multimodal coordination and connectivity to promote travel efficiencies and effectiveness.

#### Objectives

- Continue the cooperative culture between St. Johns County, the Council on Aging and other mobility service partners.
- Coordinate transportation services and facilitate connections across jurisdictional boundaries and/or between public transportation modes and services.
- Continue to actively participate in state, regional and local coordination efforts to maintain consistency between St. Johns County programs and initiatives and other plans and programs.

#### Strategies

Work cooperatively with the Cities of St. Augustine and St. Augustine Beach and the Town of Hastings.

Continue to coordinate with the Jacksonville Transportation Authority in planning for coordinated cross-county services such as express bus and park and ride facilities.

Coordinate with the Jacksonville Transportation Authority in examining the potential for public transit service within the northern half of St. Johns County.

Coordinate with the regional workforce board, CareerSource, to identify transit service partnerships and arrangements with major employers.

Work cooperatively with the North Florida TPO to ensure coordinated regional transportation planning and programming, and consistency with the LRTP.

Participate in regional public transit coordination activities such as meetings and activities of the Northeast Florida Regional Mobility Coalition, the Northeast Florida Regional Council and the Northeast Florida Regional Transportation Commission.

Monitor and plan for cross-county mobility needs with other neighboring counties, in addition to Duval County, such as Flagler and Putnam Counties.



Continue to work cooperatively with FDOT and to maintain consistency with the Florida Transportation Plan.

**GOAL 4 – EFFECTIVENESS AND EFFICIENCY:** Provide an Effective and Efficient Public Transportation System.

Objectives

- Identify methods to operate more effective and efficient service, while maintaining and increasing ridership levels.
- Encourage paratransit riders to use the deviated fixed-route service, for those who are able to ride the deviated fixed-route service.
- Implement service enhancements that will attract additional riders, including those who are not dependent on public transportation.
- Increase passenger revenues per mile and per hour.

Strategies

Using results from the comprehensive operation analysis (COA), identify and modify deviated fixed-route bus lines that do not meet COA performance evaluation measures.

Using results from the comprehensive operation analysis (COA), identify appropriate service standards for each transit service type [deviated fixed-route, park and ride facilities, paratransit, cross-county service, etc.]

Continue to monitor evolving and innovative technology and service delivery trends.

Continue to investigate ways to decrease travel times and wait times.

Improve level of service provided across the transit system, including more frequent service, expanded hours of operation and Sunday service.

Continue to pursue and incorporate technological advancements, such as real-time information, that will enhance effectiveness and efficiency.

Optimize funding for Sunshine Bus from both new and existing sources.

Periodically assess the fare structure and its ability to support and enhance new services and system components.



**GOAL 5 – QUALITY OF LIFE:** Enhance economic prosperity, livability and environmental sustainability within the service area.

Objectives

- Support economic development initiatives.
- Pursue the development of transit-friendly land use policies and land development criteria.
- Ensure that Future Land Use Maps and other comprehensive plan components support the development of public transit service.

Strategies

Enhance access to public transit through the use of bicycle and pedestrian systems and park and ride lots.

Develop services designed to link employment opportunities with affordable and workforce housing.

Develop public transportation services with a focus on serving employment sites.

Develop public transportation service with a focus on reducing traffic congestion and serving tourist attractions.

Continue to monitor evolving land use and transportation development conditions across the county.

**GOAL 6 – EDUCATION AND TRAINING:** Inform the community on the value of a quality public transit system and develop a highly qualified Sunshine Bus workforce.

Objectives

- Enhance the image and visibility of transit in the community.
- Develop ongoing outreach programs designed to educate the public about available transportation alternatives.
- Enhance staff recruitment, retention and development efforts.

Strategies

Develop marketing programs with the goal of maintaining and increasing market penetration and developing new market segments for services.

Expand and enhance partnerships throughout the County and region.

Utilize regional travel training programs.

Establish and maintain initiatives to attract and retain qualified employees.

Provide timely and accurate information to employees about service, fare and/or other changes that will impact the community.



**GOAL 7 – CAPITAL IMPROVEMENTS:** Establish the appropriate infrastructure necessary to maintain and expand fixed-route and paratransit services in the future.

Objectives

- Acquire vehicles and associated equipment for fleet replacement and expansion.
- Establish designated bus stops with signage and shelters as appropriate.
- Continue to monitor and enhance bus facility capacity and equipment needs.
- Establish bus pull outs, passenger amenities and other infrastructure in cooperation with property owners.

Strategies

Maintain an average bus fleet age and condition that is consistent with industry standards.

Continue to monitor and enhance infrastructure needs.