



*Flagler Forward* 

The "Flagler Forward" logo is positioned in the top right. It consists of the words "Flagler Forward" in a blue, italicized sans-serif font, followed by a graphic of two overlapping chevrons pointing right, one in blue and one in green.

# FLAGLER COUNTY

## Flagler County Transit Development Plan (TDP) FY 2022 - 2031

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July 2022

Prepared by



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## Flagler County Baseline Conditions Assessment

Public transportation services are highly influenced by the conditions of the environment in which they operate. As such, understanding and

Existing Conditions Elements	TDP Rule Required	Best Practice	Page
Demographic	<input checked="" type="checkbox"/>		1-7
Socioeconomic	<input checked="" type="checkbox"/>		1-11
Travel/Mobility		<input checked="" type="checkbox"/>	1-22
Land Use/Growth/Development	<input checked="" type="checkbox"/>		1-28

evaluating the socio demographic characteristics, land use patterns, commuting activities, and employment locations is critical to prioritizing, designing, implementing, and evaluating public transportation services. This chapter highlights and analyzes the Flagler County conditions that influence public transportation alternatives, future directions, and service characteristics.

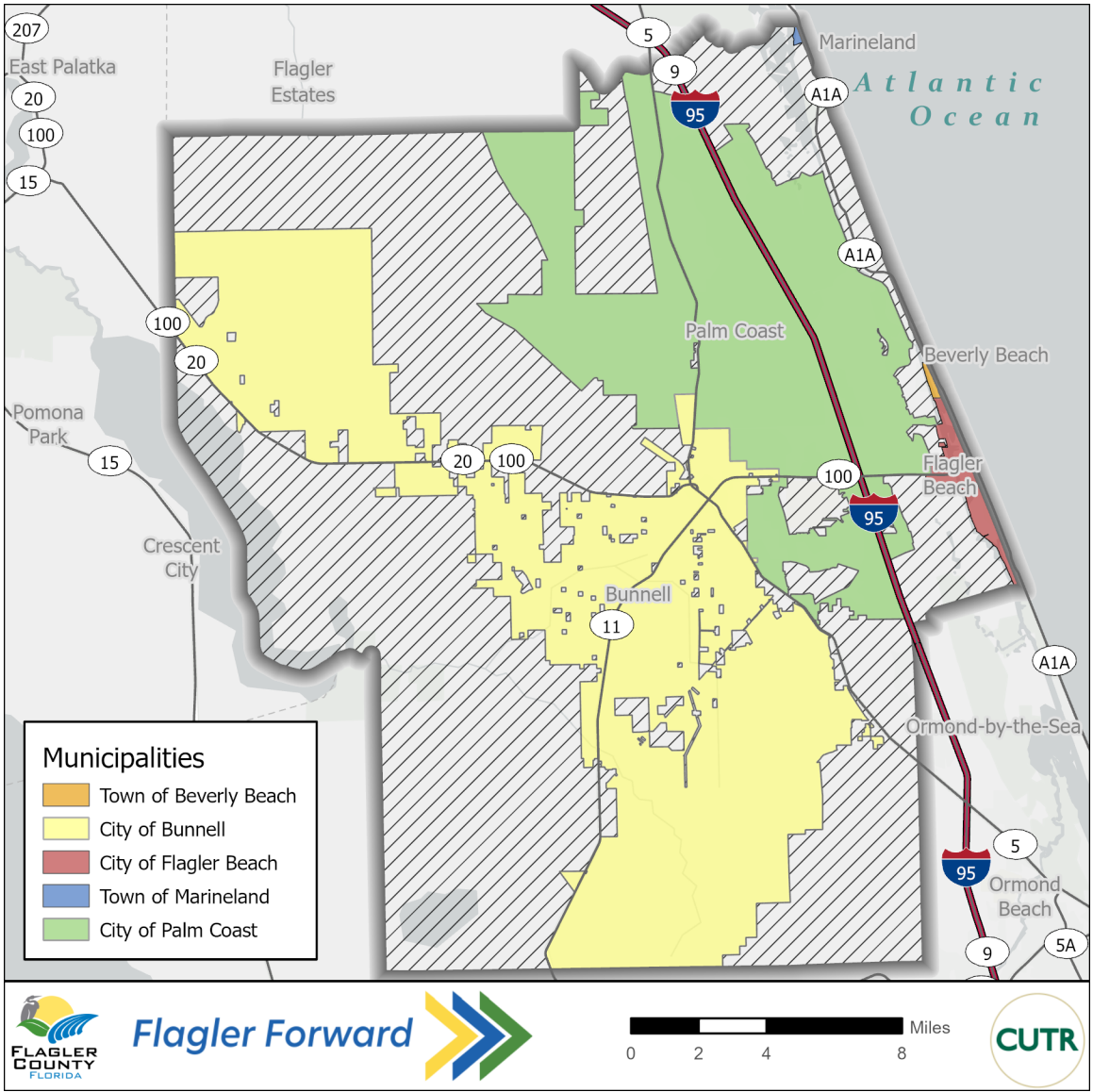
The data and information presented in this chapter were compiled from several sources including the American Community Survey (ACS) and the Longitudinal Employment Household Dynamics (LEHD) from the U.S. Census. In addition, data were gathered from the University of Florida's Bureau of Economics and Business Research (BEBR). Throughout the chapter, a series of maps, figures and data tables are presented to depict the selected demographic and socioeconomic characteristics that influence the characteristics of public transportation in Flagler County.

### Description of Study Area

Flagler County is located on the northeast coast of Florida approximately thirty-one miles south of St. Augustine and approximately 24 miles north of Daytona Beach. The county consists of five municipalities: Beverly Beach, Bunnell, Flagler Beach, Marineland, and Palm Coast. Map 1-1 shows the various municipalities in Flagler County. Unincorporated Flagler comprises the greatest land area followed by the Cities of Bunnell, Palm Coast, Flagler Beach, Beverly Beach, and finally the Town of Marineland.



Map 1-1. Flagler County Municipalities



## Population and Housing Characteristics

The population levels and characteristics help define the public transportation market. People that are most likely to use public transportation are often older, have lower incomes, and are unable to drive due to a physical or developmental barrier. Accordingly, identifying the number and location of these segments of the population is crucial to recognizing the public transportation markets in Flagler County. Using data from the ACS and Florida's BEBR, a profile of the population characteristics emerges.

Since 2000, Flagler County's population has more than doubled from 49,832 to the most recent 2020 population of 115,378. Population information from the U.S. Census BEBR was used to develop a population profile for the study area. As shown in Table 1-1, Flagler County had an estimated population of 110,635 in 2019, a 15.6 percent increase from 2010. (The data in Table 1 includes 2019 ACS data; however, while 2020 population data are available, the workers and household data from the ACS are not available at the time of this writing.)

Table 1-2 shows that the county's Hispanic population has increased while the Black or African American community has remained steady at around 10 percent of the county's population. The share of the population over age 65 has increased to 30 percent in 2019, rising from 24 percent in 2010. The poverty level has decreased to approximately 10 percent from 18 percent in 2010. In addition, the number of households with an annual income of greater than \$50,000 has increased to 55 percent from 48 percent in 2010.

**Table 1-1. County Population Profile**

Characteristic	2010	2019	% Change
Persons	95,696	110,635	15.6
Households	36,182	42,121	16.4
Number of Workers	34,507	42,518	23.2
Land Area (square miles)	485.46		
Water Area (square miles)	86		
Person per Household (Average Household Size)	2.52	2.59	2.8
Persons per Square Mile of Land Area	197	228	15.7
Workers per Square Mile of Land Area	71	88	23.2

Sources: U.S. Census Bureau and Univ. of Florida, Bureau of Economic and Business Research, 2019; U.S. Census Bureau, 2019: ACS 5-Year Estimates data profiles; U.S. Census Bureau, 2010: ACS 5-Year Estimates Data Profiles; Flagler County Comprehensive Plan 2010-2035, 2011

**Table 1-2. Demographic Characteristics**

Characteristic	2010	2019
<b>Gender</b>		
Male	48.3%	47.7%
Female	51.7	52.3%
<b>Race</b>		
White	83.3%	82.3%
Black or African American	10.8%	10.0%
Other	4.0%	5.5%
Two or More Races	2.0%	2.2%
<b>Hispanic Origin</b>		
Not of Hispanic or Latino Origin	91.7%	89.6%
Hispanic or Latino Origin	8.3%	10.4%
<b>Age</b>		
<15 years	16.3%	13.9%
15-64 years	60.0%	56.2%
65+ years	23.6%	30.0%
<b>Household Income</b>		
Under \$10,000	5.8%	5.3%
\$10,000-\$49,000	46.4%	39.7%
\$50,000 or more	47.9%	54.9%
<b>Poverty Status</b>		
Below poverty level	18.1%	10.4%

Sources: 2019: ACS 5-Yr. Estimated data profiles; U.S. Census Bureau, 2010: ACS 5-Yr. Estimated Data Profiles

The 2030 population predictions show an estimated total population of 138,300 in Flagler County (see Table 1-3). The populations of most Flagler County cities have increased between 2010 and 2019, with increases ranging from 7 percent to 22 percent. The City of Bunnell has had the most significant increase (22 percent) during this time period. The City of Palm Coast, incorporated in 1999, is currently the most populous city in Flagler County with a 2019-estimated population of 86,768, which represents a 15 percent increase from 2010. Table 1-3 shows municipal population trends between 2010 and 2019.

**Table 1-3. Population Trends for Municipalities**

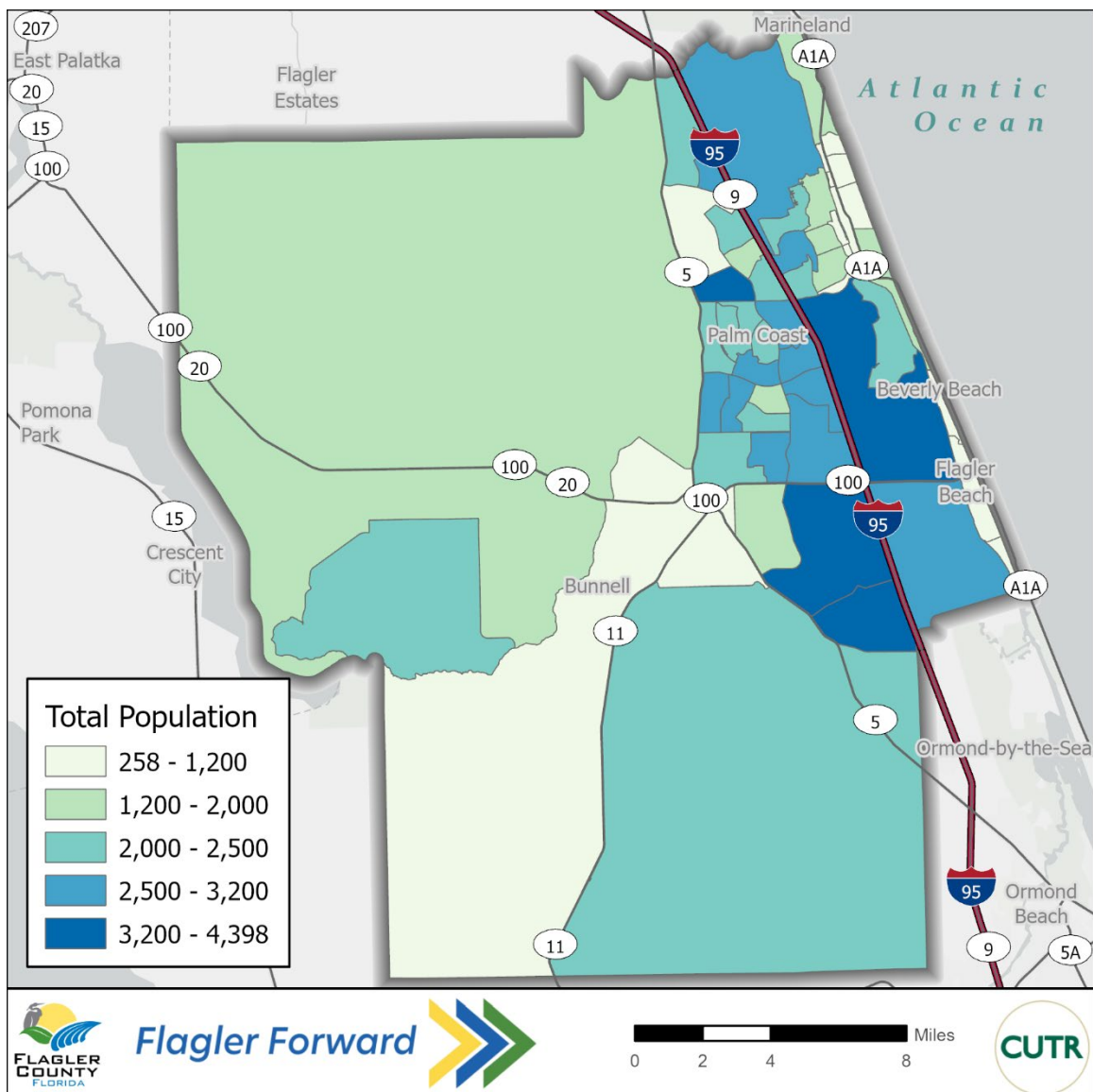
Municipality	2010 Population	2019 Population	% Change	2030 Population Prediction
City of Beverly Beach	338	372	10%	
City of Bunnell	2,676	3,271	22%	
City of Flagler Beach	4,424	4,719	7%	
City of Palm Coast	75,180	86,768	15%	
Town of Marineland	16	6	-63%	
Unincorporated	13,062	15,499	19%	
<b>Total</b>	<b>95,696</b>	<b>110,635</b>	<b>16%</b>	<b>138,300</b>

Sources: US Census Bureau and University of Florida, Bureau of Economic and Business Research, 2019.

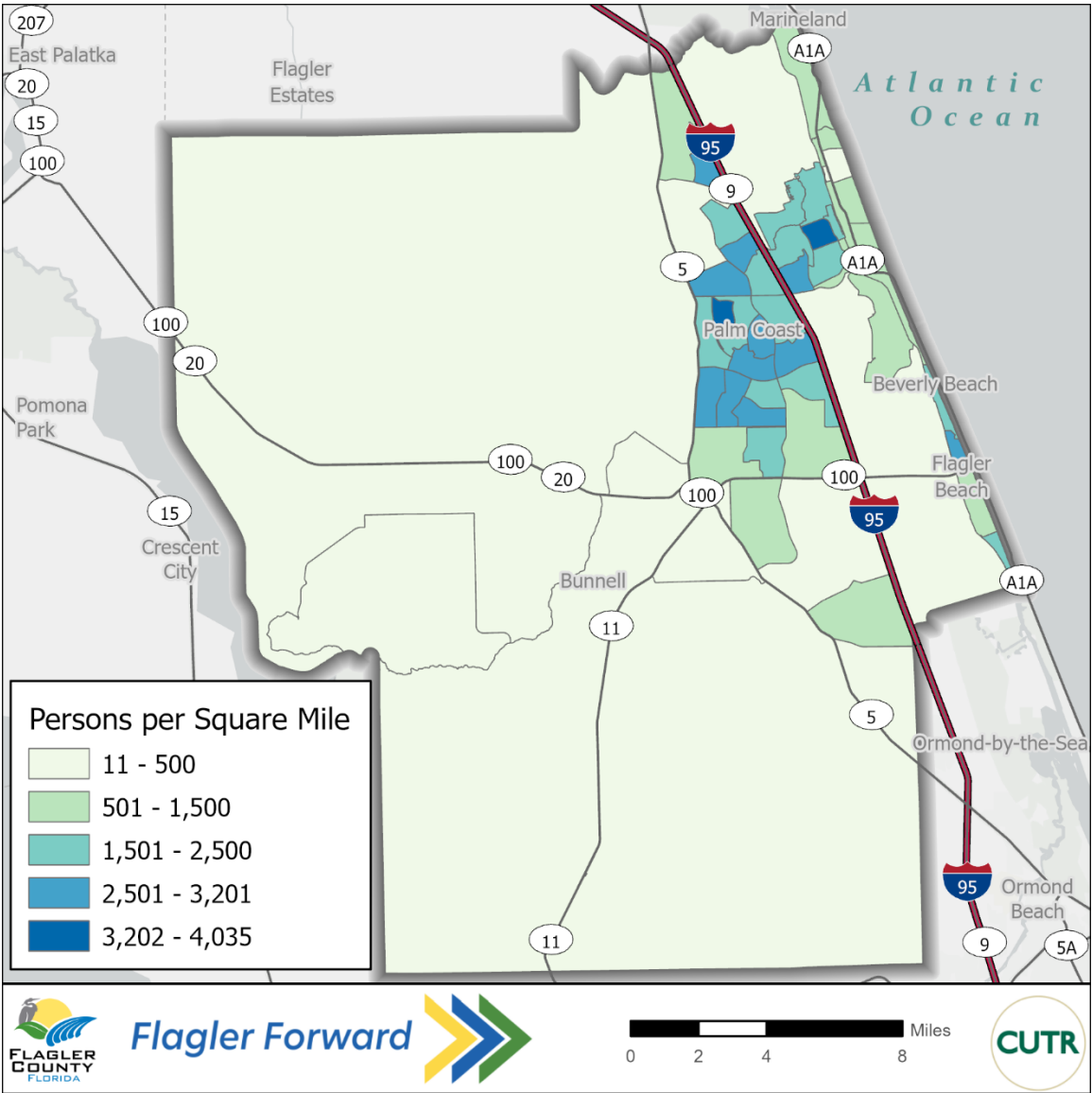
## Population Characteristics

Map 1-2 shows the population of Flagler County by census blockgroup. It is important to note that because census blockgroups are not the same size, this map does not represent density; it instead simply represents the population in each census blockgroup. The blockgroups with the greatest population are in the City of Palm Coast, while the southwest segments of the county have much lower population levels. Map 1-3 highlights the population density by blockgroup. The county's most dense blockgroups are located within the City of Palm Coast.

**Map 1-2. Flagler County Population by Census Blockgroup**

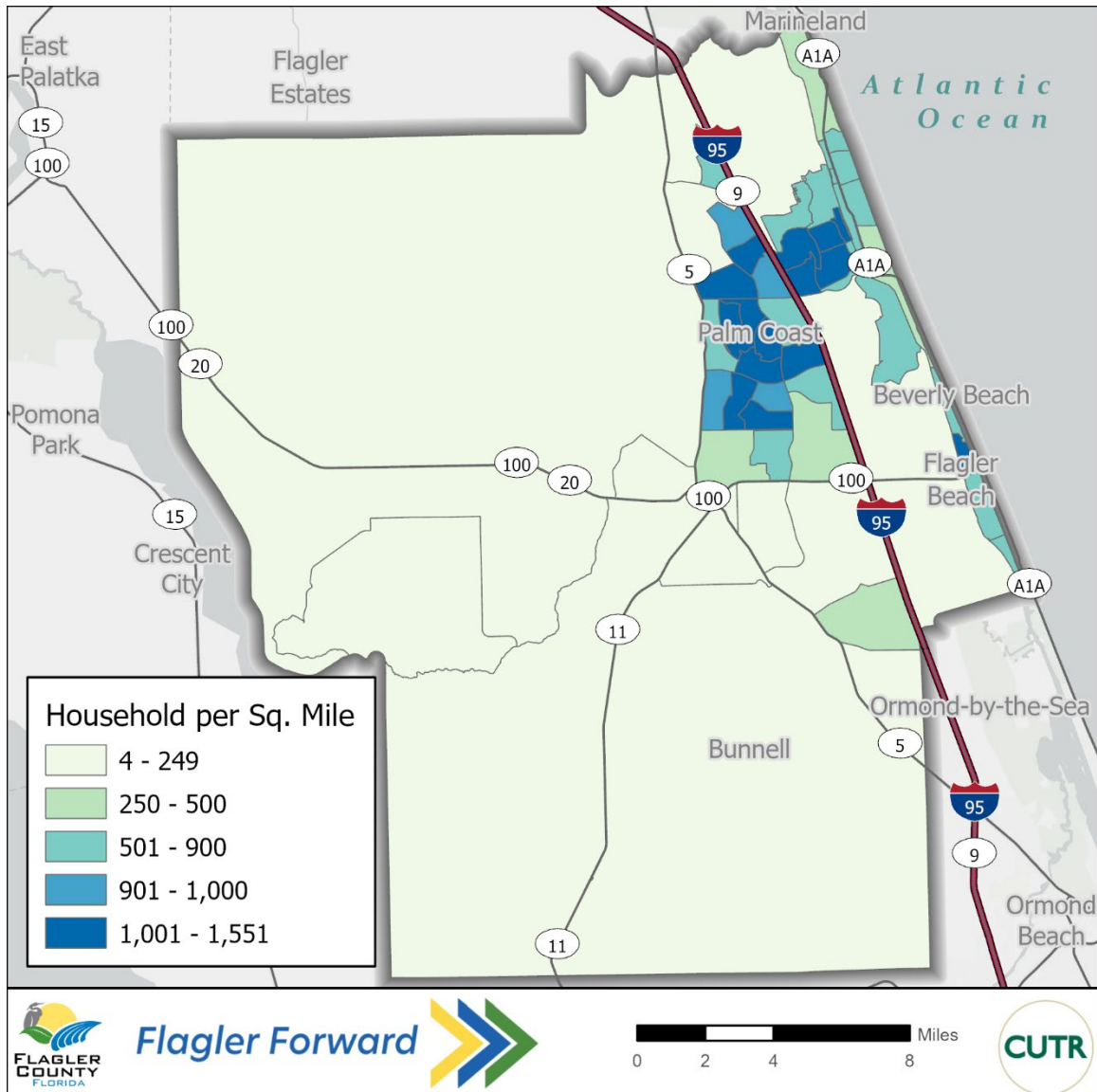


Map 1-3. Flagler County Population Density by Census Blockgroup



Map 1-4 shows the housing density by blockgroup. Housing density is concentrated in the northeastern portion of the county, with the densest areas located in Palm Coast and Flagler Beach.

**Map 1-4. Housing Density**



Source: ACS Census 2019 5-Year Blockgroups

## Demographic Characteristics

Certain segments of the population commonly use public transportation at higher rates than the general population. The characteristics of race/ethnicity and age are typically examined with regard to public transportation usage. This section examines these population segments.



## Minority Population

Table 1-4 shows the percent distribution of minority populations in Flagler County between 2010 and 2019. During this timeframe, Black/African American populations decreased slightly, while Hispanic/Latino origin populations have increased. The increasing Hispanic/Latino population increases diversity in the county and represents a potentially growing market of traditionally underserved populations who may be transit dependent.

**Table 1-4. Minority Populations in Flagler County, 2010 & 2019**

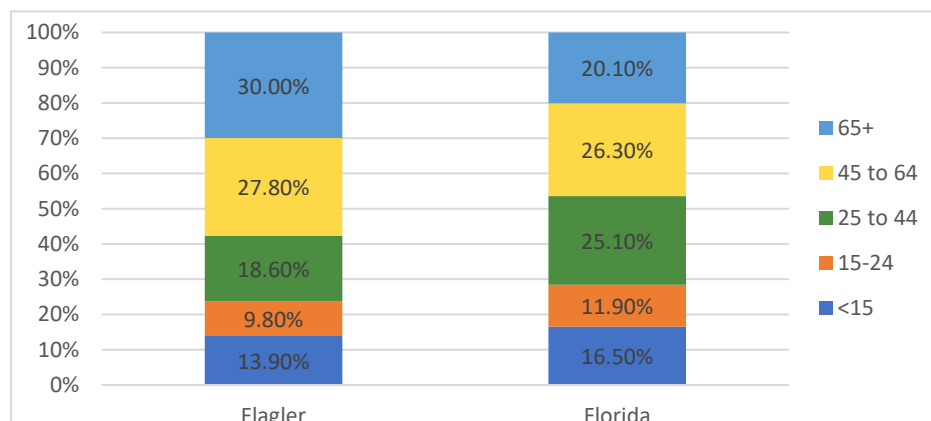
Category	2010	2019	% Change
Black/African American	10.8%	10.0%	-0.8
Hispanic/Latino Origin	8.3%	10.4%	+2.1

Source: U.S. Census Bureau, 2019: ACS 5-Year Estimates Data Profiles; U.S. Census Bureau, 2010: ACS 5-Year Estimates Data Profiles

## Age Distribution

The median age in Flagler County of 47.2 years is higher than the statewide median age of 40.3 years. Figure 1-1 shows the 2019 age distribution in Flagler County compared to the state of Florida. Approximately 30 percent of Flagler County's population is 65 and older, which is approximately 10 percent higher than the state's population over 65. Recent data published by BEBR (2020) project that Flagler County's 65+ population will continue to increase and remain higher than that of the state. The next cohort of retirees, aged 45 to 64, represent approximately 28 percent of the total population in the county, which is also higher than the state as a whole.

**Figure 1-1. Age Distribution of Flagler County and Florida residents**

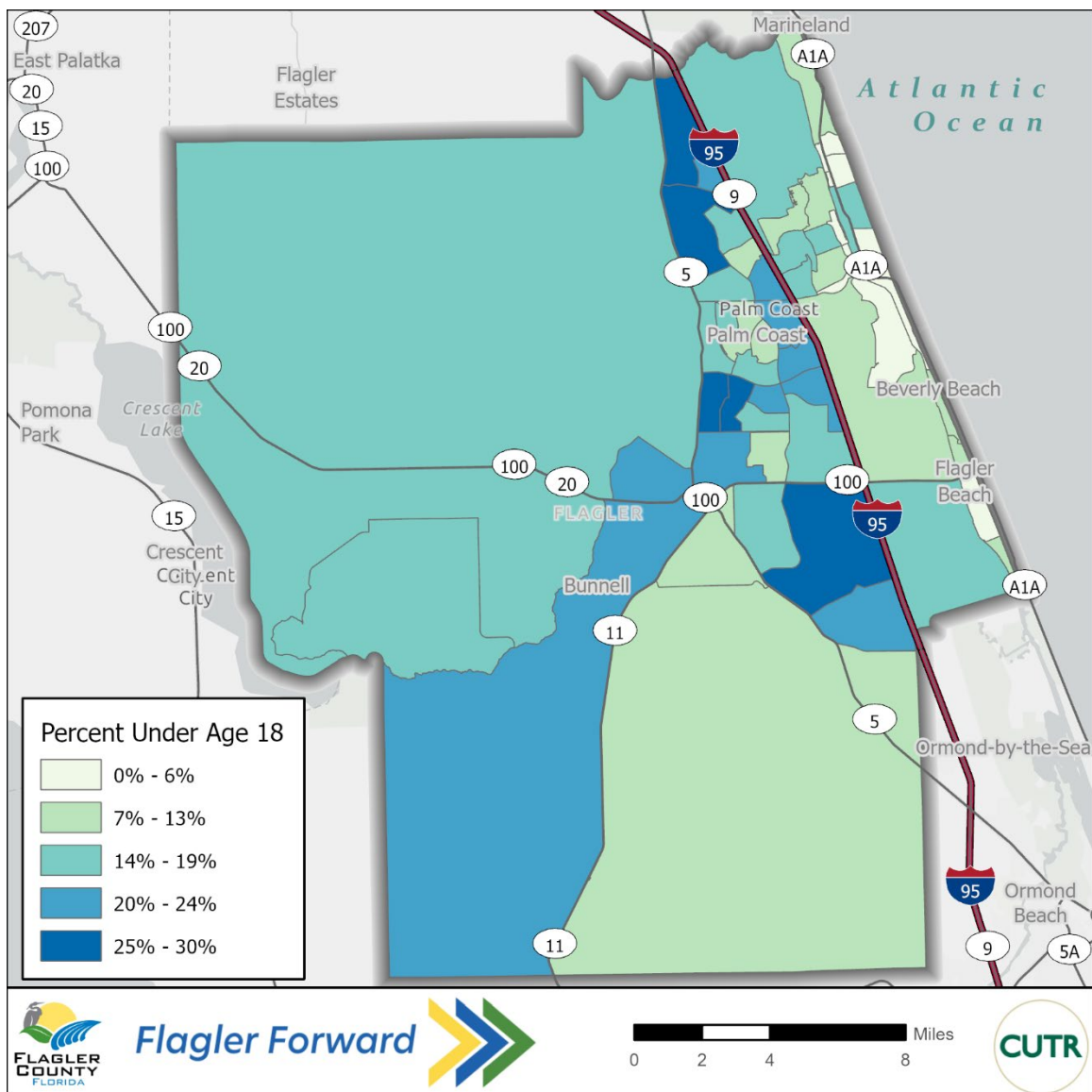


Source: U.S. Census Bureau, 2019: ACS 5-Year Estimates Data Profiles

It is understood that younger populations and persons over 65 are more likely to use public transportation. Map 1-5 shows the percentage of Flagler County's population under the age of 18 and

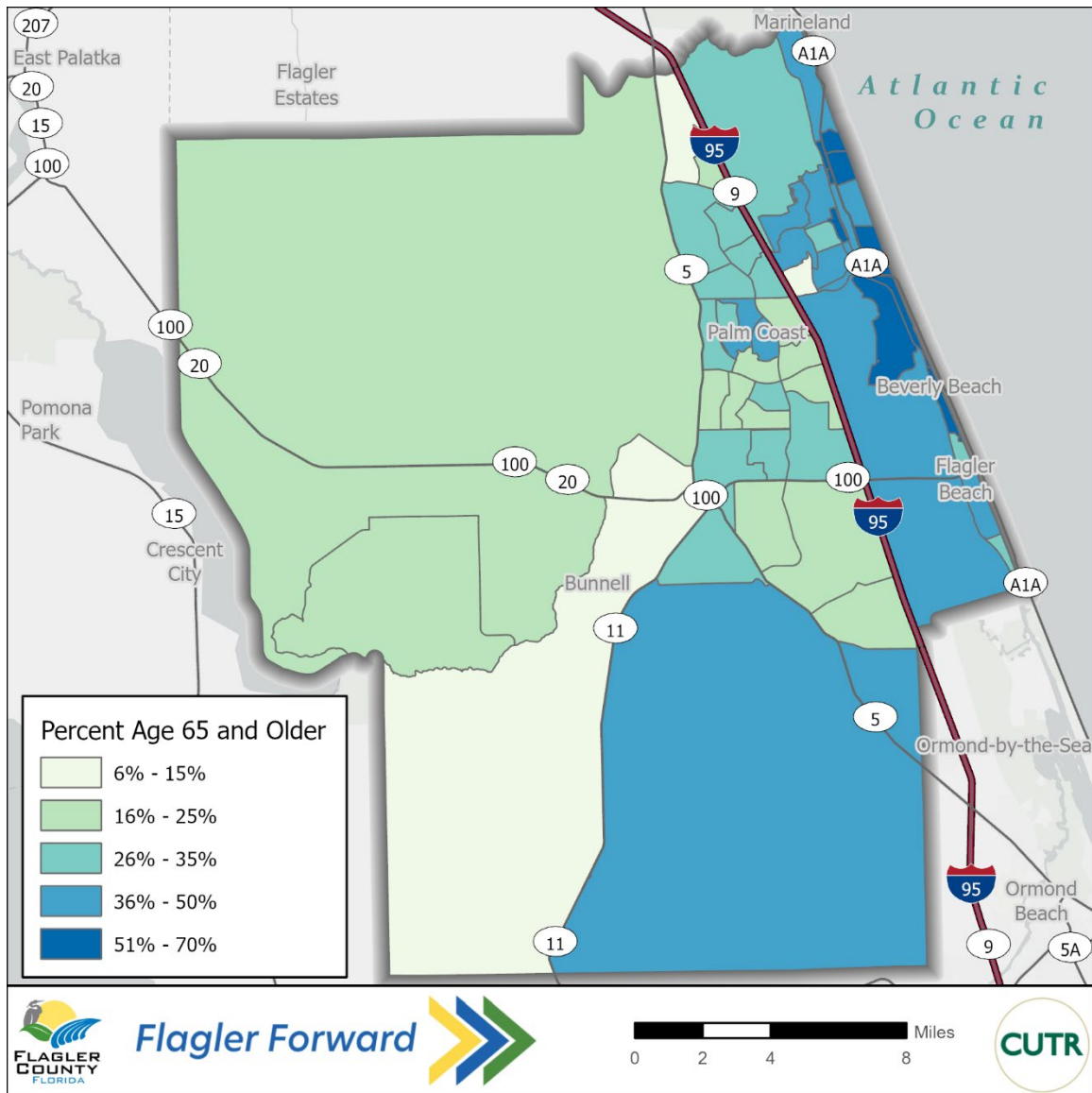
Map 1-6 shows the percent of the population over 65. With growing senior populations that become less likely to drive as they age, it is vital to understand where these populations reside. The census blockgroups with the highest populations over 65 are entirely contained in The Sanctuary at Palm Coast, where 74 percent of the population is 65 years and over. The next highest neighborhood is Northshore Estates at 67 percent.

**Map 1-5. Percent of Population under 18 Years of Age**





**Map 1-6 . Percent of Population over 65 Years of Age**



## Socioeconomic Characteristics

Socioeconomic factors impact the demand for public transportation services. Income, disability status, and other household characteristics are typically examined when looking to understand potential markets for such services.

### Income

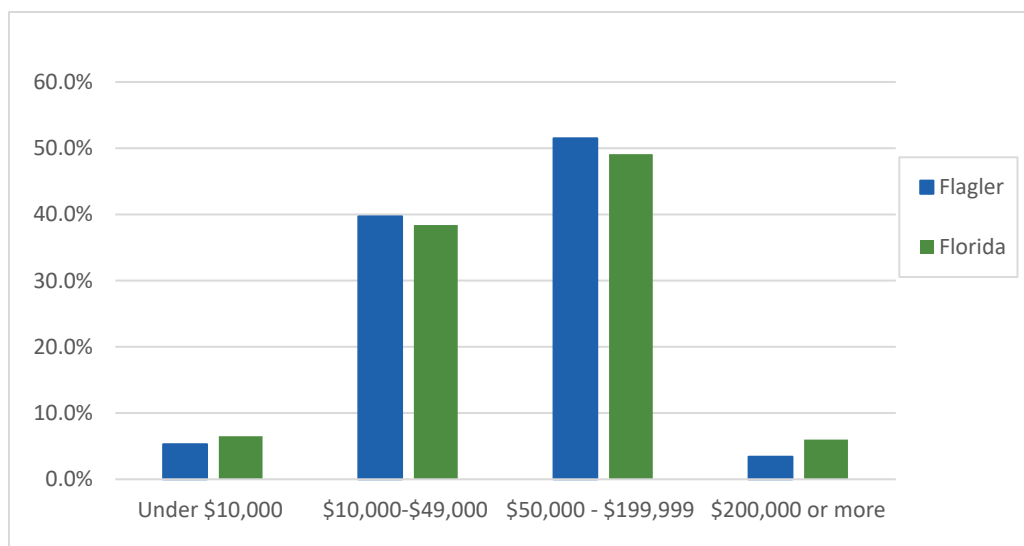
Low-income households are more likely to be transit-dependent; therefore, income is an important indicator for transit needs. Table 1-5 shows the 2019 income distribution for Flagler County and Florida. Most households in Flagler County have annual household incomes between \$50,000 and \$75,000. The income distribution in Flagler County is comparable to the state for households with annual incomes of less than \$200,000 (Figure 1-2).

**Table 1-5. Income Distribution**

Income										
	< \$10,000	\$10,000 to \$14,999	\$15,000 to \$24,999	\$25,000 to \$34,999	\$35,000 to \$49,999	\$50,000 to \$74,999	\$75,000 to \$99,999	\$100,000 to \$149,999	\$150,000 to \$199,999	\$200,000 >
Percent of Households										
Flagler	5.3	3.3	10.6	11	14.8	20.6	13.2	12.9	4.8	3.4
Florida	6.5	4.3	9.9	10.3	13.9	18.3	12.4	13.1	5.3	6

Source: U.S. Census Bureau, 2019: ACS 5-Year Estimates Data Profiles

**Figure 1-2. Flagler County and Florida Household Income, 2019**



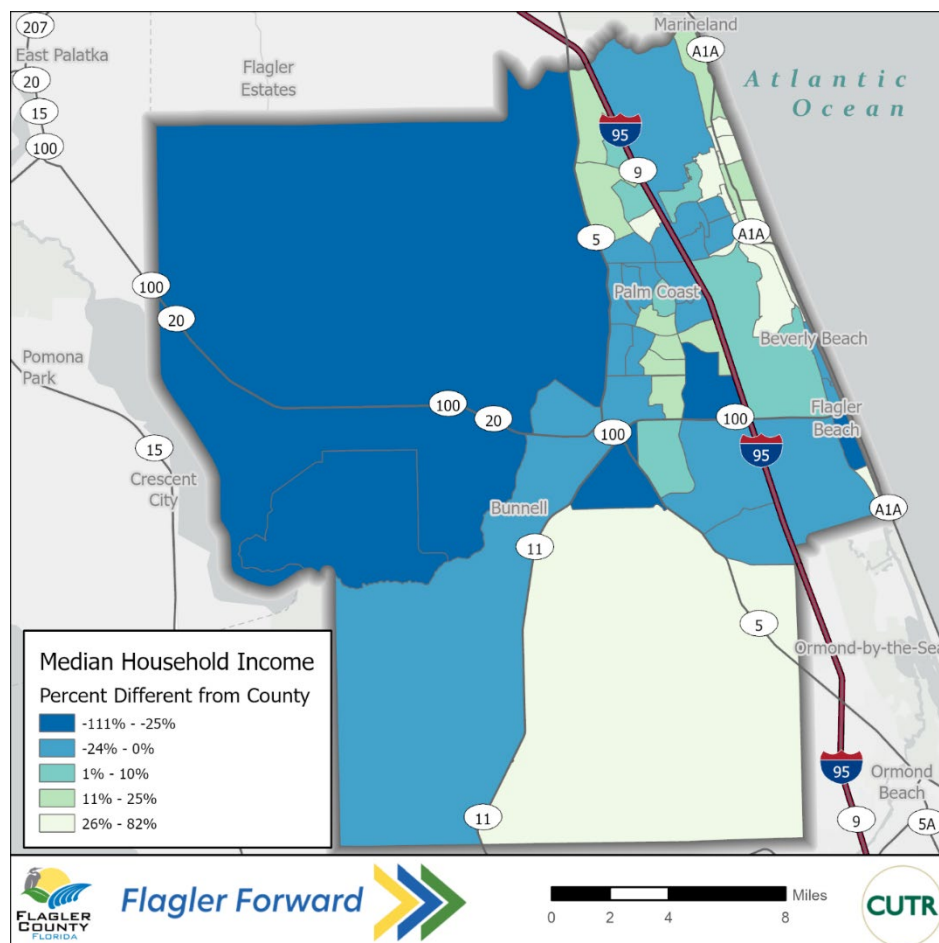
## Median Income

In 2010, the county's median income of \$48,090 was slightly higher than the state's median income of \$47,661. Between 2010 and 2019, the median income in Flagler County increased to \$54,515, slightly lower than the state. The 2010 and 2019 median income for Flagler County and Florida are shown in Table 1-6. Map 1-7 highlights the blockgroups with median incomes below and above the county-wide median income.

**Table 1-6. Flagler County and Florida Median Income**

	2010	2019
Flagler	\$48,090	\$54,514
Florida	\$47,661	\$55,660

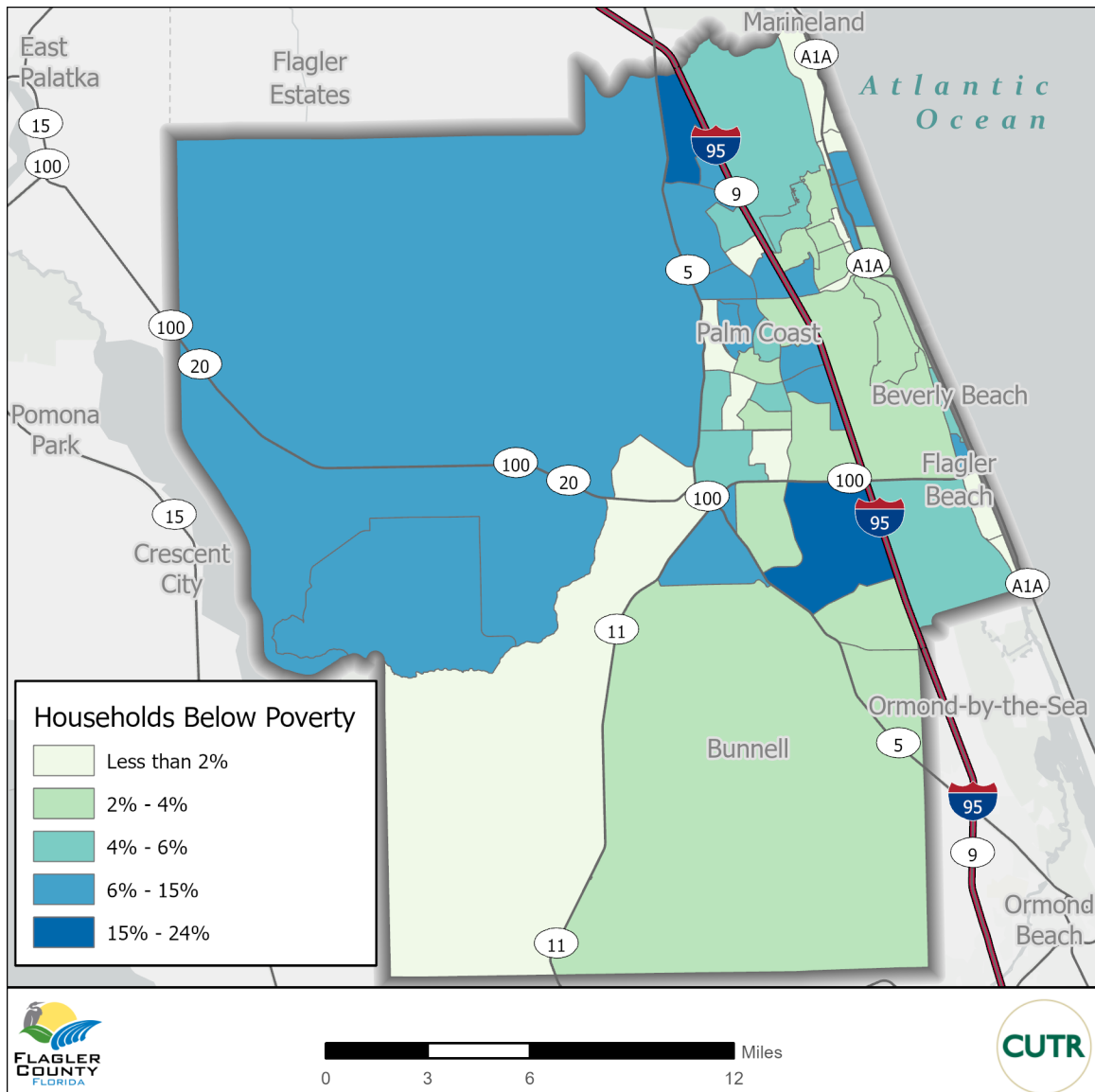
**Map 1-7. Low-Income Households**



## Poverty

In 2019, the poverty threshold for a family of four (two adults and two children) was \$25,926 (U.S. Census Bureau, n.d.). Poverty affects around 10% of the county's population; a reduction from the 18% reported in 2010. Map 1-8 shows the percent of households in poverty in Flagler County according to the 2019 data.

**Map 1-8. Percent of Households Living in Poverty**



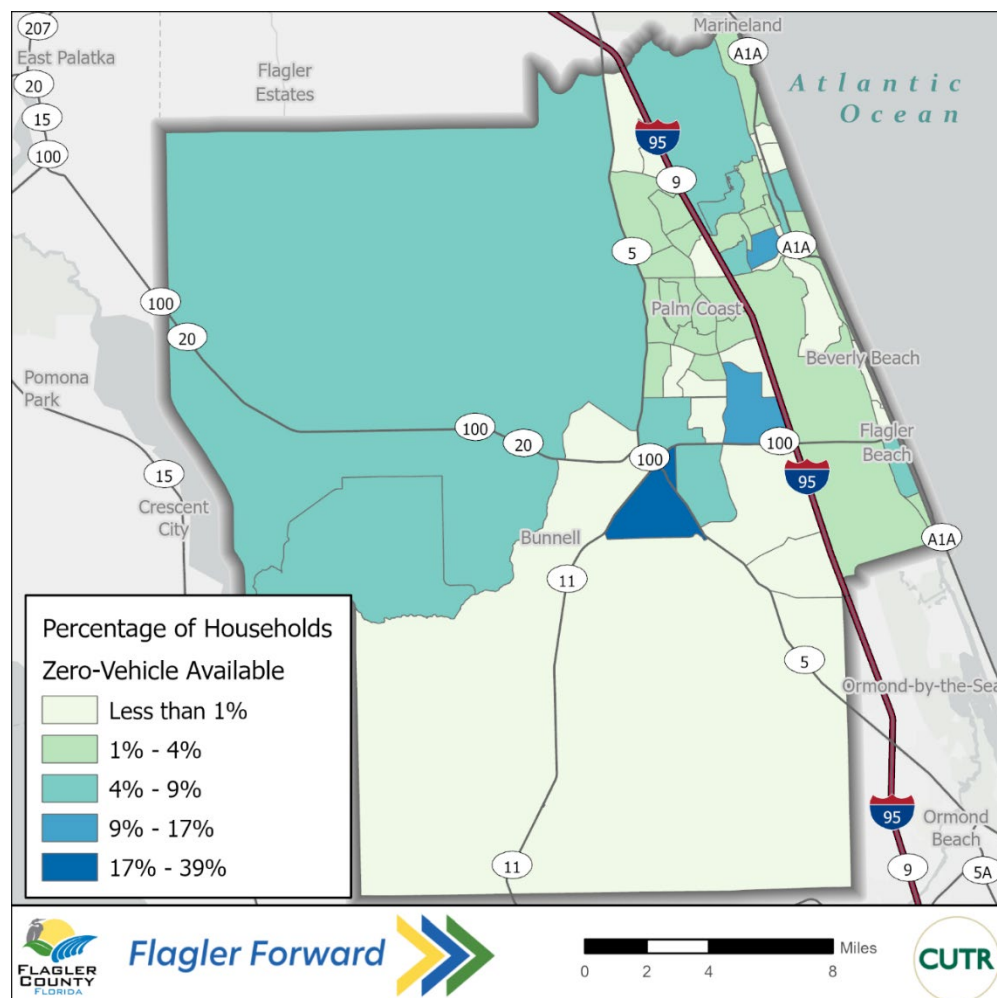
## Household Vehicle Availability

Table 1-7 shows the number of vehicles available in Flagler County households as compared to Florida as a whole for 2010 and 2019. In 2019, there was a slight decrease in households with zero vehicles. When compared to the state, Flagler County has fewer zero vehicle households and more households with two vehicles. Map 1-9 shows the percent of households in Flagler County with no vehicle available in 2019.

**Table 1-7. Household Vehicle Availability**

		0	1	2	3+
Flagler	2010	3.7%	36.1%	46.2%	14.0%
	2019	3.3%	37.5%	44.6%	14.6%
Florida	2010	6.5%	40.3%	38.6%	14.6%
	2019	6.3%	39.7%	38.4%	15.6%

**Map 1-9. Percent of Zero-Vehicle Households**



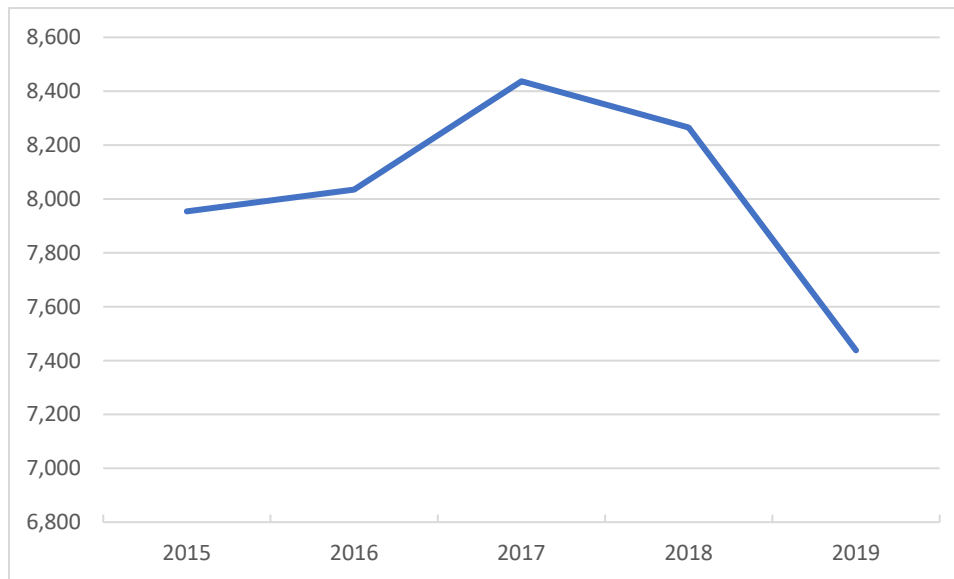
## Transportation Disadvantaged Population

Table 1-8 shows the Transportation Disadvantaged (TD) Population and passenger trends in Flagler County between 2015 and 2019. Figure 1-3 also illustrates the trend for the number of TD passengers served. The downward trend of passengers served and the increasing potential TD population is an opportunity for Flagler County to consider enhancing and potentially expanding service to increase ridership and meet growing demand.

**Table 1-8. Flagler County TD Population and Passenger Trends**

Year	2015	2016	2017	2018	2019	% Change
Potential TD Population	31,256	32,243	33,259	34,308	46,229	48%
TD Passengers Served	7,954	8,035	8,437	8,265	7,438	-6%

**Figure 1-3. Number of TD Passengers Served, 2015-2019**



## Labor and Employment Characteristics

### Journey-to-Work Characteristics

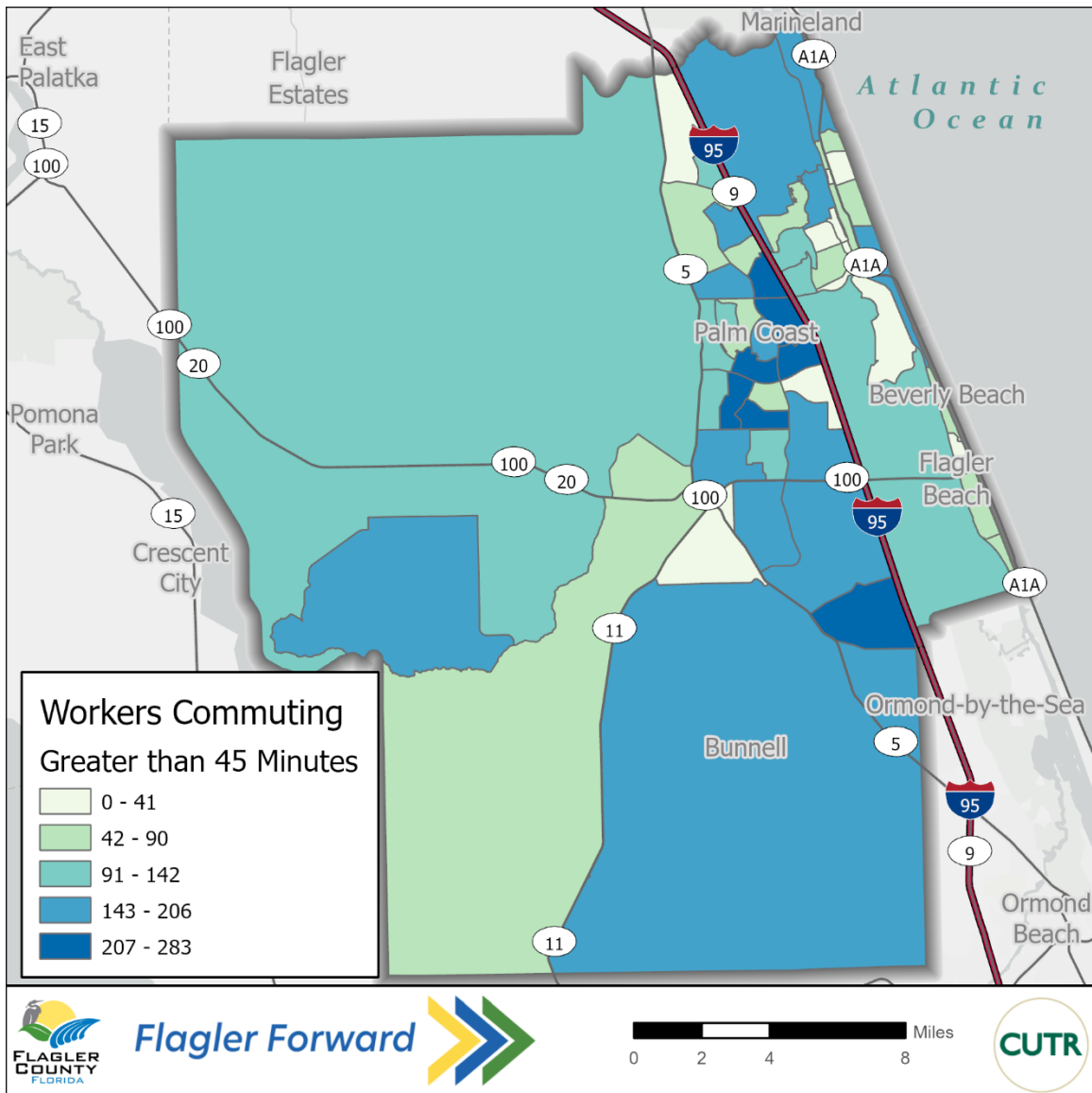
Table 1-9 shows the journey-to-work characteristics for Flagler County in 2010 and 2019. The share of the population that drove alone remained the same, while the share of the populations carpooling, using public transportation, walking, and using other modes decreased. Working from home increased most during this timeframe from 5.5 percent to 7.5 percent. Map 1-10 highlights the number of workers that commute more than 45 minutes, by census blockgroup.

**Table 1-9. Journey-to-Work Characteristics**

Characteristic	2010	2019
<b>Place of Work</b>		
Worked inside County	57.6%	58.9%
Worked outside County	42.4%	41.1%*
<b>Mode to Work</b>		
Drive alone	81.7%	81.7%
Carpool	9.6%	8.7%
Public transit	0.4%	0.3%
Walk	0.7%	0.3%
Other	2.1%	1.5%
Work at home	5.5%	7.5%
<b>Travel Time to Work</b>		
<10 minutes	4,261	5,256
10-19 minutes	7,952	14,908
20-29 minutes	5,339	5,826
30-44 minutes	8,410	10,799
45+ minutes	4,002	7,700
<b>Departure Time to Work</b>		
6-9 am	65.1%	57.9%
Other times	34.9%	42.1%

Source: U.S. Census Bureau, 2019: ACS 5-Year Estimates Data Profiles; U.S. Census Bureau, 2010: ACS 5-Year Estimates Data Profiles, \*2.3% Worked outside State

**Map 1-10. Flagler County Workers Commuting Greater than 45 Minutes**

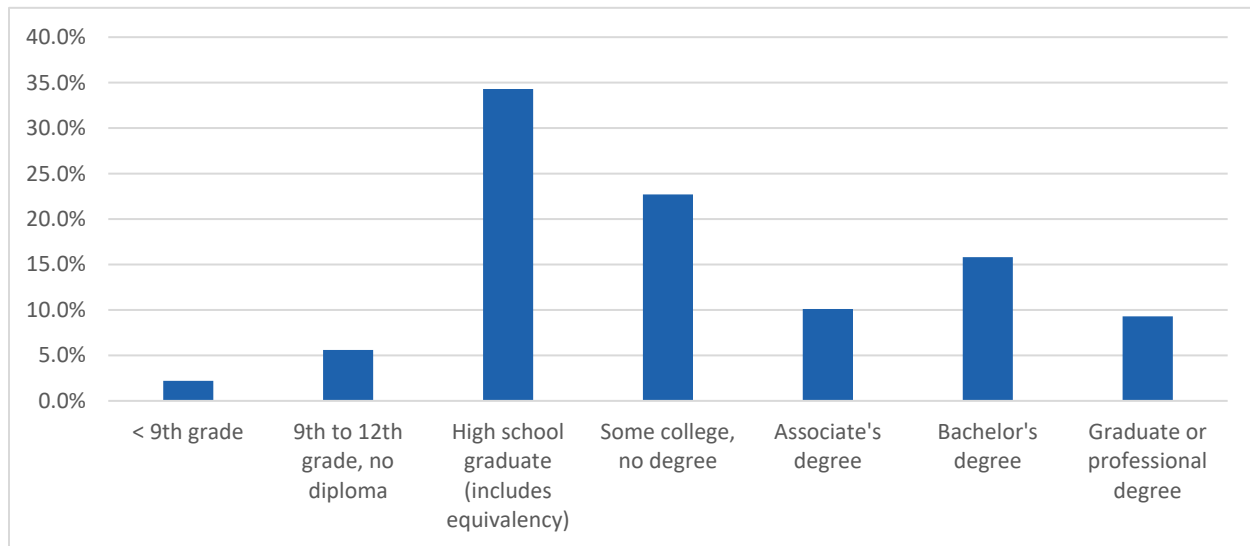




## Work Force Characteristics

Figure 1-4 shows the educational attainment for Flagler County residents. In 2019, 34 percent of the population had a high school diploma or equivalent. Many other residents had some college, but no degree (22.7%) or a bachelor's degree (15.8%).

**Figure 1-4. Flagler County Education Attainment**



U.S. Census Bureau, 2019: ACS 5-Year Estimates Data Profiles

Table 1-10 shows employment characteristics for Flagler County and Florida, including labor force as a percent of the population and the unemployment rate. After the historically high unemployment rates associated with the 2007-2009 recession, unemployment rates in 2019 returned to values comparable to those recorded in 1990 and 2000. Flagler County's unemployment rate (3.8%) remains higher than that of the state (3.1%).

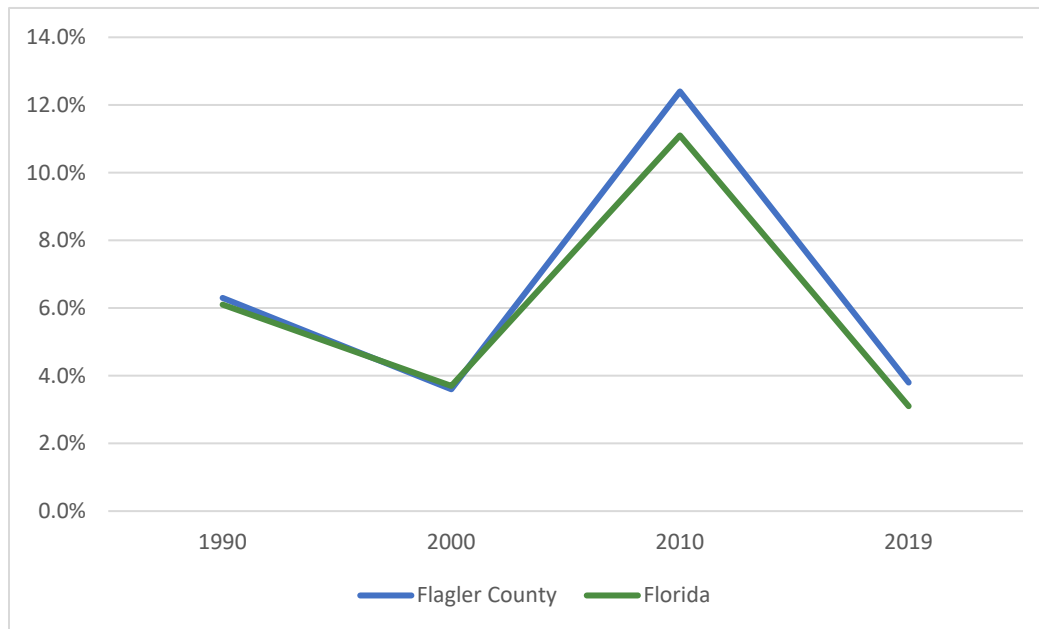
**Table 1-10. Employment Characteristics**

Area	Year	Total Labor Force as a % of Population	Unemployment Rate
Flagler County	2010	53.9%	12.4%
	2019	52.1%	3.8%
Florida	2010	62.2%	11.1%
	2019	61.2%	3.1%

Source: The Office of Economic and Demographic Research (2020)

Figure 1-5 (on the next page) illustrates the trend for the unemployment rate for Flagler County and Florida as whole.

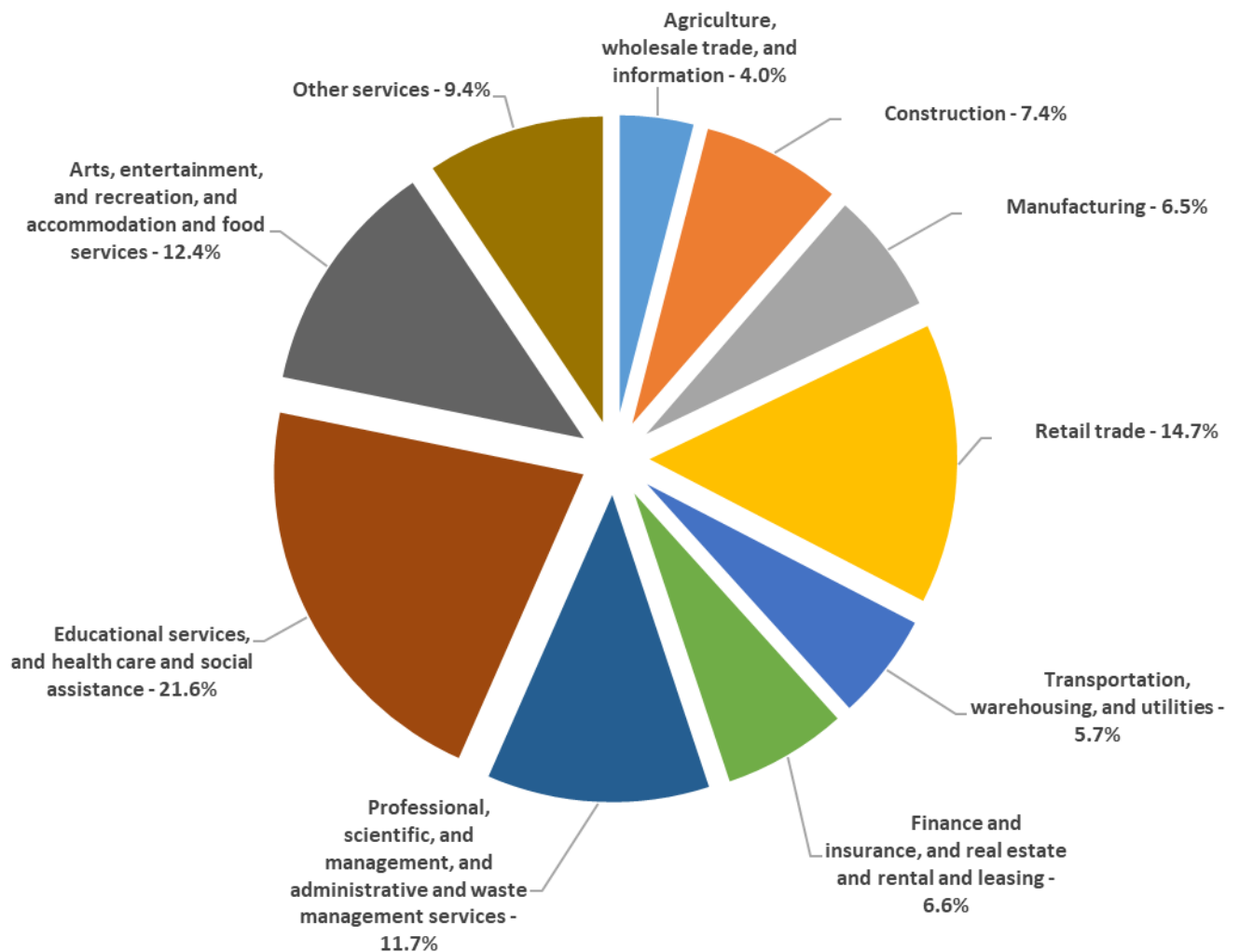
**Figure 1-5 Flagler County and Florida Unemployment Rates, 1990-2019**



*Source: The Office of Economic and Demographic Research (2020)*

Labor force distribution by industry is shown in Figure 1-6 on the next page. The largest industries by category in Flagler County include educational services, health care, and social services, accounting for 21.6 percent of the employed population. The second highest industry category includes retail trade at 14.7 percent, followed by arts, entertainment, recreation, accommodation, and food services at 12.4 percent.

**Figure 1-6 Labor Force Distribution by Industry**



Source: U.S. Census Bureau, 2019: ACS 5-Year Estimates Data Profiles

## Major Employers

Table 1-11 lists major employers in Flagler County. Major employers include Yellowstone Landscape Southeast, Flagler County Schools, AdventHealth Palm Coast, Palm Coast Data, and City of Flagler Beach. Most of these major employers have a concentrated employment center. Map 1-11 shows the location of the major employers, including the numerous grocery store chains in the county.

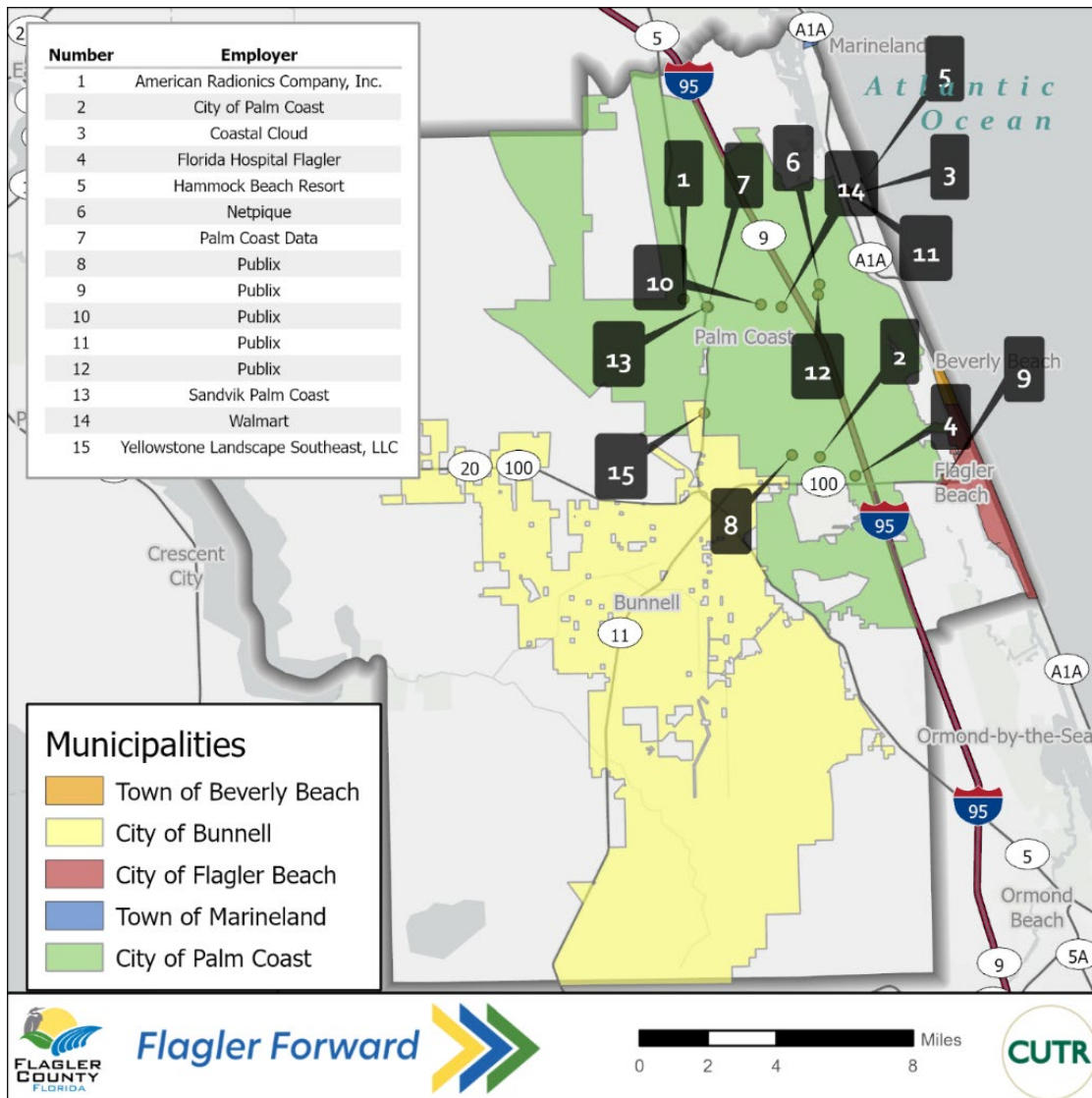
**Table 1-11. Flagler County Major Employers**

Employer	Employees
Yellowstone Landscape Southeast, LLC	1,900
Flagler County Schools	1,750
AdventHealth Palm Coast	1,115

Palm Coast Data	750
City of Palm Coast	510
Hammock Beach Resort	505
Walmart	300
Netpique	150
Coastal Cloud	110
Sandvik Palm Coast	90
American Radionics Company, Inc.	90

Source: Flagler County Board of County Commissioners Approved Budget FY 2020-21

**Map 1-11. Major Employers**



## Commuter Travel Patterns

Examining workers' travel patterns may help the County identify viable public transportation alternatives for consideration. The origin and destination of job holders in Flagler County and residents of the County are explored using 2018 data from the US Census' LEHD.

As of 2018, Flagler County is home to over 24,000 jobs, of which 54 percent are held by Flagler County residents. Table 1-11 shows the breakdown of the residency of the workers holding the jobs within Flagler County. Among the over 11,155 workers commuting to Flagler County, those earning less than \$1,250 per month are most likely to represent potential public transportation users. Table 1-12 shows the earnings of commuters and highlights the 27 percent (3,016) of the jobs held by commuters earning \$1,250 or less per month.

**Table 1-11 Employment Pattern Jobs in Flagler County**

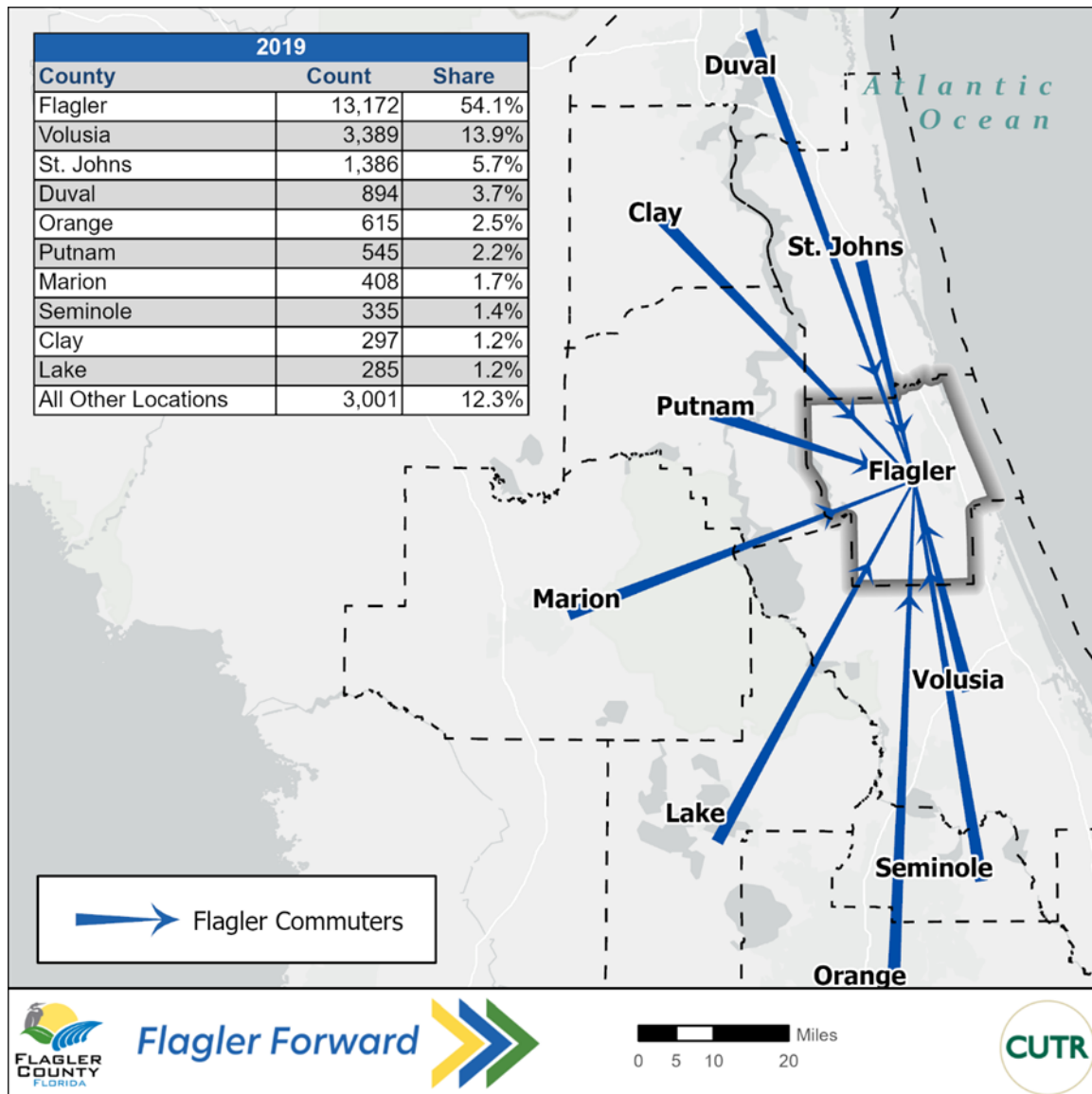
Commuting Pattern of Workers Employed in Flagler County		
Jobs held by Flagler Residents	13,172	54.1%
Jobs held by Non-Flagler Residents	11,155	45.9%
Jobs Located in Flagler County	24,327	100.0%

**Table 1-12 Earnings of Commuters**

Earnings of Workers Commuting to Flagler County		
\$1,250 per month or less	3,016	27.0%
\$1,251 to \$3,333 per month	4,681	42.0%
More than \$3,333 per month	3,458	31.0%
<b>Totals</b>	<b>11,155</b>	<b>100.0%</b>

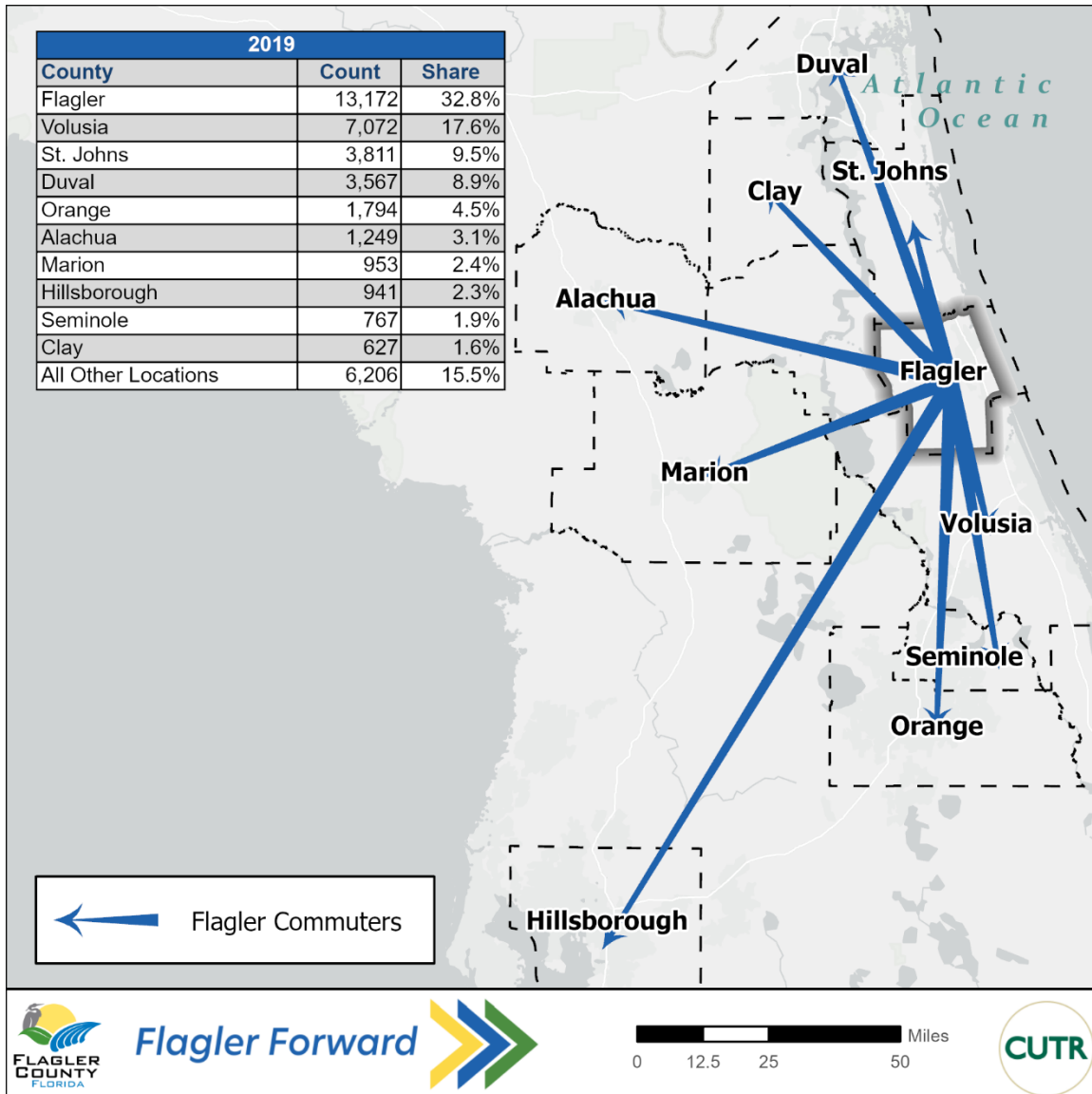
Map 1-11 shows the counties with the highest number of Flagler County commuters. County residents hold 54.1 percent of the jobs located in Flagler County. With over 11,000 (45.9%) workers commuting to Flagler County. Flagler residents hold and commute to over 40,000 jobs in and around Flagler County. Nearly one in three of the jobs are located in Flagler County, and the remaining two-thirds of the jobs are located outside of the county.

Map 1-11 Flagler County Commuter Inflow



Map 1-12 shows the counties of where the Flagler County resident jobs are located. Nearly 33 percent of the jobs held by Flagler County residents are in Flagler County. Volusia County is home to 17.6 percent, 9.5 percent are in St. Johns County, and nearly 9.0 percent are in Duval County.

Map 1-12 Flagler County Commuter Outflow

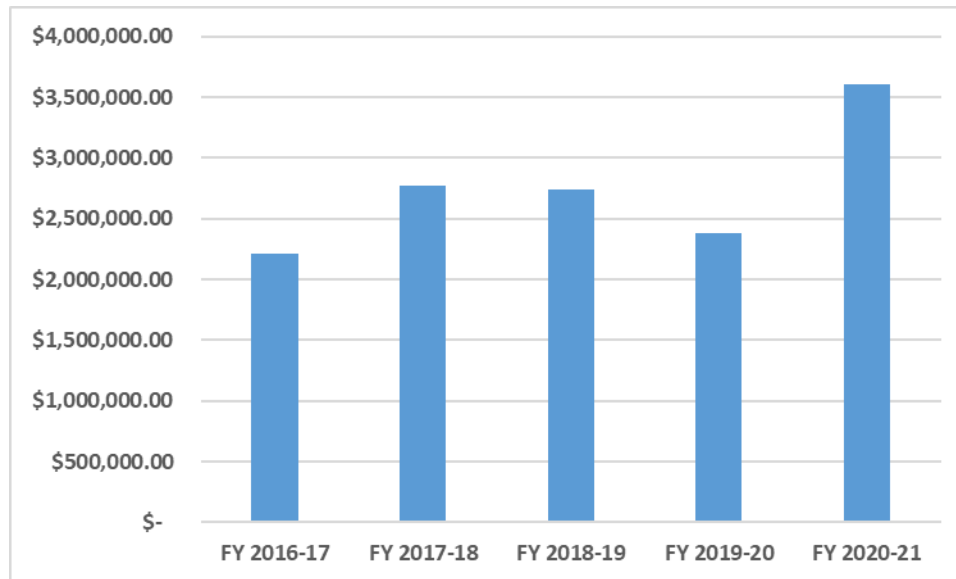


## Tourism

Flagler County continues to be a growing draw for local and regional tourism-related activities. In particular, Flagler County tourism benefits by being near the major vacation destinations of St. Augustine and Daytona Beach, within 31 miles and 24 miles respectively. Additionally, Flagler Beach attracts beach going vacationers with its signature coastline that is protected by dunes and beautiful scenic beaches. Further, Marineland Dolphin Adventures aquarium and marine park and family friendly dining are top recommended sites that are part of the major attractors in the Flagler County.

Tourism tax collections generally reflect the health of the tourism industry in a given area. Tourism development tax collections in Flagler County increased or stayed level between FY 2016-17 and FY 2018-19 (see Figure 1-8). The drop in revenue in FY 2019-20 reflected the onset of the COVID-19 pandemic in March of 2020. Most notable, however, is the strong rebound in the tourism industry in FY 2020-21. This strong growth is expected to continue into FY 2021-22. The increase in tourism dollars in Flagler County reflects a similar growth in total statewide tourism (visitor) levels since early 2021.

**Figure 1-7 Monthly Tourism Development Tax Collections**



Source: Flagler County Board of County Commissioners Tourist Development Office, April 2022

## Major Developments

Planned major developments, including residential and non-residential developments in Flagler County were reviewed and listed in Table 1-13 below.

**Table 1-13 Flagler County Major Developments**

Name	Information
Bulow Plantation DRI	<ul style="list-style-type: none"> <li>600 manufactured homes</li> <li>750 recreational vehicle spaces</li> <li>23,300 s.f. commercial</li> </ul>
Eagle Lakes PUD	<ul style="list-style-type: none"> <li>451 single-family detached</li> <li>742 senior adult housing detached</li> </ul>
Gardens PUD	<ul style="list-style-type: none"> <li>453 single-family detached (ITE #210)</li> <li>230,694 s.f. of retail/office</li> </ul>
Hunter's Ridge DRI	<ul style="list-style-type: none"> <li>1,110 low density dwelling units</li> <li>1,192 medium/high density dwelling units</li> <li>324,245 s.f. mixed use office/retail/service</li> <li>242,788 s.f. light industrial</li> </ul>



Plantation Bay DRI	<ul style="list-style-type: none"> <li>• 5,000 dwelling units total in both Flagler and Volusia County; in Flagler County: <ul style="list-style-type: none"> <li>○ 1,400 single-family residential</li> <li>○ 1,600 low density residential</li> <li>○ 931 medium density residential</li> </ul> </li> <li>• 45 hole golf courses</li> <li>• 90,000 s.f. commercial</li> </ul>
Palm Coast Park	<ul style="list-style-type: none"> <li>• 4,960 dwelling units and</li> <li>• 1,317,800 sq. ft. of retail commercial</li> </ul>
State Road 100 Property DRI	<ul style="list-style-type: none"> <li>• 773 Single Family Units</li> <li>• 1,638 Multi-family Units</li> <li>• 50,000 sf General Retail</li> <li>• 30,000 of General Office</li> <li>• 150 Hotel Rooms</li> </ul>
Town Center DRI	<ul style="list-style-type: none"> <li>• 2,500 dwelling units</li> <li>• 4,800,000 sf non-residential</li> <li>• Lodging 480 rooms</li> <li>• Nursing Home 240 beds</li> <li>• Movie Theater 2,400 seats</li> </ul>
Neoga Lakes DRI	<ul style="list-style-type: none"> <li>• 7,000 dwelling units</li> <li>• 354,000 sf retail space</li> <li>• 45,000 sf of office space</li> <li>• 222,000 sf civic space</li> <li>• 1,870,000 sf employment center</li> </ul>
Old Brick Township DRI	<ul style="list-style-type: none"> <li>• 5,000 dwelling units</li> <li>• 100,000 sf Commercial space</li> <li>• 50,000 sf of Office Space</li> <li>• 1,000,000 sf of Industrial Space</li> </ul>

Table 1-14 lists the approved non-residential developments and Table 1-15 contains the approved residential developments in Flagler County. Table 1-16 contains the non-residential developments that were completed during 2020.

**Table 1-14. Approved Non-Residential Developments**

Project Name	Sq. Ft.	Description
Absente 2 Medical Office	2,500	Medical Office
Beaven Animal Sanctuary	54.24+/- acres	Pet and Wild Animal Sanctuary/Shelter Facility
Flagler Executive Airport General Aviation Terminal Facility	15.18+/- acres	Site new Terminal Facility
Lore Legal Services Storage	9.61+/- acres	Mini-warehouse and vehicle storage
M Kraus & Bros Alternative Medical Practitioner and Yoga Studio	5,210	Medical Office
Milburn Borrow Pit	15+/- acres	Special Exception for Soil Extraction for 57,410.87 c.y.
Raic Cala Delarosa R/C uses	896	Special Exception for multiple R/C uses

Sink Storage Building	2,000	steel storage building
Matanzas Lakes Amenity Center	1,500	Recreational Amenity
Flagler Village Medical Office Bldg.	42,760	Medical Building
Gioia Sails	35,124	Industrial Building
Palm Coast Commerce Storage	65,799	Commercial Storage
Aldi Grocery Store	20,442	Grocery Store
Checkers	954	Restaurant/Fast Food
SunTrust Bank	3,406	Bank
Tuscan Garden Phase II	109,958	Assisted Living Facility
Marina Del Palma Stackhouse	34,364	Boat Storage
Marina Del Palma Clubhouse	3,886	Recreational Amenity
Barnes Office Building	16,000	Office Building
Bella Cita	164,475	Retail & Storage Facility
Culvers Restaurant	4,443	Restaurant
<b>TOTAL: 513,717 Sq. Ft. of Non-Residential</b>		

**Table 1-15. Approved Residential Development Orders (2020)**

Project Name	Number of Units	Description
Sawmill Creek	259	Single Family
Deerfield Trace	14	Single Family
Huntington Green	28	Single Family
Plantation Bay (Unit 8)	97	Single Family
Plantation Bay (Unit 13)	132	Single Family
Matanzas West	285	Multi-family Project
American Village	32	Multi-family Project
Brookhaven Cottages	7	Single Family Cottages
Tuscan Reserve	108	Multi-family Project
Ocean Village	48	Multi-family Project
Grand Landings	186	Single Family
<b>Total Residential Units Approved in 2020</b>	<b>1,196</b>	<b>dwelling units</b>

Table 1-16 illustrates the Non-Residential Construction recently completed. Overall, the planned, approved and completed developments reflect the growth occurring in the county and reflect continuing population growth.

**Table 1-16. Non-Residential Construction Completed**

Project Name	Sq. Ft.	Description
Storquest Office Building	1,074	Office Building
Storquest Self-Storage	56,408	Self-Storage Complex
Dollar General	10,556	Retail (General)
Pine Lakes Animal Hospital	6,905	Veterinary Office
O'Reillys	7,228	Retail (Auto Parts)
Suntrust Bank	3,406	Bank
Coastal Rehabilitation	2,992	Medical Office Building
Alamo Phase 2	7,500	Office Building
Central Landings Clubhouse	2,676	Amenity Center
The Palms Clubhouse	4,614	Amenity Center
Wawa Convenience Store	6,119	Convenience Store/Gas Station
Popeye's	2,503	Restaurant
Flagler Beach Water Treatment Plant	300	Electrical Building
	<b>112,281</b>	<b>Sq. Ft. of non-residential</b>

## Land Use

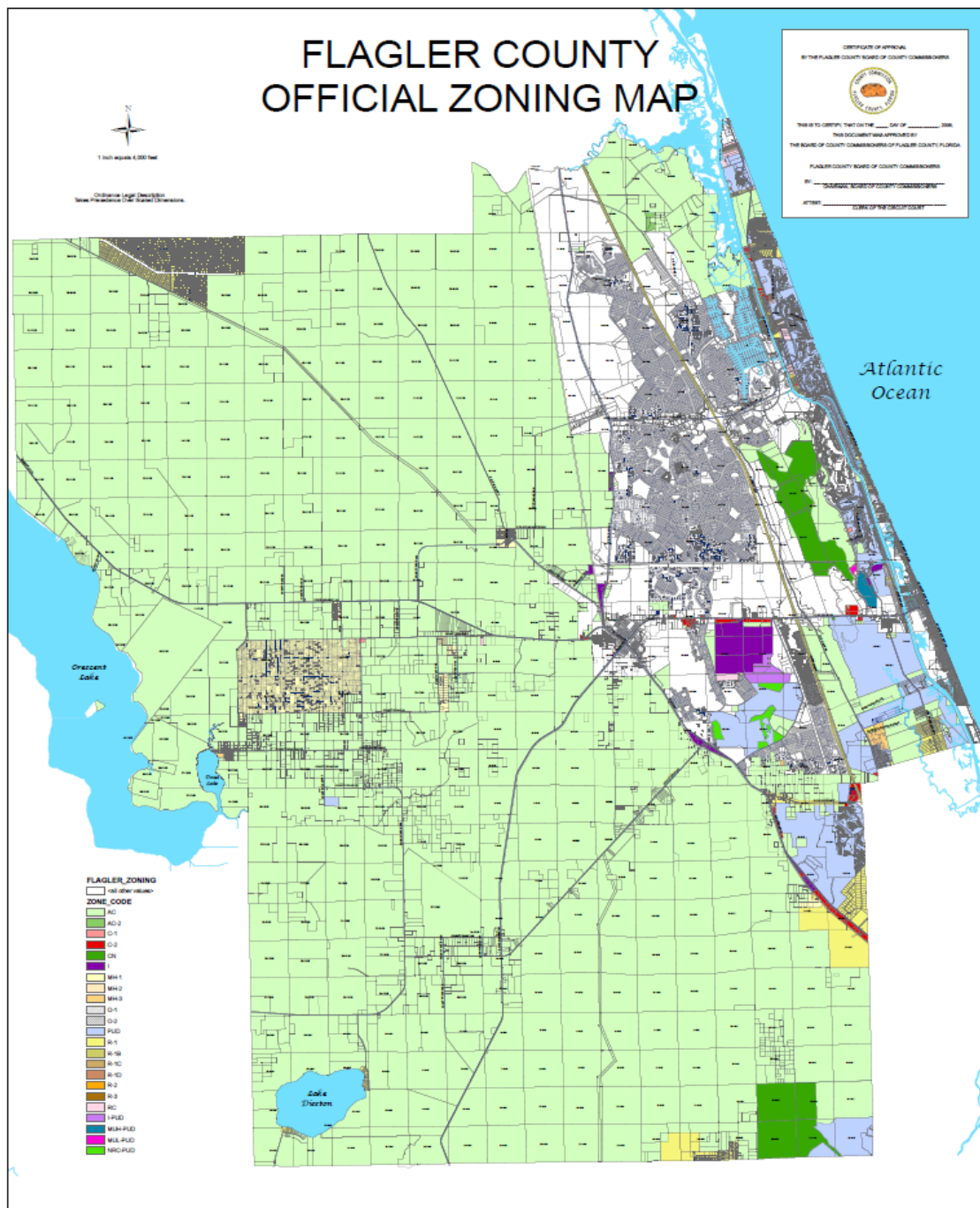
One of the most important aspects of understanding a locality's current and future transportation system and needs relates to how the community plans for land use. According to Flagler County's Year 2010 Future Land Use Map, the land mass of the county is largely composed of agricultural and conservation areas. The western and southern portions of the county are almost entirely undeveloped. Several small pockets of low-density residential development exist within rural areas in the western and southern sections of the county. There is a Mixed Use Planned Urban Development, which occupies the land between US-1 and Interstate 95, in the southern part of Flagler County.

The Barrier Island/Princess Place Coastal Area within the northeastern area of the county comprises approximately 10,000 acres, about a quarter of which is Mixed Use Low Intensity with low to medium density. The island is primarily residential, with supporting commercial, recreational, and educational land uses. Two major developments, Hammock Dunes and Matanzas Shores, comprise the majority of the development on the island.

Challenges exist in providing conventional fixed route transit services in areas with low to medium residential densities, such as Palm Coast. In addition, many of these residential neighborhoods have considerable setbacks from the main corridors, making both vehicle and pedestrian access more difficult at times. A favorable condition for potential transit service provision is the concentration of commercial and office space along Palm Coast Parkway and the area of Old Kings, north of the Parkway. Flagler County's official zoning map is displayed in Map 1-11 below.

Future development in Flagler County in the near term is focused closer to the northern county boundary as well as infill within the Palm Coast Town Center. Recently, approval was given for new medium and high-density residential development in the Palm Coast Park development and the Matanzas West located near U.S. 1 and Belle Terre Parkway.

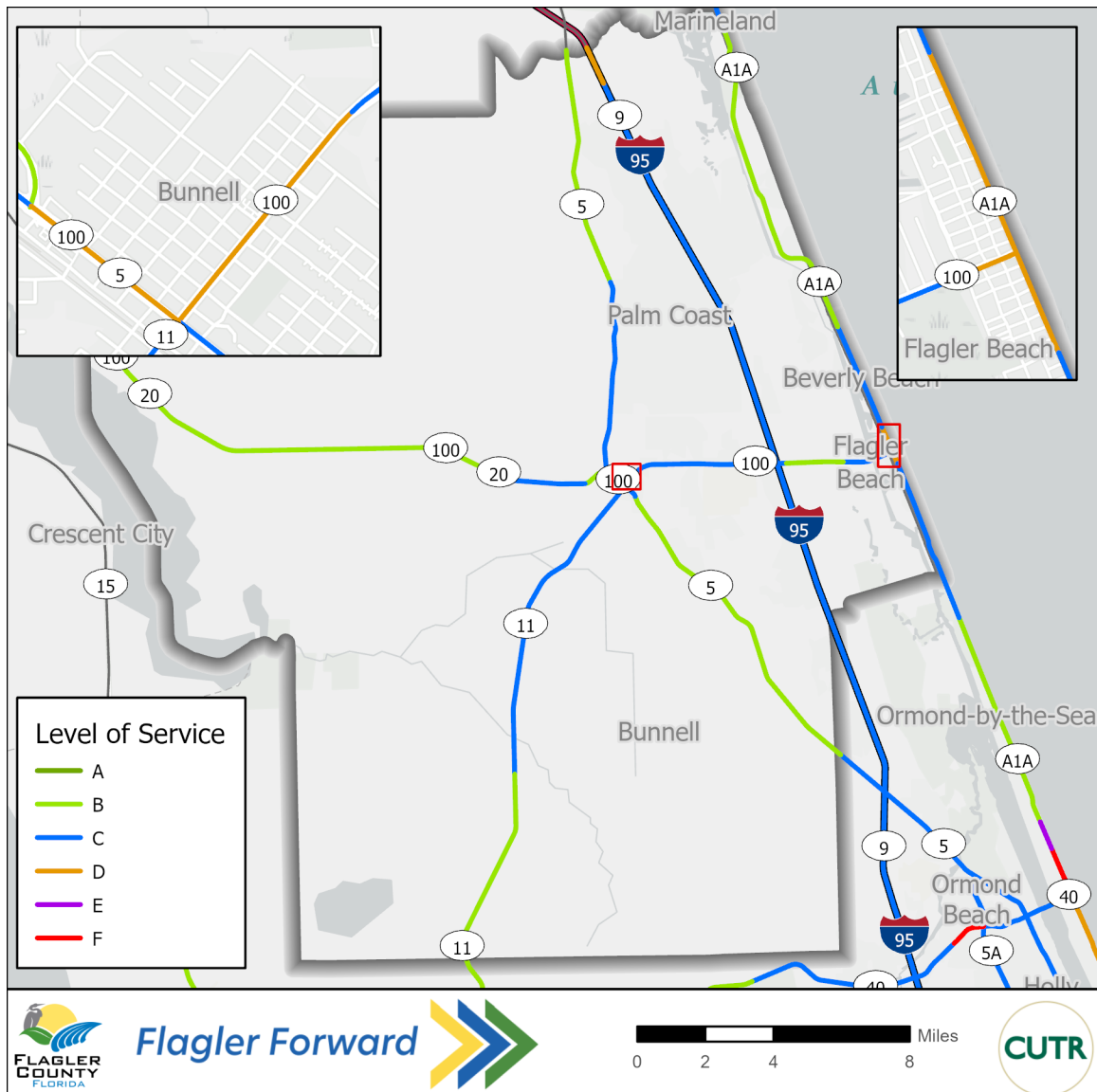
**Map 1-13. Land Use**



## Roadway Conditions

Flagler County has some roadway segments that exhibit high levels of traffic congestion. The congestion is limited to areas highlighted in Map 1-12 below. The level of service (LOS) measurement on state facilities reflects congestion in downtown Bunnell, as depicted in the inset of Map 1-12. Further, congestion occurs at the entrance of Flagler Beach, at SR 100 and A1A.

**Map 1-14. Flagler County Roadways and Congested Corridors**



## Existing Service & Performance Evaluation

This section includes a review of existing transit services in Flagler County and an evaluation of performance including a five-year trend analysis and a peer analysis that compares Flagler County with similar transit systems based on size and other characteristics. review of the existing transit service offered in Flagler County serves as a baseline of the service operating today and any supporting capital equipment used to provide the service. The performance evaluation was conducted using a sample of peers which were selected based on similar urbanized area demographics and operating statistics to Flagler County.

Performance Evaluation Elements	TDP Rule Required	Best Practice	Page
Existing System Profile		<input checked="" type="checkbox"/>	2-31
Trend Analysis	<input checked="" type="checkbox"/>		2-34
Peer Review Analysis	<input checked="" type="checkbox"/>		2-37
Farebox Report	<input checked="" type="checkbox"/>		2-54

A performance review is one method of evaluating transit performance and consists of those aspects of the transit agency's operation that can be measured quantitatively with data from a standard reporting instrument, in this case the National Transit Database (NTD). The NTD provides a consistent reporting format over a period of years, allowing for the measurement of performance indicators over time and a comparison of performance indicators between transit systems. However, a performance review does not provide insight into the quality of service or the level of passenger satisfaction. On-board surveys and other surveying techniques must complement the performance review in order to get a complete picture of the value of transit to the community.

In addition to understanding the limits of this analysis, caution should be exercised in interpreting the meaning of the various measures. The performance review does not provide information regarding what aspects of performance are within the control of the agency and what measures are not. For instance, local policy decisions on land use, zoning, and parking can greatly dictate the types of services that will work for the community and therefore greatly impact performance. Another example is the operating expense measure, which can vary greatly between transit systems based on work rules and collective bargaining agreements.

## Existing Services

Flagler County Public Transportation (FCPT) is a pre-scheduled, demand-response transportation system that is shared-ride and door-to-door. Demand for services includes transportation for employment, education, non-emergency medical transportation, and quality of life trips. Specialized services include general passenger assistance and wheelchair assistance.

FCPT continues to maximize transportation benefits to the general public — with a focus on the elderly and people with disabilities. Elders represent the largest segment of the ridership, giving the county the ability to educate, transport, and reach out to seniors in need.

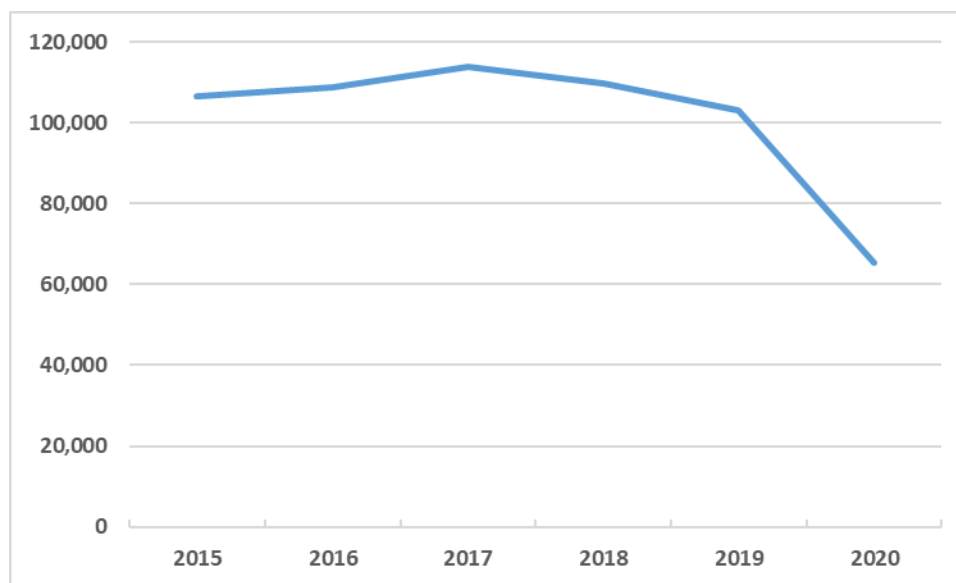
Normal hours are from 6 a.m. to 6 p.m. Monday through Friday, and from 8 a.m. to 6 p.m. on Saturday. All trips originating and completed within Flagler County are \$2.00 one way, to be paid in exact change or FCPT token. Tokens are available at the main office or may be purchased from an FCPT driver at any time. Tokens are \$20.00 for a bag of ten. Additional fares apply for out-of-area medical trips.

FCPT operates within Flagler County borders except for major medical appointments that cannot be completed within Flagler County. FCPT offers service to Volusia County on Tuesdays and Thursdays from 9:00 a.m. to 1:00 p.m. and St. Augustine, Jacksonville and Gainesville on Fridays from 9:00 a.m. to 1:00 p.m.



FCPT's historical ridership trends demonstrate a continual rise in ridership in 2015-2017 and a downward trend in ridership starting in 2018. The severe ridership decline in 2020 is attributed to the onset of COVID-19 pandemic conditions in March of 2020 (see Figure 2-1).

**Figure 2-1 FCPT Historical Ridership: FY 2015-2020**





## Vehicle Inventory

The vehicles in the FCPT fleet include the following as shown in Table 2-1. Many of the vehicles were funded with FTA Section 5310 grants, including all but one vehicle since 2015.

**Table 2-1 FCPT Vehicle Inventory**

Model Year	Make/Size/Type	FDOT Control #	Seats & (W/C) Positions	Funding Source	Vehicle Condition
*2012	Ford E-450 Bus	92505	16 + (2)	5317	Fair
*2012	Ford E-450 Bus	-	20 + (2)	5309	Fair
2012	Ford E-450 Bus	-	20 + (2)	5309	Fair
*2012	Ford E-450 Bus	-	12 + (3)	TD Grant	Fair
*2012	Ford E-450 Bus	94550	12 + (3)	SGR Grant	Fair
*2014	Ford E-450 Bus	-	12 + (4)	TD Grant	Fair
2015	Ford E-450 Bus	-	16 + (3)	TD Grant	Fair
2015	Ford E-450 Bus	94587	16 + (3)	5310	Good
2015	Ford E-450 Bus	94588	16 + (3)	5310	Good
2015	Ford E-450 Bus	94589	16 + (3)	5310	Good
2015	Ford E-450 Bus	94590	16 + (3)	5310	Good
2016	Ford E-450 Bus	95501	16 + (3)	5310	Good
2016	Ford E-450 Bus	95500	16 + (3)	5310	Excellent
2016	Ford E-450 Bus	95502	16 + (3)	5310	Excellent
2016	Ford E-450 Bus	95505	16 + (3)	5310	Excellent
2017	Ford E-450 Bus	95523	16 + (3)	5310	Excellent
2017	Ford E-450 Bus	95524	16 + (3)	5310	Excellent
2017	Ford E-450 Bus	99520	16 + (3)	5310	Excellent
2017	Ford E-450 Bus	95522	16 + (3)	5310	Excellent
2018	Ford E-450 Bus	95561	14/4+(4)	5310	Excellent
2018	Ford E-450 Bus	50007	14/4+(4)	5310	Excellent
2018	Ford E-450 Bus	95559	14/4+(4)	5310	Excellent
2018	Ford E-450 Bus	50017	14/4+(4)	5310	Excellent
2019	Ford E-450 Bus	50049	14/4+(4)	5310	New
2019	Ford E-450 Bus	50048	14/4+(4)	5310	New
2019	Ford E-450 Bus	50051	14/4+(4)	5310	New
2019	Ford E-450 Bus	50050	14/4+(4)	5310	New
2020	Ford E-450 Bus	10694	14/4+(4)	5310	New
2020	Ford E-450 Bus	10695	14/4+(4)	5310	New
2020	Ford E-450 Bus	10696	14/4+(4)	5310	New
2020	Ford E-450 Bus	10697	14/4+(4)	5310	New
2019	Ford Transit Van HR	10700	6+(1)	Gen Fund	New

\* Vehicles to be replaced by FY 21/22 5310 Capital Grant



## Trend and Peer Analysis: Using National Transit Database Data

The following Trend and Peer Analysis sections, a requirement for TDPs, must rely on a uniform set of data that is reported annually to the Federal Transit Administration (FTA). In order to receive federal funds, transit properties such as Flagler County Public Transportation (FCPT) are required to report a variety of data in a standardized format to the FTA, resulting in what is known as the National Transit Database (NTD). These documents provide standardized measures of reporting that enable a more accurate comparison of information between properties. In addition, there are a number of other factors to consider when utilizing NTD data for Trend & Peer Analysis:

**Data Reliability** - All NTD data submitted to the FTA are subject to considerable review and validation through manual and automated methods. Each report is thoroughly examined by the FTA's data analysts for identification of any errors or inconsistencies. The analyst then notifies the reporting agency of these errors and requires the agency to resubmit its data after addressing the FTA's concerns. Once the FTA is satisfied with the data, the final report is accepted. The latest validated NTD data is from FY 2019. This report uses NTD data for FY 2019 for the peer analysis and uses the most recent complete years of NTD data available for the trend analysis (FY 2016 – FY 2019). For this performance review, CUTR did not collect any original data or conduct any audits or on-site analyses.

**Data Definitions** - To fully understand the data presented in NTD reports, it is important to understand the definitions of the terms. For example, "passenger trip" refers to an individual boarding a transit vehicle. A person riding a bus from the corner to the office takes one passenger trip and a second passenger trip to return home. Likewise, a person transferring from one bus to another is considered to have made two passenger trips to get to his or her destination. In spite of these definitions and continued refinements in data collection procedures, there remain some discrepancies between systems as to how terms are defined and how information is collected. Accordingly, caution should be used in interpreting findings, especially for those variables that are more likely to be subject to variation in definitions.

**Performance Measure Categories** - The evaluation measures that are used throughout the performance review are divided into two major categories: operational measures and financial measures. These categories are further subdivided into general operational, vehicle, service, and general financial and efficiency measures. Operational measures indicate the productivity and effectiveness of day-to-day transit operations. Financial measures display the overall expenses and revenues as well as the cost efficiency of the system. The substantial amount of data available through NTD reporting provides an opportunity to develop a large number of measures. Performance measures that typically provide a good representation of overall transit system performance have been selected for this review.

Please note that NTD data for FY 2020 is available but was not deemed appropriate for comparative analysis due to the partial or complete shutdown of transit services due to the onset of the COVID-19 pandemic starting in March of 2020. In addition, NTD data for FY 2021 has not been made publicly available for Flagler County and the associated Peer Agencies. For that reason, the following analysis is best served by utilizing NTD data from FY 2016-2019.

Table 2-2 lists the performance measures selected for the review of FCPT's existing demand response transit service.

**Table 2-2 Selected Performance Review Measures**

Operational Measures	Financial Measures
<b>Service</b> Service Area Population Service Area Density Passenger Trips Passenger Miles Average Passenger Trip Length (miles) Revenue Miles Revenue Hours  <b>Vehicle</b> Vehicles Available in Maximum Service Vehicles Operated in Maximum Service (VOMS) Revenue Miles per VOMS Average Age of Fleet (in years)  <b>Effectiveness</b> Revenue Miles per Capita Passenger Trips per Capita Passenger Trips per VOMS Passenger Trips per Revenue Mile Passenger Trips per Revenue Hour	<b>Expense and Revenue</b> Total Operating Expenses Total Maintenance Expenses Average Fare  <b>Efficiency</b> Operating Expense per Capita Operating Expense per Passenger Trip Operating Expense per Revenue Mile Operating Expense per Revenue Hour Farebox Recovery

## Flagler County Public Transportation: Year At-a-Glance

The most recent and complete (non-COVID) year of NTD data available (FY 2019) and the percent change from the previous year of performance data for Flagler County's demand response service are shown in table 2-3 and table 2-4. The source of the data is the agency's FY 2018 and 2019 NTD reports.

**Table 2-3 Systems Year At-a-Glance – Operations Measures**

Performance Measures: Operations	Flagler County Transit	
	FY 2019	% Change From FY18
Service Area Population	110,510	5.1%

Service Area Density	194	5.1%
Passenger Trips	103,139	-5.9%
Passenger Miles	1,242,857	-7.7%
Average Passenger Trip Length (miles)	12	-1.9%
Revenue Miles	549,349	-5.4%
Revenue Hours	33,107	-6.2%
Vehicles Available	32	0.0%
Vehicles Operated in Maximum Service	21	0.0%
Revenue Miles per Veh. in Max. Service (000)	26.16	-5.4%
Average Age of Fleet (in years)	4.00	-3.8%
Revenue Miles per Capita	4.97	-9.9%
Passenger Trips per Capita	0.93	-10.4%
Passenger Trips per Veh. in Max. Service (000)	4.91	-5.9%
Passenger Trips per Revenue Mile	0.19	-0.6%
Passenger Trips per Revenue Hour	3.12	0.4%

*Table 2-4 Systems Year At-a-Glance – Financial Measures*

Performance Measures: Financial	Flagler County Transit	
	FY 2019	% Change From FY18
Operating Expense	\$1,495,514	2.8%
Maintenance Expense	\$98,761	41.4%
Average Fare	\$1.50	0.7%
Operating Expense per Capita	\$13.53	-2.2%
Operating Expense per Passenger Trip	\$14.50	9.3%
Operating Expense per Revenue Mile	\$2.72	8.6%
Operating Expense per Revenue Hour	\$45.17	9.7%
Farebox Recovery	10.4%	-7.7%

## Demand Response Peer and Trend Analysis

Utilizing NTD reports, a trend analysis was conducted for FCPT's demand response service from FY 2016 to FY 2019 (FY 2016 was the first year that Flagler County reported a full data set to the NTD). FY 2019 data were used due to the impact of the COVID-19 pandemic. Data from FY 2020 would not be an accurate depiction of Flagler's or other peer agency performance due to pandemic conditions which included partial or full shut down of services for many agencies.

The peer review analysis compares Flagler County's demand response service performance with other similar transit systems in Florida and within the US. Peer systems are selected using the Urban iNTD website at <https://www.ftis.org/iNTD-Urban/>. The development of the Urban iNTD was sponsored and closely overseen by the Public Transit Office of the Florida Department of Transportation (FDOT). This peer selection module was originally developed as part of the TCRP-G11 project, which was led by Kittelson and Associates, Inc. The 2006 peer data in this module were developed under this project. Subsequent updates to include peer data beyond 2010 have been sponsored by FDOT.

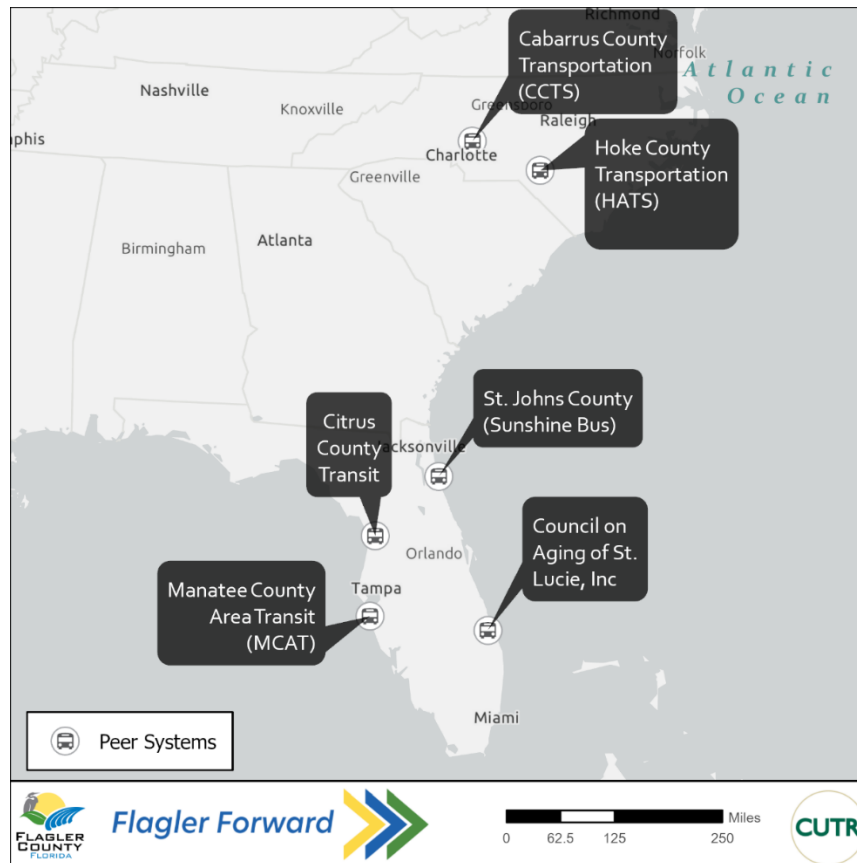
The methodology calculates a likeness score that evaluates several variables including urban area population, population density, revenue miles operated, operating budget, and various other census data. The four Florida systems with the closest likeness scores to Flagler County as well as the two non-Florida systems with the closest likeness scores were selected for this analysis as shown in Table 2-5 and Map 2-1.

This section presents the trend data and peer data together to best provide the best context of the trend with comparisons of Flagler's performance between peer agencies. Throughout this section the trend and peer data are presented together.

**Table 2-5 Demand Response Peer Systems, FY 2019**

Selected Peer Systems
Council on Aging of St. Lucie, Inc., FL
Manatee County Area Transit (MCAT), FL
St. Johns County (Sunshine Bus), FL
Citrus County Transit, FL
Hoke County (HATS), NC
Cabarrus County Transportation (CCTS), NC

**Map 2-1 . Peer System by Location**



Graphics throughout this chapter illustrate the selected operational and financial measures. The peer group graphs show Flagler County's performance in relation to their peer systems for the most recent validated year of complete NTD data, FY 2019. The peer mean of the entire group is displayed with a black bar and a vertical black line. Flagler County's values are shown with a light blue bar. All other systems are shown with bright orange bars.

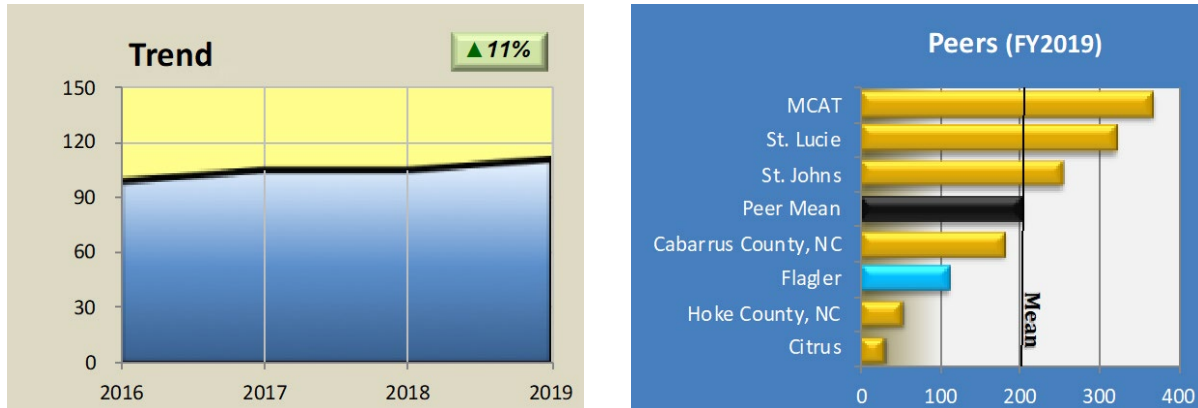
Peer summaries are also included to compare Flagler County to its peer group as a whole (minimum, mean, and maximum values for each performance measure).

## Operational Performance Measures

### Service Measures

Service area population is calculated using a formula (area around  $\frac{1}{4}$  of a mile from service) specified by the National Transit Database (NTD). Flagler County has reported a small increase each year over the trend period. For the 4-year trend period, the service area population has increased 11%. Among the peers selected, Flagler County is still one of the less populated areas, at roughly 45% below the peer mean as shown in Figure 2-1.

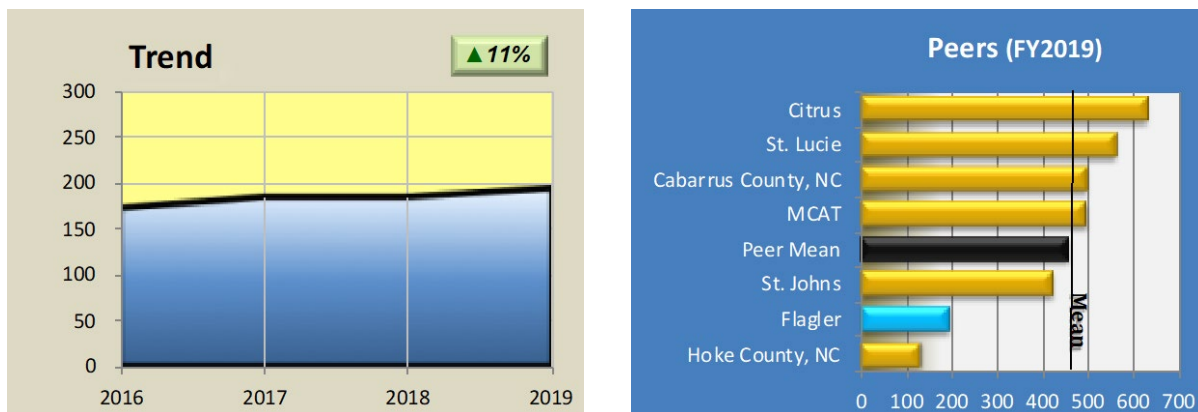
**Figure 2-2 Service Area Population (in thousands)**



Source: National Transit Database 2016-2019

Figure 2-3 shows the peer and trend measure of service area density. As the service area for Flagler County has not changed, the service area density has increased at the same rate (11%) as the service area population. Compared to its peers, Flagler is 58% less dense, being only more densely populated than the agency serving Hoke County, NC.

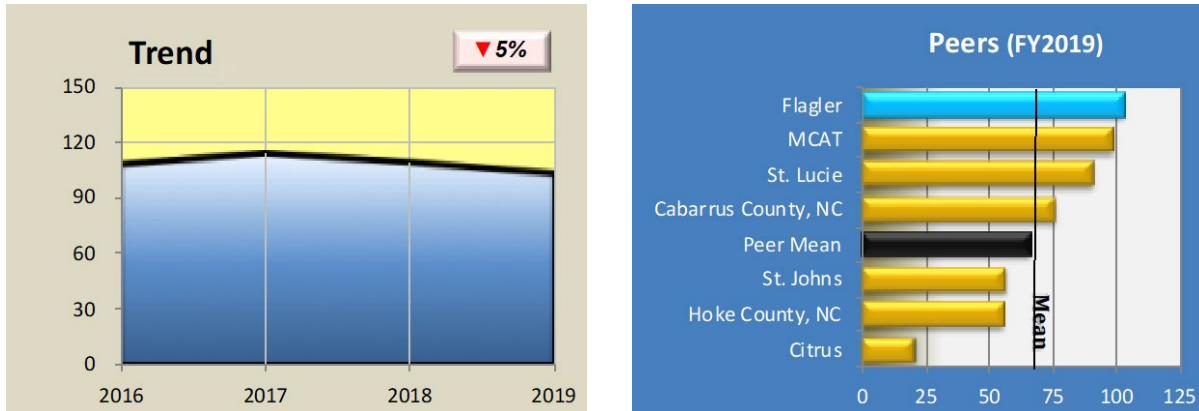
**Figure 2-3 Service Area Density (Population per Sq. Mile)**



Source: National Transit Database 2016-2019

Flagler County's ridership on its demand response system has trended down since 2017, after a slight increase in 2016. However, Flagler is ranked first among the peers selected in passenger trips and 55% higher than the peer mean as shown in Figure 2-4.

**Figure 2-4 Passenger Trips (in thousands)**

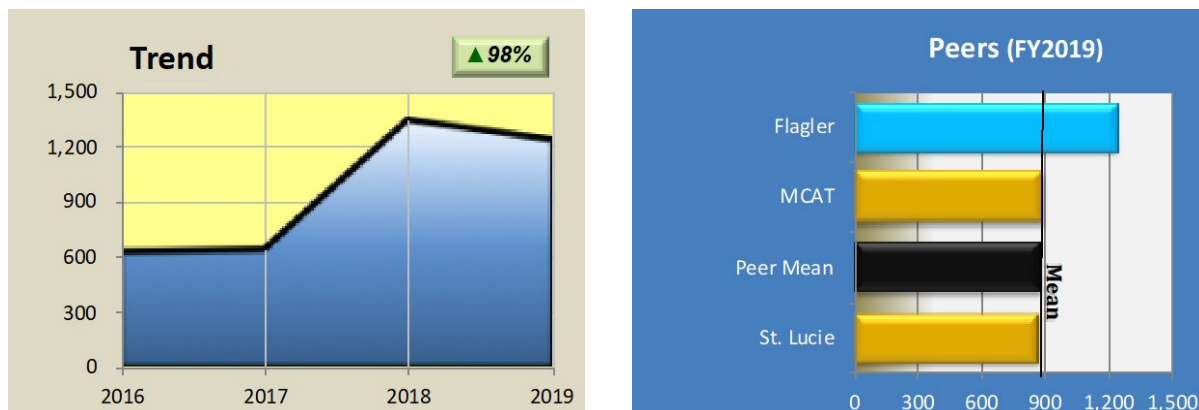


Source: National Transit Database 2016-2019

The number of passenger miles is an NTD measure that multiplies the number of passenger trips by the total number of miles that passengers are traveling on the bus. This measure requires additional methods of calculation as the agency must have a way to measure when individual passengers board and alight the bus. In some regards, passenger miles more accurately portray actual utilization of the bus system since a system could have a high volume of short passenger trips while the bus is empty for a majority of its trip.

Flagler County saw a large increase in passenger miles from 2017 to 2018 as shown in in Figure 2-5. This was due to changing scheduling software programs (going from Trapeze to RouteMatch). The new software more accurately calculates the number of passenger miles provided in the system. Flagler provides 41% more passenger miles than the peer mean. Note that only two other peers selected reported this data as the other systems were not required to submit passenger miles.

**Figure 2-5 Passenger Miles (in thousands)**

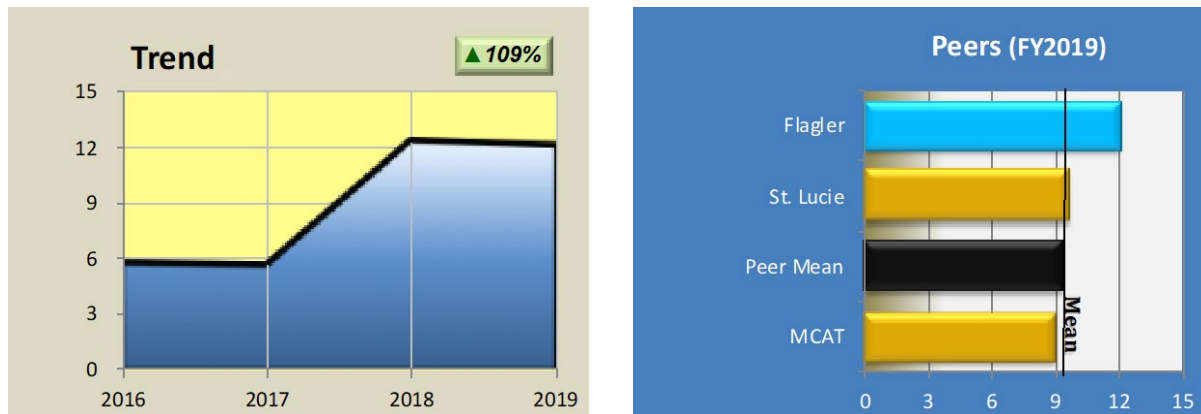


Source: National Transit Database 2016-2019



Figure 2-6 shows average passenger trip length, which is a measure directly related to passenger miles. It is derived by dividing the number of passenger miles by the number of passenger trips. The average trip length in the Flagler County system is roughly 12 miles which is approximately 30% greater than the peer mean of 9 miles. In general, the higher trip length is reflective of the Flagler County service area exhibiting the least amount of population density compared to the other two peer agencies.

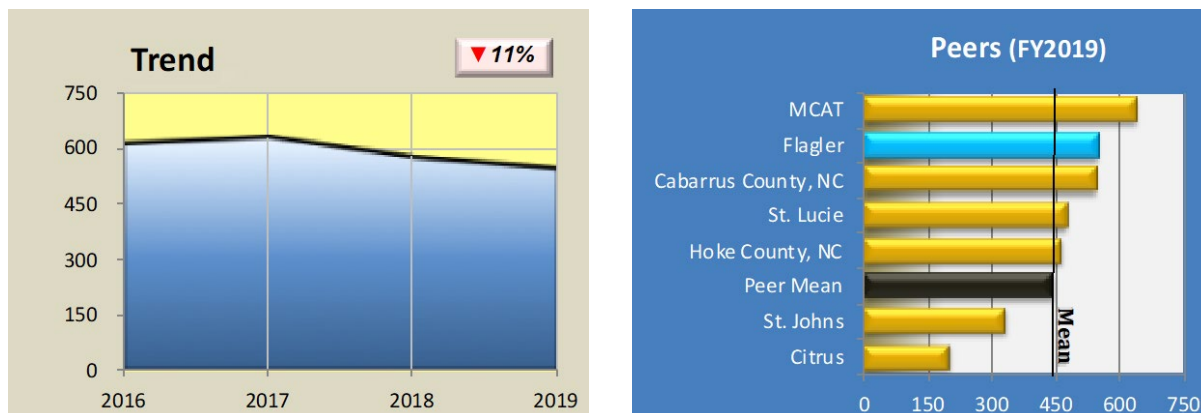
**Figure 2-6 Average Passenger Trip Length (miles)**



Source: National Transit Database 2016-2019

Revenue miles of service is a measure that gives an indication of the level of service provided by a transit system. It is defined as the number of miles that the buses are in operation serving customers. Revenue miles in the Flagler County system have decreased 11 percent over the 4-year trend period. However, Flagler is still ranked second, behind only MCAT among its peers for this measure as shown in Figure 2-7.

**Figure 2-7 Revenue Miles (in thousands)**

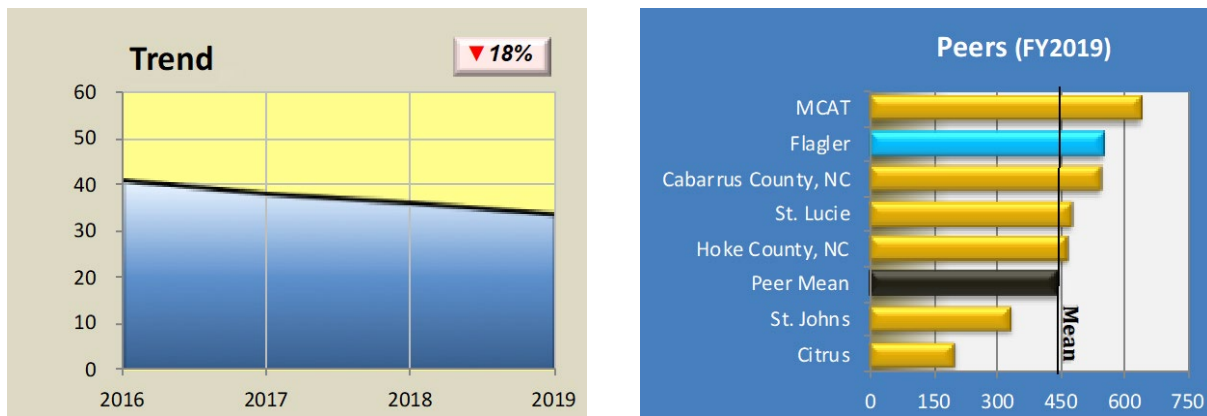


Source: National Transit Database 2016-2019

Revenue hours of service is another measure of the amount of service provided. It is defined as the number of hours that the buses are in operation serving customers. Like revenue miles, revenue hours have decreased in the Flagler County system. The decrease is 18% over the trend period. Like revenue miles, Flagler still ranks second behind only MCAT as shown in Figure 2-8.



**Figure 2-8 Revenue Hours (in thousands)**

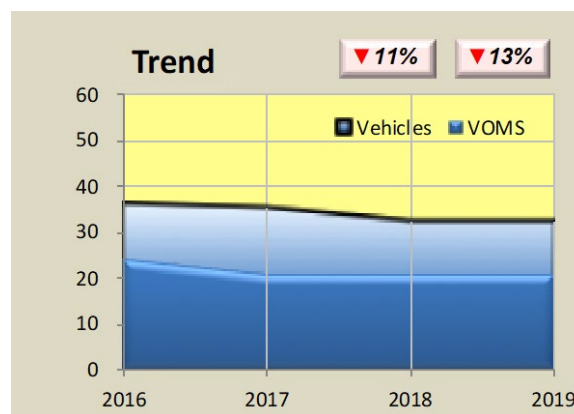


Source: National Transit Database 2016-2019

## Vehicle Measures

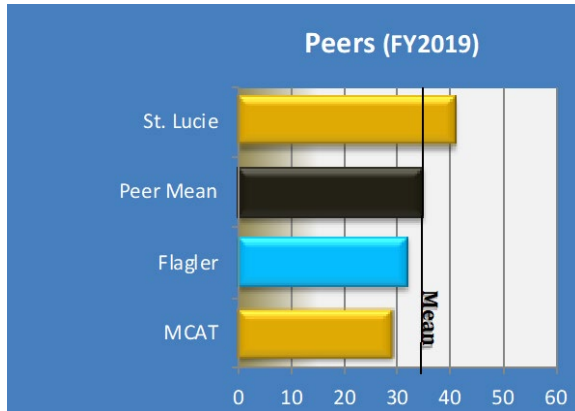
Figure 2-9 shows the total number of vehicles in the Flagler County fleet (the lighter shaded area) as well as the number of vehicles operated in maximum service (the darker shaded area). As the amount of service provided has decreased, so too have the number of vehicles in the fleet (down 11% and used in service (down 13%). Flagler sits the middle of its peers for total fleet and vehicles operated in maximum service as shown in Figure 2-10 and Figure 2-11.

**Figure 2-9 Total Vehicles in Maximum Service**



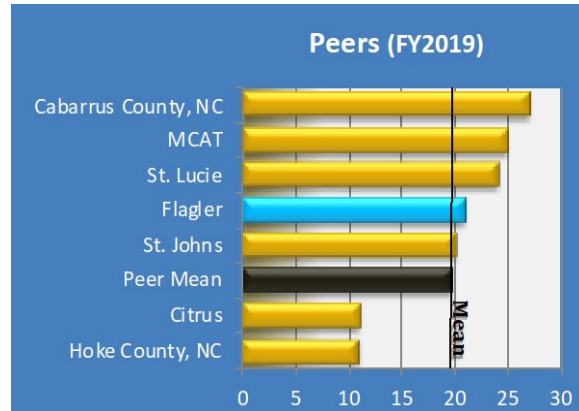
Source: National Transit Database 2016-2019

**Figure 2-10 Total Vehicles**



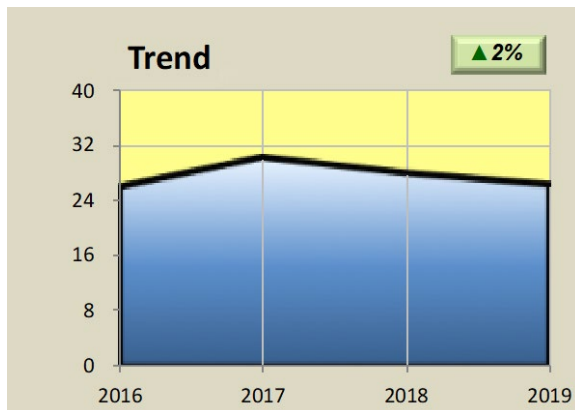
Source: National Transit Database 2016-2019

**Figure 2-11 Vehicles in Maximum Service**

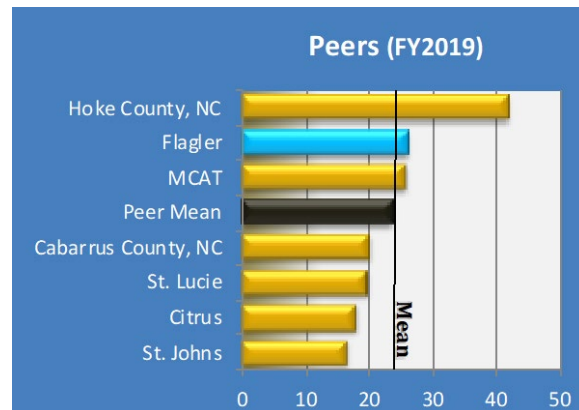


Revenue miles per vehicle in maximum service is a measure showing the degree of utilization of each vehicle in service. The larger the number of revenue miles, the more demand placed upon each vehicle. This measure saw a 2% increase over the trend period, but it was a from a large increase in 2017, followed by decreases the following two years. Flagler ranks second in this measure behind only Hoke County, NC and 10% above the peer mean as shown in Figure 2-12.

**Figure 2-12 Revenue Miles Per Vehicles in Maximum Service (in thousands)**

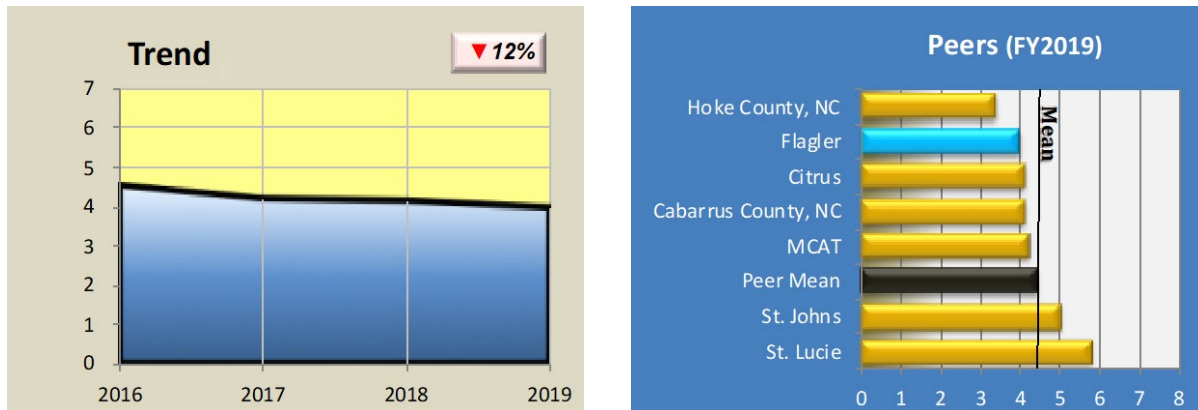


Source: National Transit Database 2016-2019



The average age of a fleet is an important measure to determine if a fleet is getting old and an agency may need to think about vehicle replacement. Flagler County's average age has decreased 12 percent over the trend period, indicating that they have been replacing vehicles. An average age of around 4 years is the second youngest among its peers as shown in Figure 2-13.

**Figure 2-13 Average Age of Fleet (Years)**

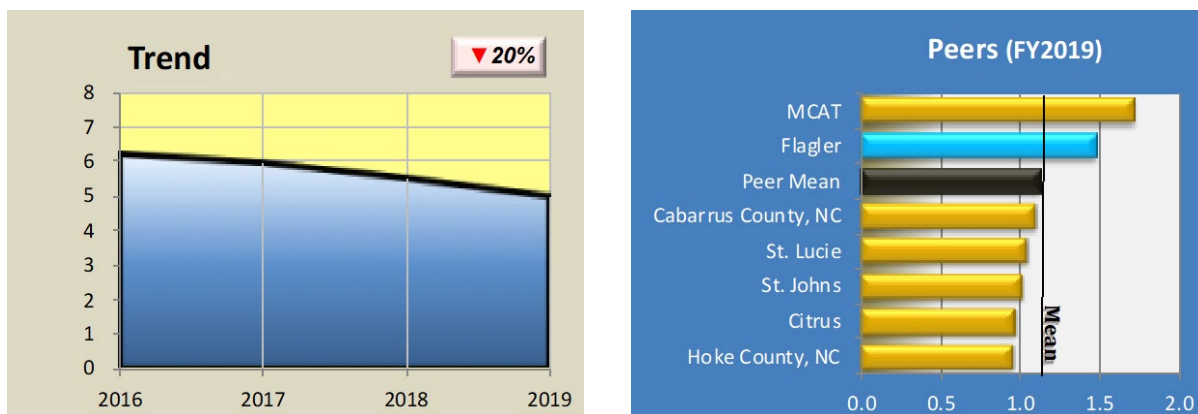


Source: National Transit Database 2016-2019

## Effectiveness Measures

Revenue miles per capita is the amount of service supplied divided by the service area population. As the service area population has increased and revenue miles have decreased, this has caused this measure to decrease 20% over the trend period. Even so, Flagler ranks second among its peers, only behind MCAT as shown in Figure 2-14.

**Figure 2-14 Revenue Miles per Capita**

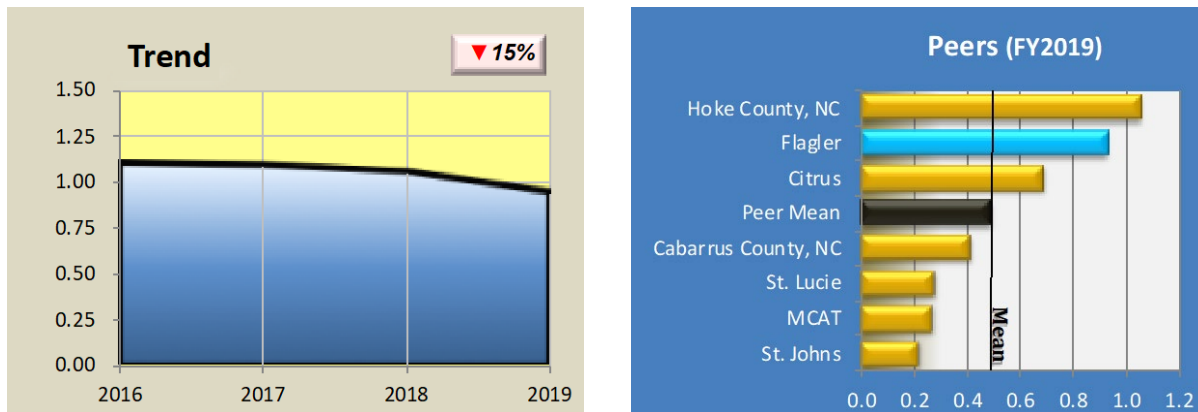


Source: National Transit Database 2016-2019

The peer and trend data for service effectiveness for Flagler County is shown in the next set of figures (15 through 18). These four critical measures of service effectiveness of a fixed route system include: passenger trips per capita, passenger trips per vehicle operated in maximum service, passenger trips per revenue mile, and passenger trips per revenue hour. Three of the four measures showed an increase over the trend period with the lone decrease being for passenger trips per capita as service area population has grown and passenger trips have decreased. The other three effectiveness measures

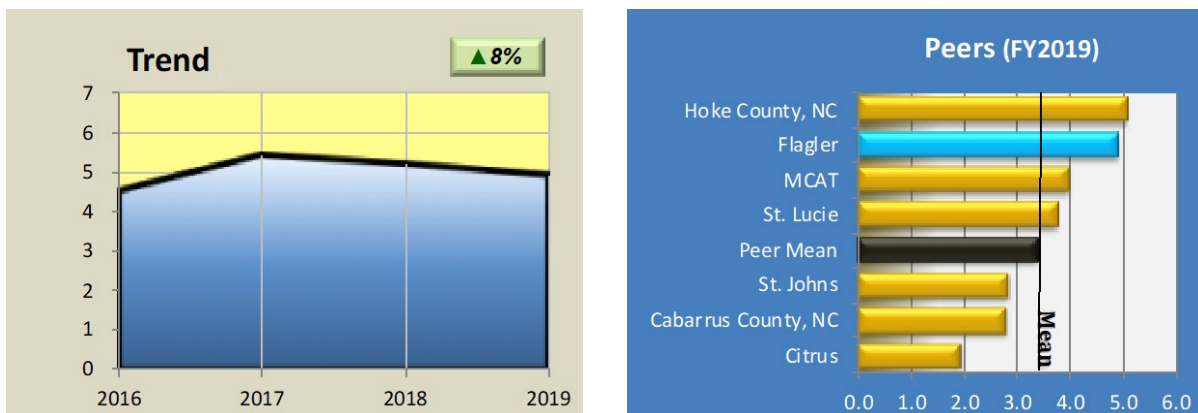
have increased as passenger trips have not decreased as much as the amount of service provided has decreased. Despite the negative trend in some of the measures, Flagler County ranks either first or second among its peers for each of these measures.

**Figure 2-15 Passenger Trips per Capita**



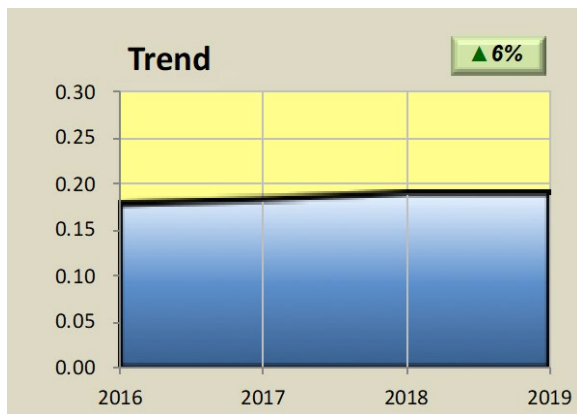
Source: National Transit Database 2016-2019

**Figure 2-16 Passenger Trips per Vehicles in Max. Service**

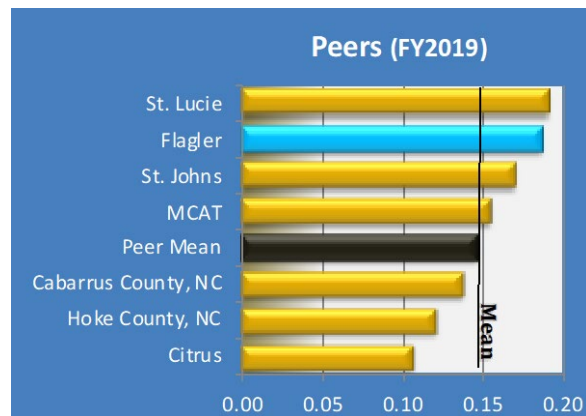


Source: National Transit Database 2016-2019

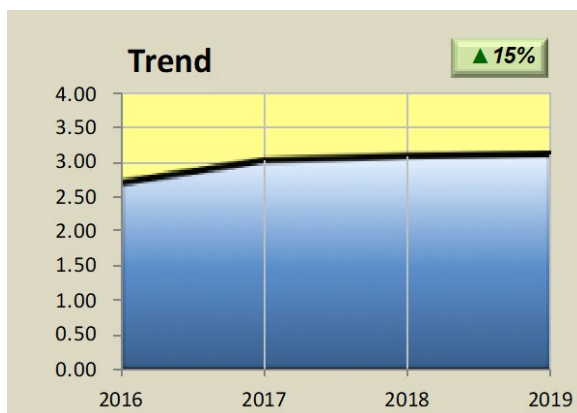
**Figure 2-17 Passenger Trips per Revenue Mile**



Source: National Transit Database 2016-2019



**Figure 2-18 Passenger Trips per Revenue Hour**



Source: National Transit Database 2016-2019

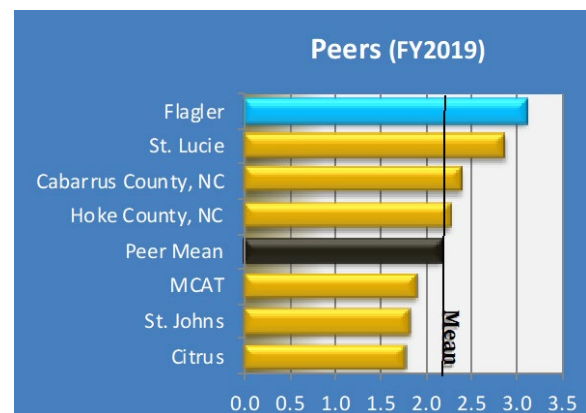


Table 2-6 shows all of Flagler County’s demand response service operational measures for FY 2016 through FY 2019 as well as the percent change over the trend period. Per capita measures are down as the service area population has increased, and the amount of service provided has decreased, but the effectiveness of what has been provided has increased when looking as measures such as passengers per revenue hour (up 15.4%).

*Table 2-6 Trend Analysis – Flagler County Operational Measures*

Operational Measure	FY 2016	FY 2017	FY 2018	FY 2019	% Change 2016-2019
Service Area Population	99,120	105,154	105,154	110,510	11.5%
Service Area Density (pop per sq. mile)	174	184	184	194	11.5%
Passenger Trips	108,705	113,927	109,590	103,139	-5.1%
Passenger Miles	627,341	646,205	1,346,810	1,242,857	98.1%
Average Passenger Trip Length (miles)	5.77	5.67	12.29	12.05	108.8%
Revenue Miles	616,466	630,007	580,433	549,349	-10.9%
Revenue Hours	40,277	37,515	35,310	33,107	-17.8%
Vehicles Available	36	35	35	32	-11.1%
Vehicles Operated in Max. Service	24	21	21	21	-12.5%
Rev. Miles per Vehicle in Max. Service	25.69	30.00	27.64	26.16	1.8%
Average Age of Fleet	4.53	4.23	4.16	4.00	-11.7%
Revenue Miles per Capita	6.22	5.99	5.52	4.97	-20.1%
Passenger Trips per Capita	1.10	1.08	1.04	0.93	-14.9%
Passenger Trips per VOMS (000's)	4.53	5.43	5.22	4.91	8.4%
Passenger Trips per Rev Mile	0.18	0.18	0.19	0.19	6.5%
Passenger Trips per Rev Hour	2.70	3.04	3.10	3.12	15.4%

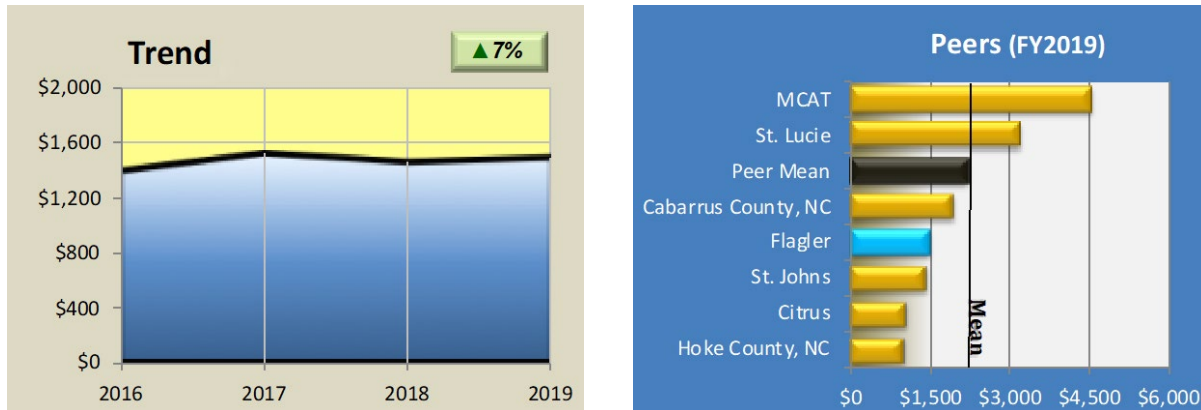
## Financial Performance Measures

### Expense and Revenue Measures

The amount of operating expenses of an agency reflects the amount of money required to operate the system. Flagler County has seen their operating expenses increased 7% over the trend period as shown

in Figure 2-19. They are well below the peer mean for this measure by 32% and even further still behind MCAT which has operating expenses around \$4.5 Million per year.

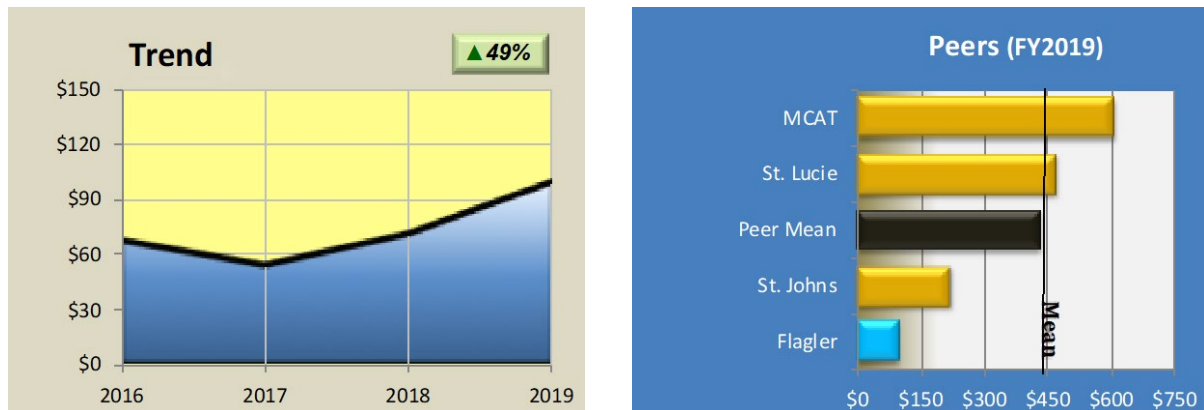
**Figure 2-19 Operating Expenses (in thousands \$)**



Source: National Transit Database 2016-2019

Maintenance expenses are a subset of operating costs and detail expenses required to maintain the vehicle fleet. Flagler County has seen a sharp rise in maintenance expenses with a 49 percent increase over the trend period. However, they are still well below the peer mean for this measure by 77% as shown in Figure 2-20.

**Figure 2-20 Maintenance Expenses (in thousands \$)**



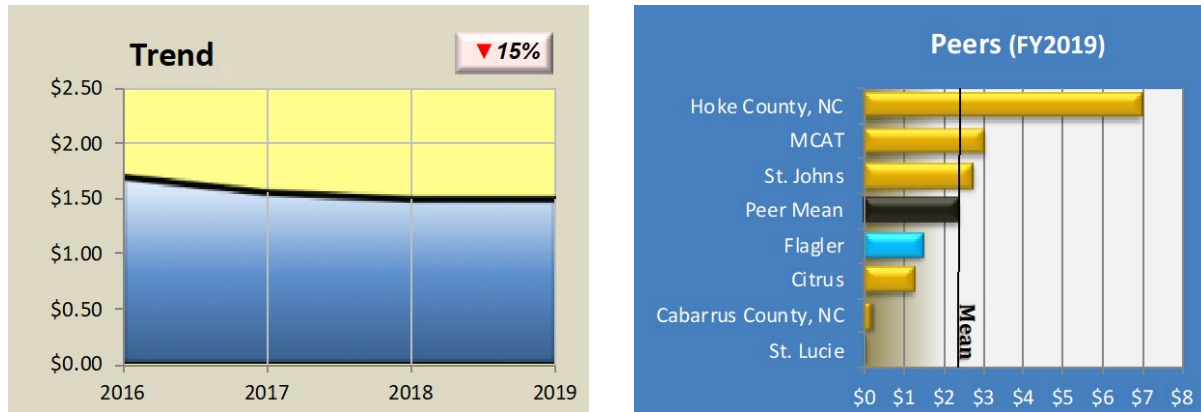
Source: National Transit Database 2016-2019

Average fare is calculated by dividing the total passenger fare revenue by the total number of passengers. For fixed route services, average fare may be higher in systems that do not offer a special rate for transfers but require passengers to pay full fare for each trip. The average fare may be lower in systems in which passengers utilize discounted daily or monthly passes. For demand response services, the average fare is dependent on policies regarding longer trips and if any discounts apply for seniors and individuals with disabilities. The average fare on Flagler County's demand response system was \$1.50 in 2019, which represents a 15% decline over the 4-year trend period. This rate is 37 percent less



than the peer mean of \$2.39 and far behind the average fare in Hoke County, NC (\$6.98) as shown in Figure 2-21.

**Figure 2-21 Average Fare**

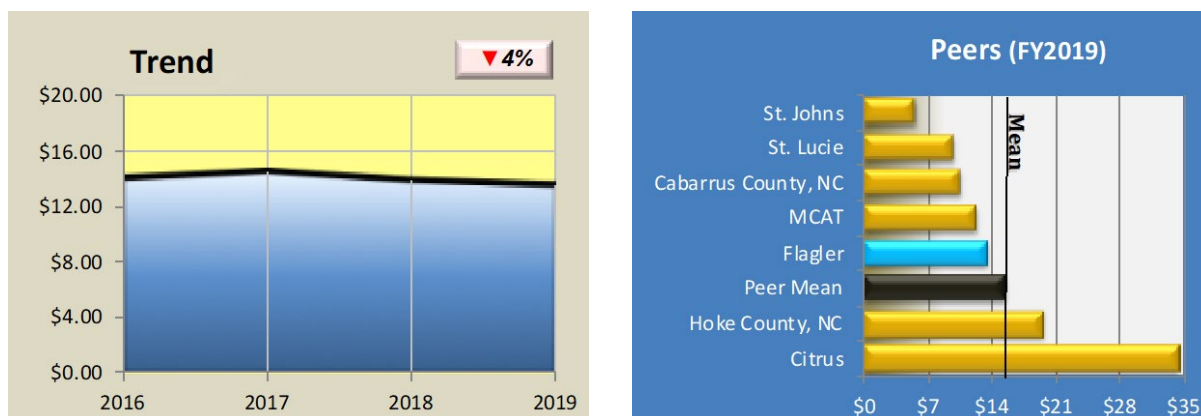


Source: National Transit Database 2016-2019

## Efficiency Measures

The first set of efficiency measures use the overall operating expense and other performance measures to create ratios of cost efficiency. The measures include operating expenses per capita, per passenger trip, per revenue mile and per revenue hour. The following section displays Flagler County's peer and trend data for these measures. The trend in operating expense measures for Flagler County is trending higher for 3 of the four measures (meaning less efficient service). The exception to this was service area population which is rising at a faster rate than operating expenses, which means the operating expense per capita went down slightly (4%). Despite slightly less efficient service, Flagler County remains ranked in the top 2 for operating expense per passenger trip, operating expense per revenue mile, and operating expense per revenue hour among its peers.

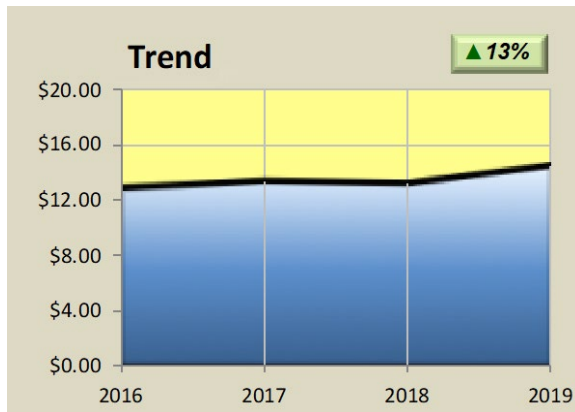
**Figure 2-22 Operating Expense Per Capita**



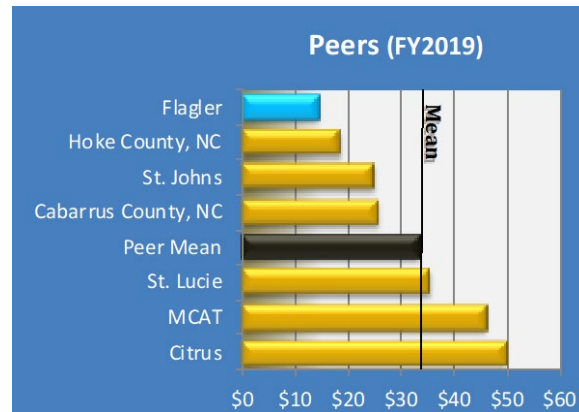
Source: National Transit Database 2016-2019



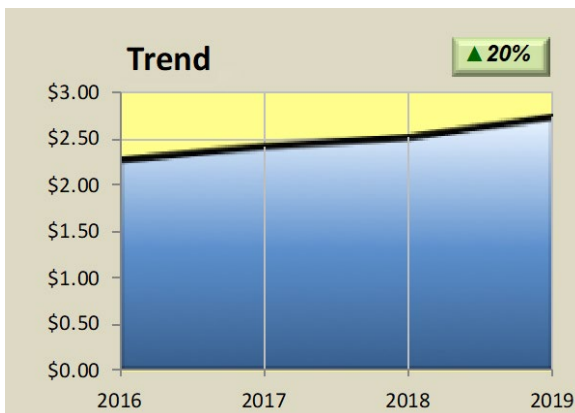
**Figure 2-23 Operating Expense Per Passenger Trip**



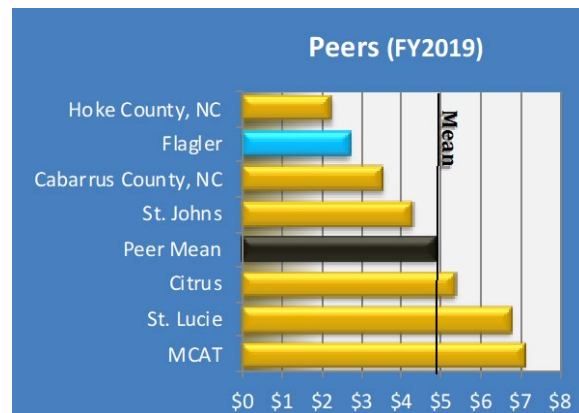
Source: National Transit Database 2016-2019



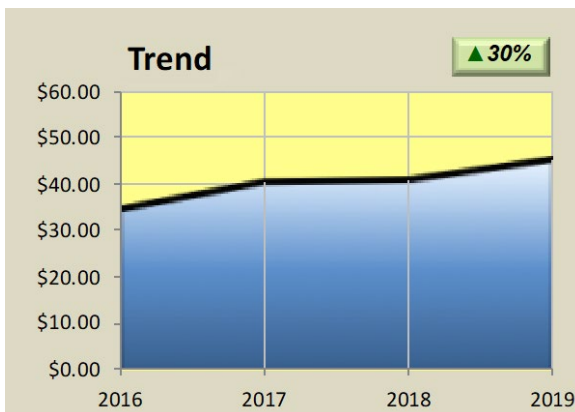
**Figure 2-24 Operating Expense Per Revenue Mile**



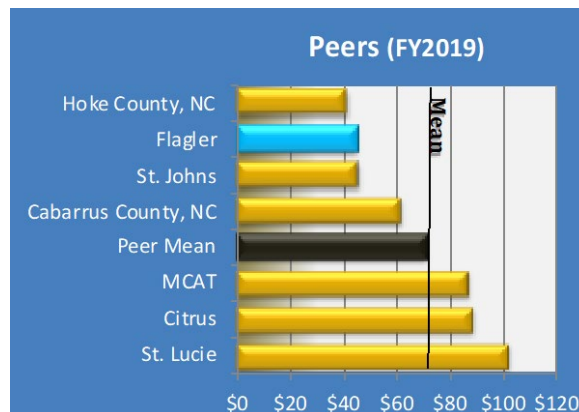
Source: National Transit Database 2016-2019



**Figure 2-25 Operating Expense Per Revenue Hour**

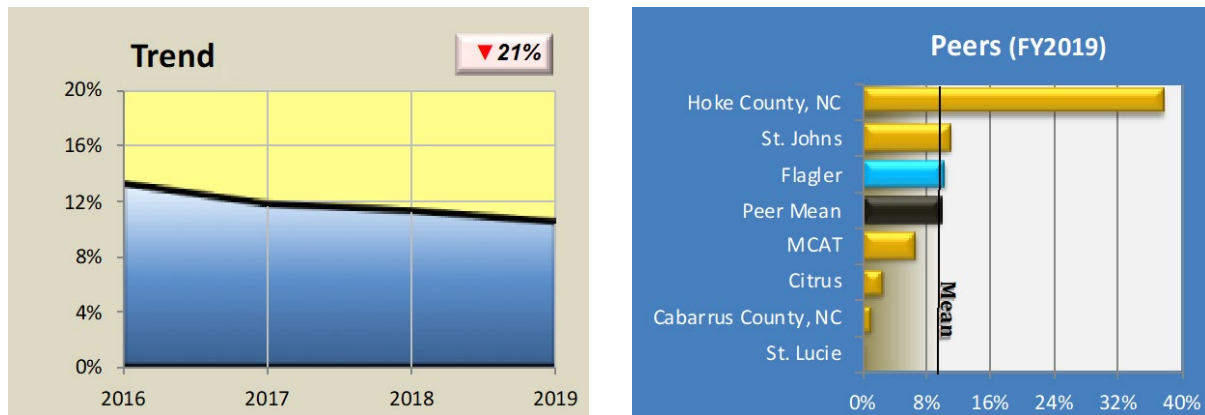


Source: National Transit Database 2016-2019



Another efficiency measure, farebox recovery, is a ratio that shows the amount an agency receives in the form of passenger fares as a percentage of total operating expenses. Although this measure has decreased 21% over the trend period (Figure 2-26), Flagler ranks third among its peers in farebox recovery at just over 10%. Hoke County, NC is far ahead in farebox recovery (almost 40%) due to its extremely large average fare of \$6.98. On the opposite spectrum, St. Lucie County has an average fare of \$0.02 and a .1% farebox recovery (the service is virtually free).

**Figure 2-26 Farebox Recovery**



Source: National Transit Database 2016-2019

Table 2-7 shows all of the Flagler County's demand response financial measures for FY 2016 through FY 2019 as well as the percent change over the trend period. What jumps out of this table is the increase in maintenance expenses of 48.8% while the average fare and subsequently farebox recovery have decreased 11.2% and 21.3% respectively.

**Table 2-7 Trend Analysis – Flagler Financial Measures**

Measure	FY 2016	FY 2017	FY 2018	FY 2019	% Change 2016-2019
Operating Expense	\$1,396,844	\$1,525,448	\$1,454,483	\$1,495,514	7.1%
Maintenance Expense	\$66,362	\$53,599	\$69,866	\$98,761	48.8%
Average Fare	\$1.69	\$1.55	\$1.49	\$1.50	-11.2%
Operating Expense Per Capita	\$14.09	\$14.51	\$13.83	\$13.53	-4.0%
Operating Expense Per Passenger Trip	\$12.85	\$13.39	\$13.27	\$14.50	12.8%
Operating Expense Per Revenue Mile	\$2.27	\$2.42	\$2.51	\$2.72	20.1%
Operating Expense Per Revenue Hour	\$34.68	\$40.66	\$41.19	\$45.17	30.3%
Farebox Recovery	13.2%	11.6%	11.2%	10.4%	-21.3%

Source: National Transit Database 2016-2019

## Peer Summary

A summary of Flagler County as compared to its peers for the selected operational measures is displayed in Table 2-8 and Figure 2-27. Flagler County is outperforming its peers in most measures and in some cases substantially. This despite, its service area population, service area density, and vehicles available being much smaller than the mean of its peers.

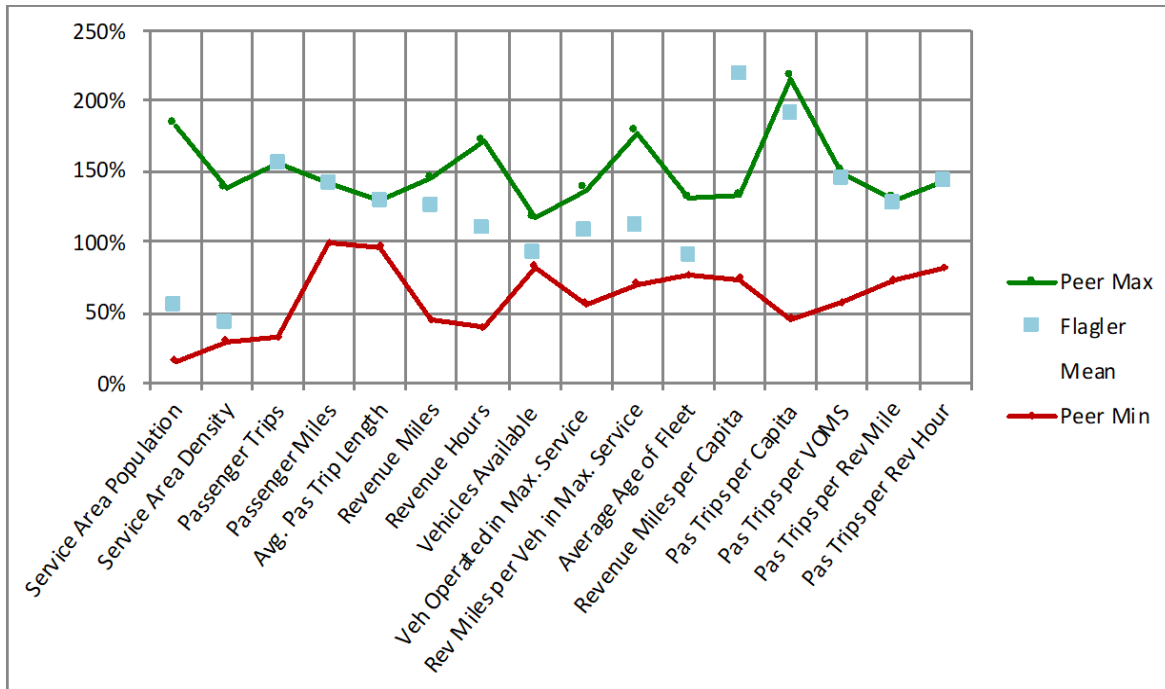
**Table 2-8 Peer Analysis – Operational Measures, FY 2019**

Performance Measures	Flagler	% From Peer Mean
Service Area Population	110,510	-45.2%
Service Area Density (pop per sq. mile)	194	-57.7%
Passenger Trips	103,139	55.4%
Passenger Miles	1,242,857	41.3%
Average Passenger Trip Length (miles)	12.05	29.5%
Revenue Miles	549,349	24.4%
Revenue Hours	33,107	8.8%
Vehicles Available	32	-8.6%
Vehicles Operated in Maximum Service	21	6.8%
Revenue Miles per Veh. in Max. Service (000)	26.16	10.4%
Average Age of Fleet (in years)	4.00	-9.8%
Revenue Miles per Capita	4.97	119.3%
Passenger Trips per Capita	0.93	90.7%
Passenger Trips per Veh. in Max. Service (000)	4.91	44.8%
Passenger Trips per Revenue Mile	0.19	27.7%
Passenger Trips per Revenue Hour	3.12	43.3%

Source: National Transit Database 2016-2019



**Figure 2-27 Peer Analysis – Operational Measures, FY 2019**



Source: National Transit Database 2016-2019

Table 2-9 and Figure 2-28 summarize Flagler County's financial measures compared to peer systems. Flagler County has a much smaller budget to work with and provides service equal to or greater than its peers, resulting in much greater efficiency than its peers. For example, its operating expense per revenue hour is only \$45.17, compared to the peer mean of \$71.31, and its peers' values range from \$41.84 to \$102.05. In addition, Flagler County's financial measures are all lower than the peer mean, except for one (farebox recovery is 5.5 percent higher), which highlights its more efficient service.

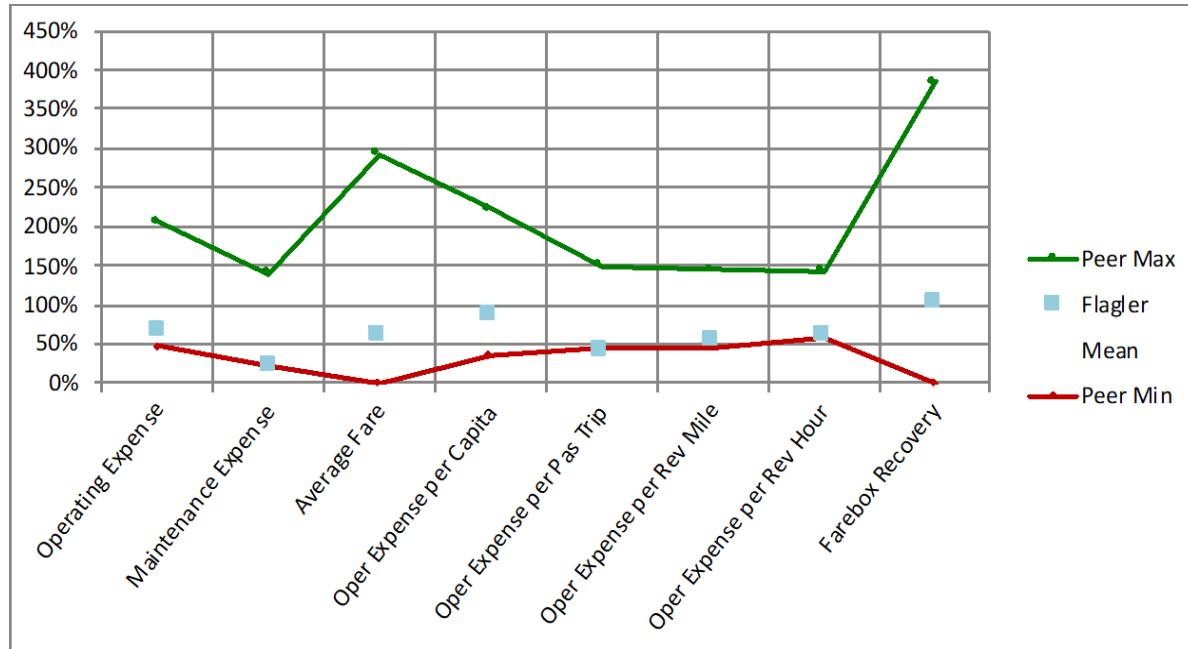
**Table 2-9 Peer Analysis – Financial Measures, FY 2019**

Financial Performance Measures	Flagler	% From Peer Mean
Operating Expense	\$1,495,514	-32.1%
Maintenance Expense	\$98,761	-77.2%
Average Fare	\$1.50	-37.7%
Operating Expense per Capita	\$13.53	-12.4%
Operating Expense per Passenger Trip	\$14.50	-56.7%
Operating Expense per Revenue Mile	\$2.72	-44.3%

Operating Expense per Revenue Hour	\$45.17	-36.7%
Farebox Recovery	10.4%	5.5%

Source: National Transit Database 2016-2019

**Figure 2-28 Peer Analysis – Financial Measures, FY 2019**



Source: National Transit Database 2016-2019

## Farebox Recovery Monitoring

The farebox recovery ratio is the percentage of a transit system's total operating expenses that are funded with fares paid by passengers. It's calculated by dividing the total fare revenue collected by the total operating expenses. Data on fare revenue and operating expenses are available in the National Transit Database (NTD). The farebox recovery ratio for FCPT, the public transportation provider for Flagler County, was 2.69% percent in FY 2021. Farebox recovery for FCPT for fiscal years 2016 through 2021 is shown in the table below.

**Table 2-10 Farebox Recovery Data**

Fiscal Year	Farebox Recovery Ratio	Fare Revenue	Operating Expense	Ridership
2021*	2.69%	\$33,861	\$1,258,617	59,869
2020*	3.05%	\$46,828	\$1,534,335	65,389
2019	10.22%	\$152,912	\$1,495,514	103,139
2018	11.22%	\$163,140	\$1,454,483	109,590
2017	11.61%	\$177,039	\$1,525,448	113,927



2016	13.16%	\$183,879	\$1,396,844	108,705
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Source: NTD (FY 2021 data not closed out as of March 30, 2022), \*COVID-19 Pandemic

## Prior Year Fare Studies and Changes

There have not been any fare changes in the last few years. Since the last TDP Major Update, fares for FCPT have not changed. The current one-way fare for in-county trips is \$2.00. Roundtrip fares vary for out of county trips (Volusia County, Tuesdays and Thursdays, \$30.00; St. Johns County, Fridays, \$30.00, Jacksonville and Gainesville, Fridays, \$100.00). These fares have not changed in the last five years.

## Proposed Fare Changes for the Upcoming Years

There have not been any proposed changes; with a possible addition of services to FCPT, there is potential for future fare changes.

## Strategies that will Affect the Farebox Recovery Ratio

The following is a list of strategies FCPT can utilize to improve the farebox recovery ratio:

- Continuously monitor performance to determine if any adjustments are needed.
- Minimize costs required to operate and administer FCPT services.
- Increase ridership by adding additional services, including Fixed Routes.
- Determine the most cost-effective service type for major corridors.
- Increase ridership while maintaining costs to operate and administer transportation services by engaging the public to refine services and aim to better meet the needs of customers.
- Evaluate fares to analyze opportunities to change fare policy or explore a tiered structure.
- Work with key employers, community-based contracts, medical providers, and homeowner associations to expand marketing efforts aimed at increasing ridership and revenue for FCPT.

## Fare Structure

The fare structure for FCPT's demand-response service is shown in Table 2- below.

**Table 2-12. FCPT Current Fare Structure**

Fare Type	Fare
Within Flagler County (one-way)	\$2.00
Volusia County (Tuesdays and Thursdays)	\$30.00
St. Johns County (Fridays)	\$30.00
Jacksonville (Fridays)	\$100.00
Gainesville (Fridays)	\$100.00



## Public Involvement

This section summarizes the public involvement process and activities undertaken as part of Flagler Forward, the 10-year transit plan for Flagler County. Public involvement activities were undertaken to increase citizen participation during the development of the updated plan. Input from citizens is critical to the success of the 10-year transit plan because it provides a strategic guide for transportation improvements in the community over the next decade. The following activities relate to the Public Involvement Plan (PIP) developed for the Flagler Forward Transit Development Plan (TDP).

Public Involvement Elements	TDP Rule Required	Best Practice	Page
FDOT-approved TDP Public Involvement Plan (PIP)	<input checked="" type="checkbox"/>		3-57
Establish Project Review Committee including FDOT, RWB, and MPO		<input checked="" type="checkbox"/>	3-57
TDP Visioning with elected officials		<input checked="" type="checkbox"/>	3-59
14-day advance notification for events open to the public		<input checked="" type="checkbox"/>	3-59
Opportunities for public involvement outlined in the PIP	<input checked="" type="checkbox"/>		3-59
Solicitation of comments from RWB	<input checked="" type="checkbox"/>		3-60
Notification to FDOT, RWB, and MPO about public meetings	<input checked="" type="checkbox"/>		3-60
Provide review opportunities for FDOT, RWB, and MPO	<input checked="" type="checkbox"/>		3-60
Pre-TDP outreach and post-adoption outreach		<input checked="" type="checkbox"/>	3-57 & 9-168

## Approval of the PIP

The PIP was developed in accordance with current Florida Rule 14-73.001 to be consistent with the MPO's public involvement plan and was approved by the Florida Department of Transportation (FDOT) in August 2021 for use in the development of the Flagler Forward TDP. Appendix B contains a copy of the PIP. Public involvement activities described in this section include surveys, interviews with key stakeholders, workshops open to the public, and social media campaigns targeted at Flagler County residents.

## Project Review Team

The Flagler Forward Review Team was established early in the development of the PIP. Careful consideration was given to include members from Flagler County, FDOT, TPO, RWB, and the LCB (see Table 3-1). During the development and implementation of the PIP and all other sections of the TDP, each activity was communicated with the Review Team. Announcements were advertised using the County's public information officer (PIO)/public notice process and maintained throughout the study development process with individuals and corresponding working groups.



**Table 3-1 Flagler Forward Review Team Members**

Organization	Position	Name
Flagler County	General Service Director	Heidi Petito
Flagler County	Transportation Manager	Joel Cox
Flagler County	Financial Management Coordinator	Tishia Peterson
Flagler County	Planning Director	Adam Mengel
Flagler County	Planner	Wendy Hickey
River to Sea TPO	TPO Executive Director	Lois Bollenback/ Colleen Nicoulin
River to Sea TPO	TPO Transportation Planner	Stephan Harris
Local Coordinating Board	Director of Policy and Planning	Margo Moehring
Regional Workforce Board	CareerSource Flagler	Christine Sikora
FDOT Representative	Transit Project Coordinator	Carlos Colon
FDOT Representative	FDOT Consultant	Sophie Villavicencio

## Public Workshops

Due to the global coronavirus (COVID-19) outbreak, most public meetings, civic associations, and other social groups either postponed their meetings or went 100% virtual through webinar styled meetings. Although these public meetings have been conducted online for the past year, many of these public organizations and civic groups will continue to meet online during the transition to in-person meetings. Working with neighborhood associations and crime-watch groups, multiple virtual presentations were conducted to answer questions and promote the on-line survey. A second set of virtual presentations were provided to obtain input about potential service alternatives.

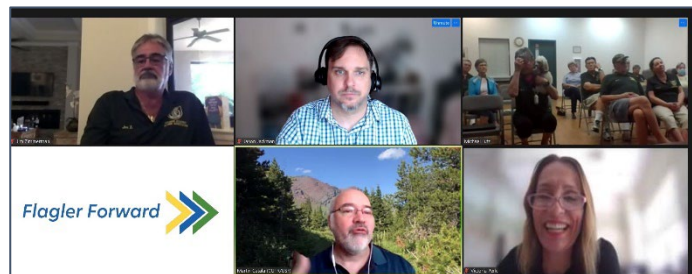
The first set of workshops were conducted in September and October which provided opportunities for input as well as promoting the community on-line survey which is designed to assess the community's opinions about Flagler County Public Transportation (FCPT).

The following round of workshops were held in February. The outreach activities presented participants an opportunity to discuss service alternatives as well as information to access a survey about each service consideration.

## Outreach Activities

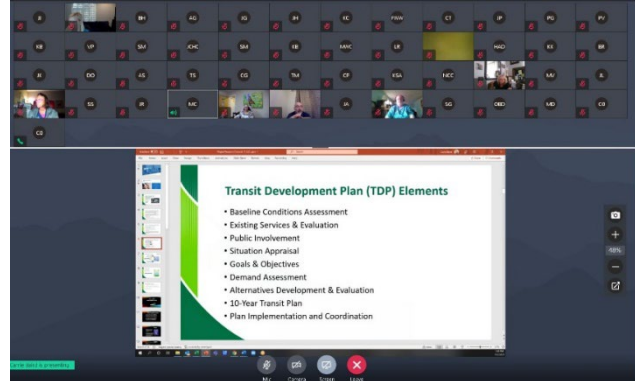
CUTR staff reached out to local leaders and neighborhood groups to schedule virtual and hybrid presentations. Staff connected with Flagler County Sheriff's Office Neighborhood Watch program to schedule multiple presentations. Citizen feedback was immensely helpful with the TDP data collection. For each virtual presentation

given, there was a networking opportunity with participants to help schedule another presentation for a



later date. The virtual presentation platform gave staff an opportunity to present the TDP to multiple groups, even on the same day.

CUTR staff also reached out to the local Public Information Officer (PIO) for Flagler County. Initially contact was made with the PIO to gain access to Flagler County's logo which would be used for outreach materials and reporting. After connecting with Flagler County's PIO, a coordination meeting was setup with many of the regions public communications specialists to coordinate outreach efforts. These communication specialists helped connect the outreach efforts to local groups and committees. The communication specialist also assisted with posting the PIP survey and TDP information on their social media platforms, websites and newsletters. Many of the online posted activities were scheduled and repeated for future dates to provide a consistent messaging throughout the duration of the PIP campaign.



On September 16, 2021, CUTR staff met with the Palm Coast Planning to discuss the PIP efforts and the TDP. The group provided a lot of insight to help assist our outreach coordinators with sharing the online survey, new groups to reach especially in underserved communities, changes to the region, and planning forecasting showing growth in the region, and how the population growth provides some challenges to the current transit services.



On September 10, 2021, CUTR staff met with the manager from Flagler County Senior Services. Staff presented to the manager about the PIP and asked to share the survey with their senior residents. CUTR staff provided the manager several digital flyers with a link to the survey. The manager then posted the flyers around the senior facilities as well as downloaded and printed the survey for in-person distribution to the residents. Completed surveys were mailed back to CUTR.

## FCPT Customer Survey

A FCPT customer survey was conducted to capture demographic, travel behavior, and rider satisfaction data from current Flagler County transit riders. The survey methodology and implementation were coordinated with the County Transit Department and bus operator staff. The surveys were distributed by transit operators.

## General Public Survey

The community survey was developed in an effort to gather information regarding the needs and concerns of residents and visitors of Flagler County. The survey is part of a broader effort to understand

the public's perception of the current transportation network and their opinions related to county wide transportation issues.

## MPO Advisory Committee and Board Input

The River to Sea Transportation Planning Organization (TPO) Citizens' Advisory Committee (CAC), Technical Advisory Committee (TAC), and Flagler County Transportation Disadvantaged Local Coordinating Board (LCB) were briefed on the Plan throughout its development and provided feedback. Members were asked to help with survey distribution, collect information on constituent needs and opinions on transit improvement goals, and attend scheduled public participation events when possible.

## Flagler County Board of County Commissioners

A workshop for the Flagler County Board of County Commissioners (BOCC) was facilitated and dedicated to education and discussion about transit issues in Flagler County. The workshop was conducted to assess political leaders' views on transit's current and future role in the community and other issues relevant to transit services.

## Project Review Team Meetings

The Project Review Team was established at the outset of the project. The team monitored and provided input throughout the study and evaluated the deliverables. All project deliverables were distributed to the team for review and comment. Project review team meetings took place through the Microsoft Teams meeting platform.



## Stakeholder Interviews

### *Summary of Interviews with Local Elected Officials*

An important component of the public involvement activities for a TDP includes conducting interviews with key local elected officials. The perceptions, opinions, and ideas of these officials regarding public transportation in the community helps inform the future direction of these services. In addition, it is these officials who often are involved in decisions regarding the allocation of local funds for the support of public transportation services.

For this effort, the project team completed separate interviews of four of the five BOCC Members, the Mayor of Palm Coast, two Palm Coast commissioners, the Mayor of Bunnell, and two Bunnell council members. Additional officials from these areas were contacted, but a scheduled interview was not able to be completed for everyone. This section summarizes the content of these discussions. No direct quotes are attributed to any official.

The discussions began with the project team discussing the purpose and requirement of the TDP, to ensure that the officials were familiar with the planning document and its role in securing federal and state funding for Flagler County. Then, the officials were asked a set of general questions intended to guide a discussion about public transportation in the county, both in its current state and looking ahead to the future.

### *General Perceptions*

First, the officials were asked about their general perceptions about public transportation in Flagler County, including how much support they believe there is for public transportation and whether that level of support has changed over the past few years. From all of those interviewed, there is a sense that the general public is not aware that Flagler County provides public transportation services. However, the Transportation Disadvantaged (TD) paratransit services are well known among those who need to use them. Those interviewed recognize the importance of the TD services for the targeted population, but it is not likely that most of the public is even aware that such services exist.

Most of the officials who were interviewed expressed that the current small level of public transportation service is sufficient for now but won't be enough in the next five to ten years as the county grows. A common theme is that the community is not quite ready for fixed route services today, but likely will be at some point over the next decade.

Many people who live in the County, including some of the officials, come from larger cities where they were used to public transit services, and they do not see anything like that in the County. So, to many, the County is not perceived to even have a public transportation system. Flagler Commissioners wondered to what extent the municipalities were aware that the County funds FCPT.

Another perception is that, due to the fact that Flagler County leans conservative politically, support for public transportation is generally low. One official noted that "there is a stigma associated with it," much like Section 8 housing, for example.

However, the officials noted that attitudes may change in the future. For example, one commissioner gave an example of how when Mercedes located a plant in Atlanta, they wanted to locate near accessible public transit. His point was that good transit service is recognized in other cities as an amenity that can attract good jobs. As more people move to the area from places that have higher levels and quality of transit, and as the County continues to grow, public transportation may gain more support.

A Palm Coast interviewee noted that the area's population is getting older, and that Palm Coast represents 80 percent of the County population. With these demographics, the perception is that support and interest in public transportation is growing "modestly."

A few of the municipal officials were not as familiar with the services (perhaps due to being new to local government), and had not really heard anything, positive or negative, about the existing services in Flagler County.

### *What FCPT is Doing Well*

Among those most familiar with the existing services in the County, all agree that it is certainly serving the needs for many in the community. The services provide access to life sustaining services, and to areas such as the west side of the county for groceries, medical trips, etc. However, according to some of those interviewed, the current level of services will soon become insufficient and the existing paratransit services will not be enough to serve the increasing needs of the community.

Those interviewed also lauded FCPT for having excellent drivers who are very polite, have good attitudes, and provide a high level of customer service. The drivers provide personal contact and get to know the passengers. Those who need and use the services appreciate it and are generally pleased with what is provided. The services provided help to bridge long distances for those in the community who are unable to drive.

Other things that FCPT is doing well include having buses that are well-maintained and clean, and there is also a perception that they are cost-efficient.

### *What FCPT Can Do Better*

According to the Flagler Commissioners who were interviewed, FCPT was concerned about retaining bus drivers during the Covid-19 pandemic (as were most transit agencies around the nation). It was noted that the bus drivers are not pay very well, and that it is possible that county school bus drivers make more than FCPT's drivers. Due to this, there was a competition with school bus drivers (and there was also a shortage of school bus drivers).

Other areas where FCPT can do better include improving the advanced reservation system, implementing travel training, and increasing marketing and outreach.

Overall, most of those interviewed suggested that FCPT should find ways to increase awareness of the services in the community, by providing education, defining the FCPT services to the community, and targeting markets including seniors for health care access.

One of the officials suggested that through travel training, FCPT can “provide confidence” to users and potential users so they are “in their comfort zone” taking transit and know they will be safe and not stranded. Familiarity with the services and how to use them will help attract and retain riders for the system.

## *Vision*

During this segment of the interviews, some of the officials described the area and some of the challenges that the development patterns may pose when considering future transit services including fixed routes. For example, east-west access is limited in the county. Most corridors are north-south. In addition, the design of the roadways is very car-oriented.

One BOCC Member noted that Palm Coast would benefit most from a bus system. However, several officials noted that Palm Coast could have been better planned and, in its current state is not very transit friendly.

Several officials believed that Flagler County will be ready for some type of fixed-route service sometime in the next five to ten years. The existing paratransit service “can’t be the only type of service” that the County has in the future. Some ideas for implementing fixed-route type services included the following ideas:

- Begin with a smaller, targeted service with just a few routes
- Consider flex routes or deviated fixed-route services
- Possible feeder route to/from Jacksonville
- Circulator route on Belle Terre A1A past the hospital
- Service from Bunnell to Flagler Beach,
- Access to employment, including Palm Coast
- Access to lower income job opportunities
- Bunnell (along US 1)
- Use driverless shuttles (automated vehicles)
- Connect to SunRail
- Partner with transportation network companies (TNCs) such as Uber and Lyft to provide first-mile, last-mile access
- Consider fare-free services to focus on increasing the number of riders
- Create transit districts in the town center as a way to generate revenue

However, several of the officials noted that the county’s neighborhoods are not well designed for efficient bus routing. A lack of sidewalks in many areas also means that pedestrian access to any transit services would be a significant issue. As one official stated, “Bus service won’t work in Flagler unless you can get people to the buses.”

Looking five to ten years in the future, one official, who was familiar with the automated vehicle prototype demonstrated in Jacksonville, suggested that small, driverless buses could be used to provide door-to-door service. Something like that would be different than a traditional municipal bus services



with big buses, and could likely be perceived more positively in the community. Costs, however, may be a concern.

At least one of the officials could not envision any way in which fixed-route services would work in the county. This person believes that the community may not understand the benefits, and therefore would not support such services.

One BOCC Member was interested in what other communities are doing or have done, when deciding to implement fixed-route services. At what point were these communities ready for fixed routes, and what were the successes and lessons learned? These are questions that can be at least partially answered in the peer analysis component of this TDP but could also be further explored in a separate analysis.

### *Unserved/Underserved Areas in the County*

The officials who participated in the interviews were asked about any currently unserved or underserved areas in the county. The responses included the following areas:

- Western part of the county
- West of Belle Terre and south of Palm Coast Parkway
- Flagler Beach
- Bunnell
- Unincorporated area of North Daytona
- Lower income communities which need access to medical trips (hospital) and grocery shopping
- Grand Reserve development (800 homes) with mostly retired residents
- Grand Haven (with an older population of 4,000 residents)
- Matanzas
- Daytona State College, Flagler/Palm Coast Campus – Palm Coast Parkway

### *Improvements*

The local officials were asked about what improvements can be made to public transportation services in Flagler County over the next five to ten years. This segment of the interviews was relatively open-ended, and the responses varied from the types of services that could be implemented, to technology applications, to areas that currently need or will need service in the next several years, to service characteristics, and to marketing/outreach.

Most of the interviewed officials acknowledged that there is a definite need for new transit services as the county grows. A new hospital, a new nursing school, new multi-family housing, and additional development in the western part of the county will all increase the demand for public transportation services in the coming years. Services could also be provided to government service offices, entertainment venues, and to life-sustaining activities.

Some of the officials discussed the “re-visioning” of the Town Center, which used to be more centered on shopping and events. However, with less retail, Jacksonville University and the University of North Florida are conducting classes there, revealing a new student population that may benefit from public transit services.

A few officials noted that, as new development occurs in the western part of the county and Palm Coast, there should be better planning efforts and it should be developed the “right way” to better accommodate the operation of future public transportation services, including pedestrian access to such services. As noted previously in this summary of the interviews, pedestrian access to potential transit services is an issue.

With the implementation of fixed-route services, it was generally agreed that such services should be introduced incrementally, beginning with a few key routes, and perhaps even using flex routes our deviated fixed routes. The consensus was that such services should not be implemented for at least five years.

Those interviewed also suggested other ways that FCPT can improve its services. These include adopting the use of mobile apps, installing bike racks, and maintaining/improving the current service’s reliability and cost-effectiveness. Another idea was to secure business sponsors to advertisements and other opportunities that could help with marketing and outreach as well as provide revenue.

FCPT should also improve its marketing and outreach efforts, to better communicate the existing services and the benefits to the community. According to those interviewed, FCPT should highlight the safety and reliability of the system. A Palm Coast official indicated that Flagler County should communicate and collaborate more with the municipalities so that there is more awareness and information about FCPT’s existing services and plans for the future. According to this official, “residents don’t care about municipal boundaries.”

## *Technology*

The role of new technologies in the provision of public transportation services is growing rapidly throughout the industry and is a critical way to attract and retain users. The officials were asked about what types of technologies might be applicable to current and future services in Flagler County.

As noted previously in this summary, some of the officials discussed the possibility of using partnerships with TNCs such as Uber and Lyft to supplement transit services. In addition, some officials were very interested in how automated vehicles/shuttles could be used to provide transit services in the county. Mobile apps were also mentioned previously. Real time bus schedule information was also mentioned as a tool that could attract new users to public transportation. Officials were also curious about other types of software or programs that could help with bus routing and scheduling.

However, a few officials noted that some in the Transportation Disadvantaged (TD) community are not particularly tech savvy, as are older people in general, and among the lower-income as well. It is not likely that some of these segments would be able to take advantage of some of these technologies. Regarding the TD population specifically, it was suggested that improvements to the telephone system would have the most impact.



## *Funding*

The last topic of the interviews centered on funding for public transportation services in Flagler County. Officials were asked about the current levels of funding and the possibilities for allocating additional local funds for new and improved services. Current and potential levels of federal and state funding were discussed, but an emphasis was placed on the provision of local funds.

One of the Palm Coast officials does not believe that the county or citizens of Palm Coast would ever support additional local funding for public transportation. Among the others, one BOCC Member acknowledged that they would be “hard pressed in the current budget to carve out additional money for transit,” unless public opinion was very strong that the services were needed. It was noted that the County is already trying to slow the growth rate of taxes. Another County commissioner noted that Flagler hopes to continue to get the grants it currently receives to fund the existing services. They plan to continue funding it at the current level and would consider increasing funding commensurate with future population growth in the county.

This issue is often a political one. The area has a relatively large number of conservative citizens who are not always in favor of transit or of increasing taxes to pay for public services such as transit. One official noted that some people in the community think “bus routes bring problems” and that the community “needs to be sold on it.” Interestingly, one official noted that some of the people that move to the county do not want to see any growth in the area. However, this official noted that progress and change cannot be stopped.

The officials, as representatives of their community, say that their support in part depends on public opinion. According to one official, “How much does the public really want it and are they willing to spend their tax dollars on it?”

While some in the community may not be interested in public transportation, it was noted by some of the officials that there are many people who have moved to the area from larger transit-intensive cities such as New York, and they are used to seeing and using transit. As the county grows and becomes more congested, public opinion may change to be more favorable to supporting transit.

One of the officials stressed that it will be important for FCPT to be very strategic with its marketing and outreach efforts to help communicate the benefits of transit to the county. It was suggested to sell it as: traffic off the street, increased safety, fewer parking issues, savings due to high gas prices, and getting people to work. It was also recommended that FCPT be ready with data and other information to take on and respond to the negative perceptions and questions that could arise when new services are proposed. As this official stated, the commissioners are willing to listen and consider public transportation options based on community need and input, and that their “job is to bring the most benefit to our community.”

Another official recommended that FCPT conduct more market research on attitudes toward public transportation in the community and survey the community to determine demand. In doing so, they can



demonstrate the numbers of potential users and that may make it more likely for funding to be approved.

These interviews provided important insight to the efforts of this TDP. While there are some differing perceptions and ideas about the future direction of public transportation in Flagler County, it is clear that the officials, while concerned with budgetary issues, want to support the services needed by their constituents. In general, the officials have a strong desire to do their part to ensure that the transportation needs of the community are adequately met over the next decade as the county continues to grow and develop.

## Public Involvement Summary

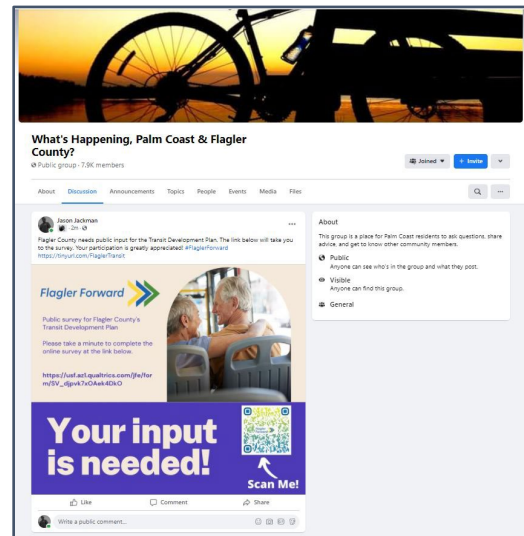
This section presents the results of the public involvement activities conducted for the Flagler Forward Transit Development Plan (TDP). Public Involvement activities included numerous outreach efforts—interviews, on-board surveys, presentations, and an online survey—to gather information on transportation issues and gain demographic data on those interested in transportation issues and information on alternatives to address any transit needs/concerns.

## Social Media Campaigns

The public outreach included a variety of methods: a web-based survey which was posted and promoted by Flagler County, the City of Palm Coast, the City of Bunnell and the River to Sea Transportation Planning Organization (TPO). Further, a social media campaign, which targeted Flagler County residents on multiple social media platforms were used to promote the Flagler Forward TDP effort including promotion of multiple on-line surveys. CUTR staff also joined several Flagler group Facebook pages to garner more participation. The Facebook group pages provide direct access to Facebook followers bypassing any algorithms that may hide “Liked” pages by followers. Group pages are geared towards particular interest groups by a collection of members.



Many of the group pages discovered by CUTR staff were neighborhood and community based. These methods ensured that the public had an opportunity to express their concerns, opinion, and needs for future transportation opportunities. CUTR staff reached out to local public agencies throughout Flagler County to share the communications plan regarding the TDP. Each partnering agencies shared content to help promote the TDP and public survey to their local communities. Some of the social media posts were already scripted which included a QR code, photo, and information about the TDP. CUTR staff requested the social media reach analytics to determine how many followers of each platform saw the messaging. The reach consisted of social media accounts from local public agencies, as well as other social media platforms including the Nextdoor application. The combined social media effort saw an overall estimated reach of around 75,000.



CUTR staff partnered with Flagler County, Flagler News Weekly Newsletter, and the TPO Newsletter to help get the survey distributed to the public. The survey link, QR Code and TDP information was displayed on each website and newsletter with a public reach of over 10,000 with the combined newsletters.

*Table 3-2 Summary of Social Media, Virtual, and Web-Based Outreach Activities*

Outreach Approach	Date	Status	Reach
<b>SOCIAL MEDIA OUTREACH</b>			
Palm Coast Connect Facebook	9/21/2021	Complete	1,700
River to Sea TPO Linked-In Post	9/21/2021	Complete	10
River to Sea Facebook Page	8/21/2021	Complete	453
CUTR Facebook Ad	10/9/2021	Ongoing	890
Flagler Beach for Friends / FB Group Page	10/11/2021	Ongoing	20,000
City of Palm Coast Florida, FL Government FB	10/11/2021	Complete	21,000
What's Happening? Flagler FB Group Page	9/21/2021	Complete	1,600
Flagler Palm Coast Neighborhood Community	10/8/2021	Complete	1,400
What's Happening, Palm Coast & Flagler County FB GroupPage	10/11/2021	Complete	8,100
Flagler County FB	9/21/2021	Complete	6,500
R Section Neighbors/ Flagler FB Group	10/8/2021	Complete	1,600
<b>VIRTUAL PRESENTATIONS</b>			
Flagler County TDP Update, Meeting 1	6/22/2021	Complete	15
Flagler County TDP Update, Meeting 2			
Flagler Co Sheriff's Office Alumni Group	9/22/2021	Complete	16
Flagler Co Sheriff's Palm Harbor NW Neighborhood Association	10/7/2021	Complete	42
Flagler Cares	11/2/2021	Complete	65
<b>WEBSITE POST</b>			
Flagler County Website	9/1/2021	Complete	
Flagler News Weekly Newsletter	9/2/2021	Complete	2,500
River to Sea TPO Newsletter	9/2/2021	Complete	8,000

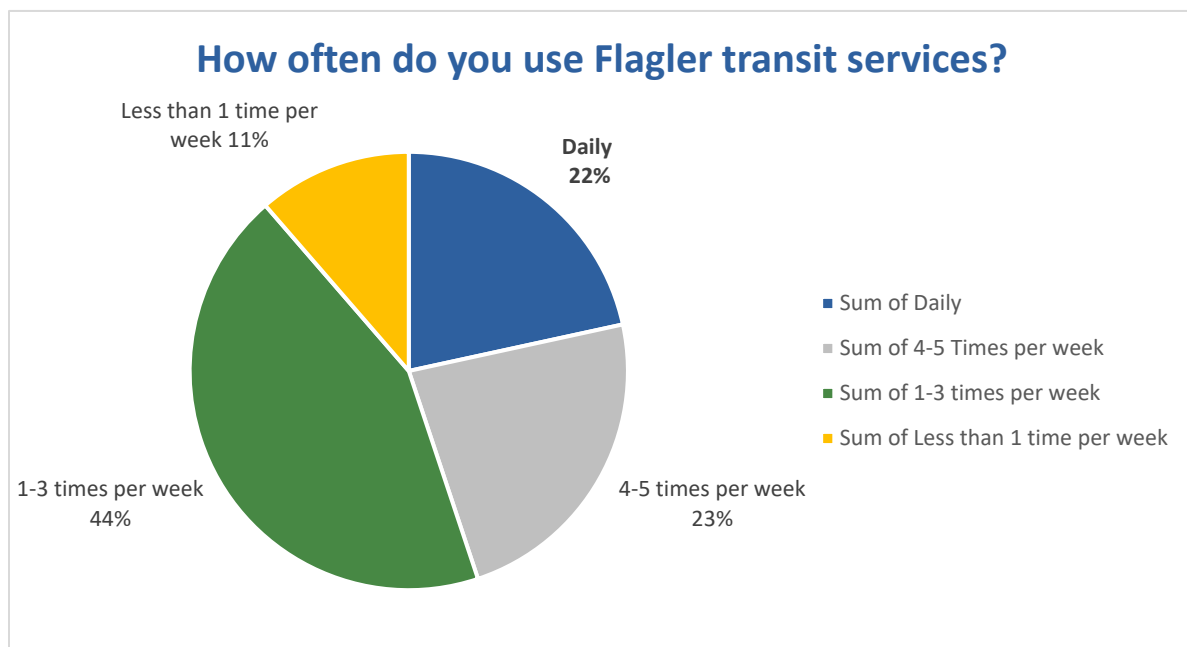
## Rider Surveys

This section discusses the bus rider survey, which was conducted in September 2021 to collect socio-demographic and travel behavior data from current transit passengers. The bus drivers distributed the surveys, which were self-administered, 17-question survey instruments distributed to all passengers. The on-board survey was intended to capture the travel and socio-demographic characteristics and customer service satisfaction.

### Passenger Travel Characteristics

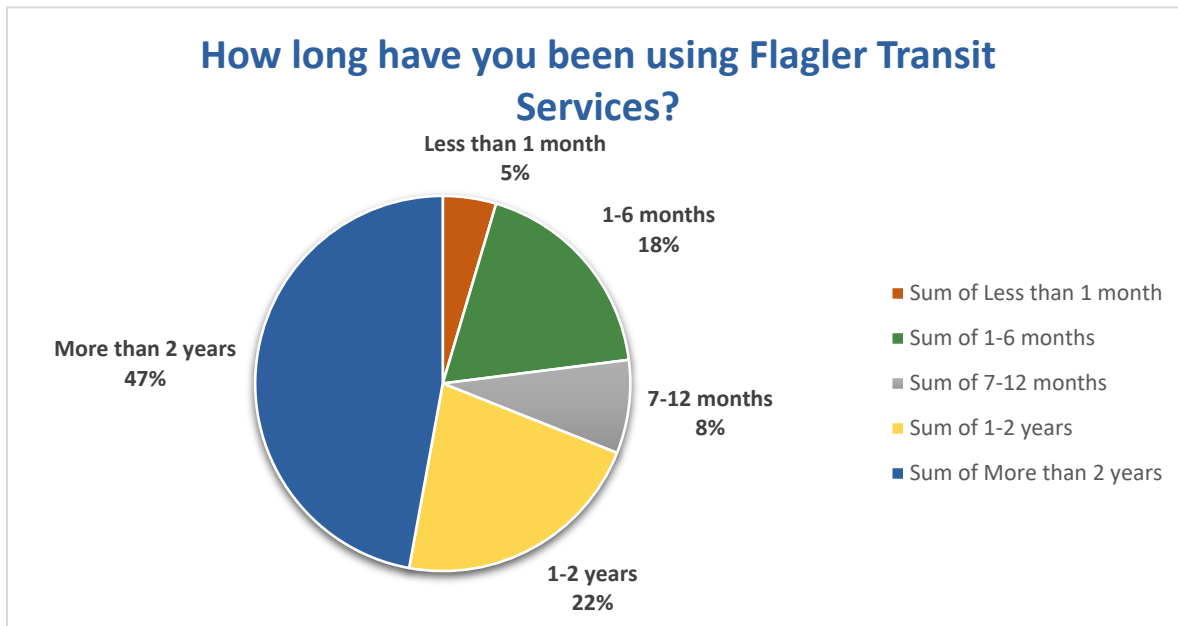
Based on survey responses, this section identifies characteristics of passenger travel habits, trip origins/destinations, and history of using Flagler County transit services. Passengers were asked to select one of five options to describe how frequently they used Flagler County transit services (Figure 3-1). More than twenty-two percent of respondents said they use public transportation every day, and twenty three percent said they use it 4–5 times per week. Forty-four percent of respondents use public transportation 1–3 times per week, and eleven percent use it less than once per week.

**Figure 3-1 Frequency of Use**



Passengers were asked to identify how long they have been using Flagler County transit services (Figure 3-2). Forty-seven percent of those surveyed have been using Flagler services for more than two years. Twenty-two percent indicated using the service between 1-2 years and eight percent 7-12 months and eighteen percent between 1 – 6 months. Riders using the service for less than a month made up on five percent of the responses.

Figure 3-2 Length of Time Using FCPT Services



Passengers were questioned if they had alternative methods of transportation if FCPT services were not available today. Nearly thirty percent indicated they would ride with someone else, and twenty-two percent indicated they would use a TNC (Uber/Lyft) or taxi service (13% and 9% respectively). Forty-two percent would not make the trip. Figure 3-3 shows the full breakdown of responses.

Figure 3-3 Other Transportation Options

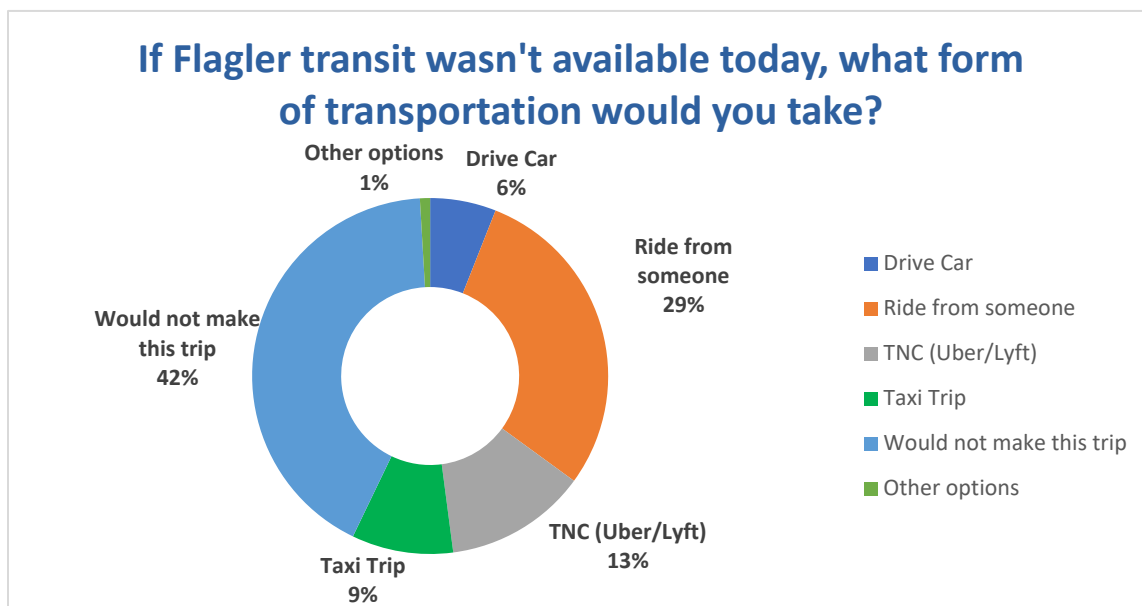
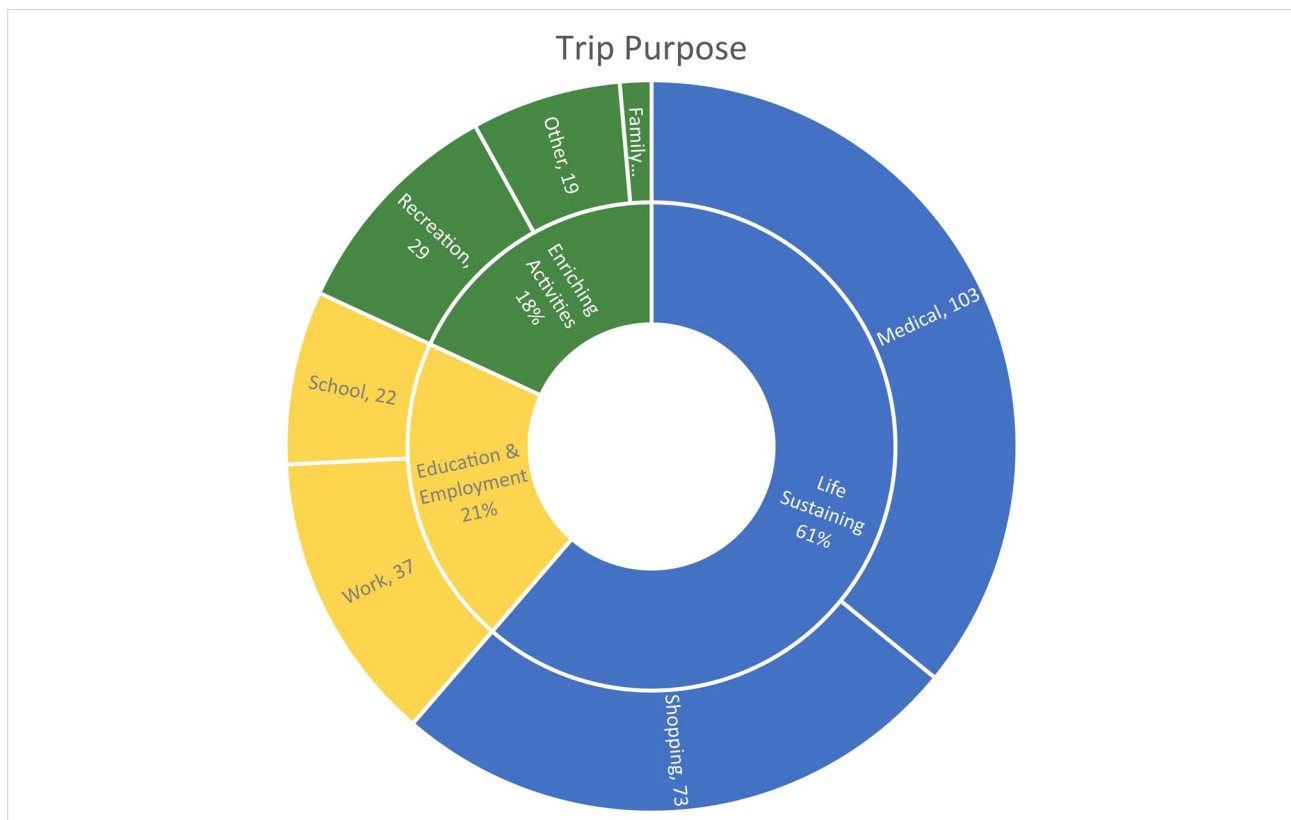


Figure 3-4 depicts the top reason for Flagler County residents' use of public transportation. Overall, 61% of people use FCPT for life sustaining activities, with medical (36%) and shopping (25%) being the most common. Education and employment were the reasons for 21% of the visits, with work trips accounting for 13% and educational excursions accounting for 8%. Eighteen percent of the travels are for life enrichment activities, with ten percent for pleasure, one percent for social and family outings, and seven percent for "other types of trips." Passengers were given the option of selecting multiple answers to this question so total response may exceed the total number of participants.

**Figure 3-4 Trip Purpose of FCPT Riders**



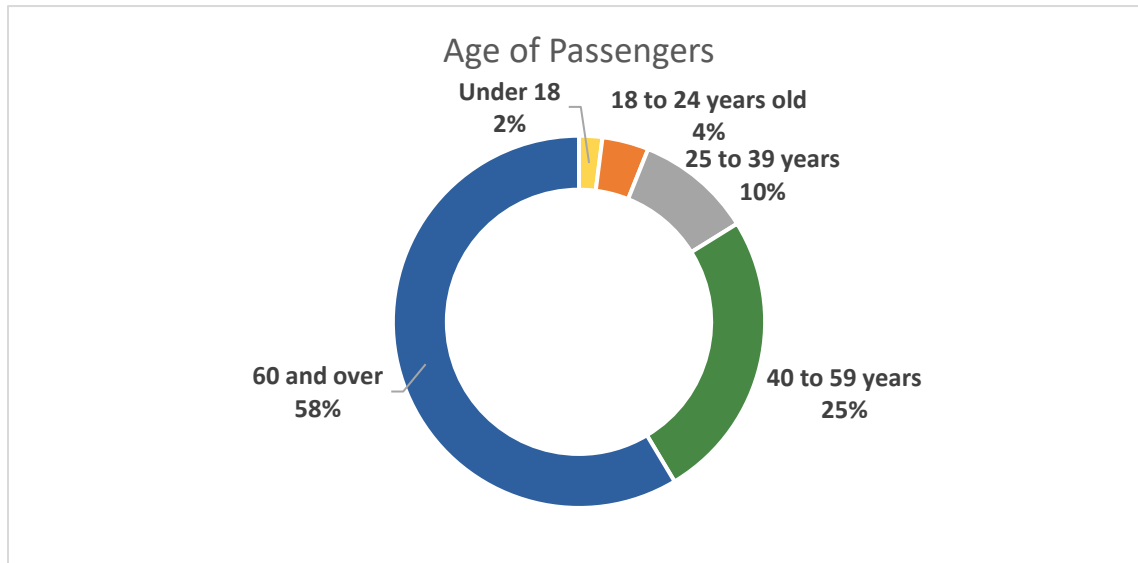
Life Sustaining Activities		Education and Employment		Enriching Activities		
Medical	Shopping	Work	School	Recreation	Family/Social	Other
103	73	37	22	29	4	19

## Passenger Socio-demographic characteristics

To help it identify the characteristics of its typical passenger, Flagler County asks respondents questions about household income, ZIP code of primary residence, possession of a driver's license, and vehicles per household. Passengers were asked about their age. Figure 3-5 shows that the largest category of passengers were over age 60 with fifty-eight percent. Those aged 40 – 59 represented twenty-five percent of the riders. The younger age categories are the smallest proportion of the passengers, with ten

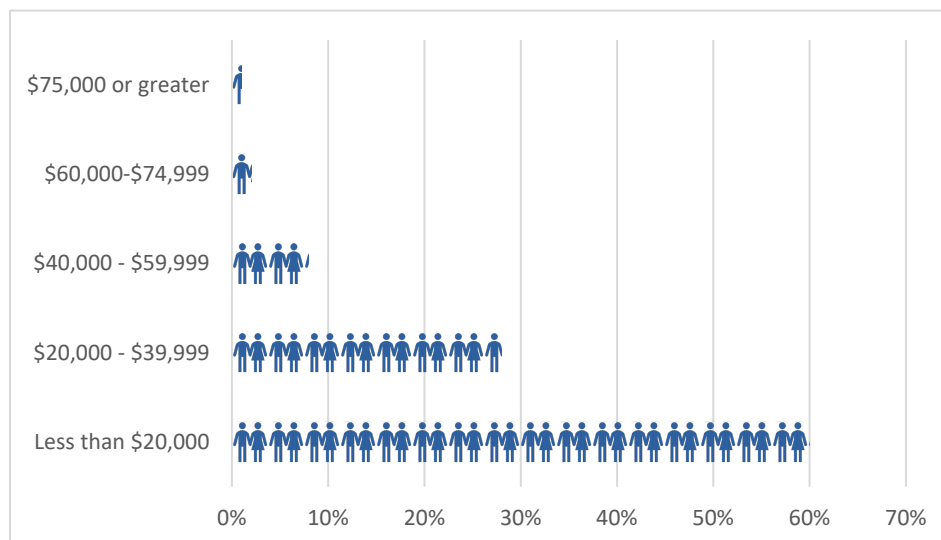
percent between the age 25 – 39 and those between 18 – 24 representing four percent and under 18 at two percent of the passengers.

**Figure 3-5 Age of Passengers**



Survey participants were asked which category of income they fell into. Passengers with annual incomes lower than \$20,000 had the most with sixty percent of passengers. The second highest category is those making between \$20,000 - \$39,999 with twenty-eight percent. Figure 3-6 shows the full distribution of income levels of the passengers.

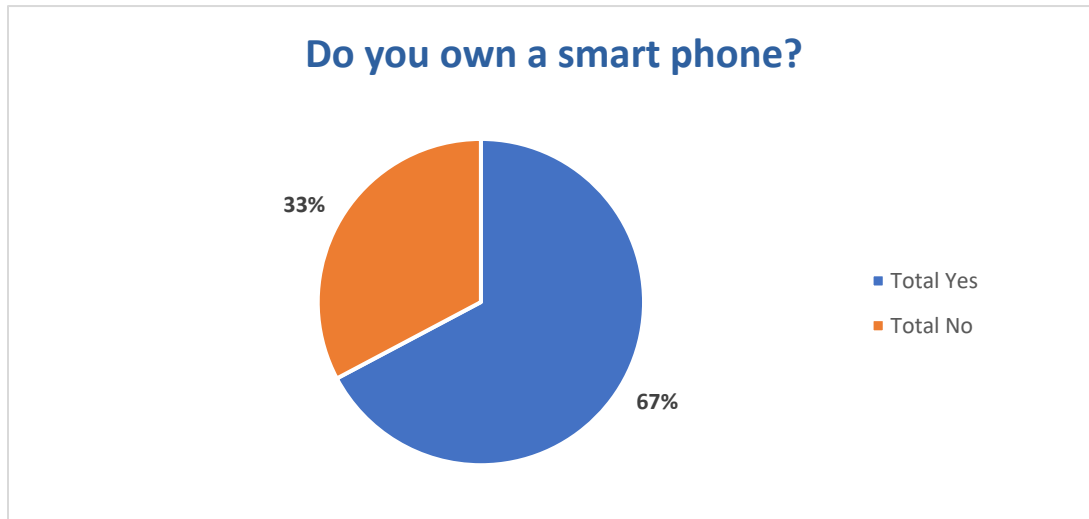
**Figure 3-6 Income Levels of Passengers**





Passengers were asked to indicate if they own a mobile phone and their preferred communication platform. The sixty-seven percent of passengers indicated owning a smart phone (Figure 3-7).

*Figure 3-7 Smart Phone Ownership*



## *Customer Satisfaction*

Customer service and general satisfaction questions were used to identify passenger satisfaction with Flagler County transit services, including recommendations for service improvements.

Passengers were asked to select the top transit improvements they preferred the most. Figure 3-8 highlights the improvements and the breakdown into three broad types of improvement, new service, service expansion and service scheduling. Although new service improvements totaled forty-one percent of the improvements, comprised of on-demand service and fixed route service, the most preferred improvement was same-day scheduling with thirty-one percent of the respondents ranking it in the top three improvements. Expansion of service hours made up twenty-five percent of the preferred improvements, which is made up of extending the hours of service and providing Sunday service.

**Figure 3-8 Preferred Service Improvements**



Passengers were asked to rank their satisfaction with the services provided. The results are a guide for improving customer service and increasing transit's overall satisfaction rating. Sixty-seven percent of Flagler customers ranked bus driver courtesy "Very Good". Vehicle cleanliness and vehicle comfort received the next highest number of "Very Good" votes with fifty-nine and fifty-two percent respectively. Access to transit information and availability of service when requested, received the fewest "Very Good" rankings with thirty-six and thirty-nine percent respectively. Figure 3-9 highlights the distribution of the rankings for each service characteristic.

**Figure 3-9 Service Ranking**

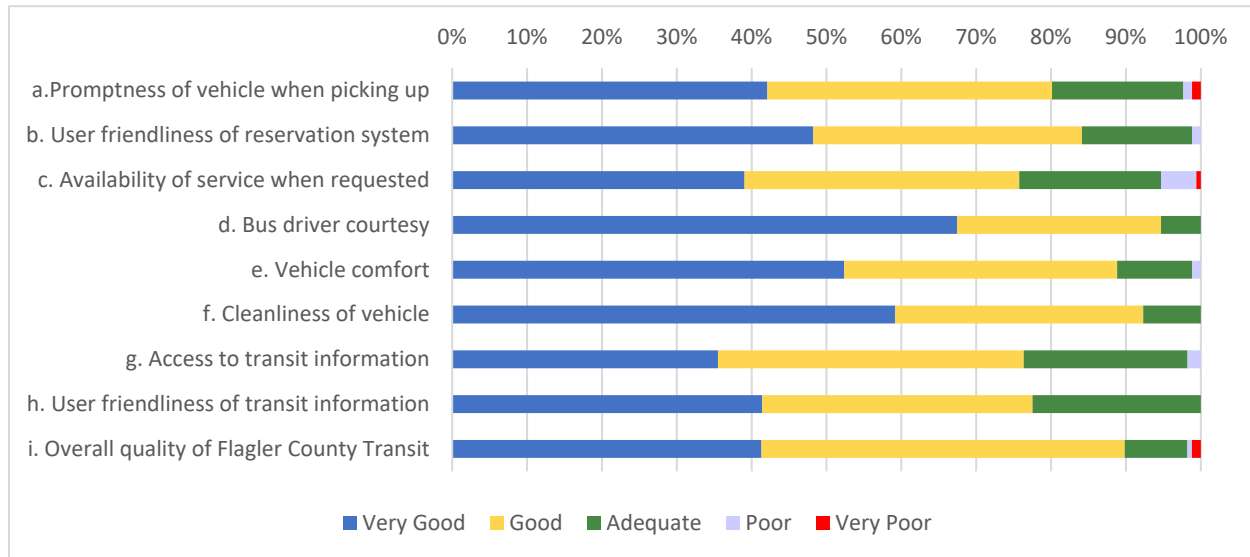


Table 3-3 shows the detailed scoring of each characteristic and the average ranking. Access to transit information and availability of service have the lowest average score with an average of 4.08 and 4.09 respectively.

**Table 3-3 Service Ranking Scores and Average Score**

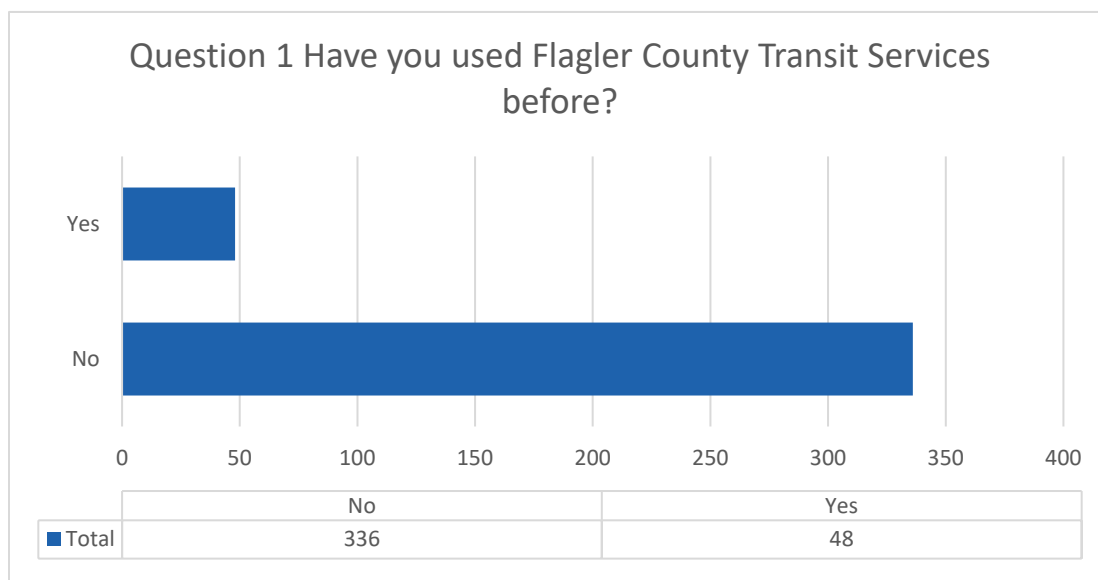
Service Characteristics	Very Good	Good	Adequate	Poor	Very Poor	Average Ranking
a. Promptness of vehicle when picking up	42%	38%	18%	1%	1%	4.19
b. User friendliness of reservation system	48%	36%	15%	1%	0%	4.31
c. Availability of service when requested	39%	37%	19%	5%	1%	4.09
d. Bus driver courtesy	67%	27%	5%	0%	0%	4.62
e. Vehicle comfort	52%	36%	10%	1%	0%	4.40
f. Cleanliness of vehicle	59%	33%	8%	0%	0%	4.51
g. Access to transit information	36%	41%	22%	2%	0%	4.08
h. User friendliness of transit information	41%	36%	22%	0%	0%	4.16
i. Overall quality of Flagler County Transit	41%	49%	8%	1%	1%	4.28

## General Public Survey

To gather information on the public's perceptions of transit issues and needs, a transit needs, and opinions survey was conducted. The online survey was promoted and distributed at public outreach activities and provided to stakeholders and elected officials to promote via social media. Further, the web address and information about the survey were distributed to the public information officers at Flagler County government, the River to Sea Transportation Planning Organization (TPO), the City of Palm Coast, and Bunnell. A social media targeted advertisement campaign was also promoted through Facebook and Instagram. A summary of the 384 responses follows.

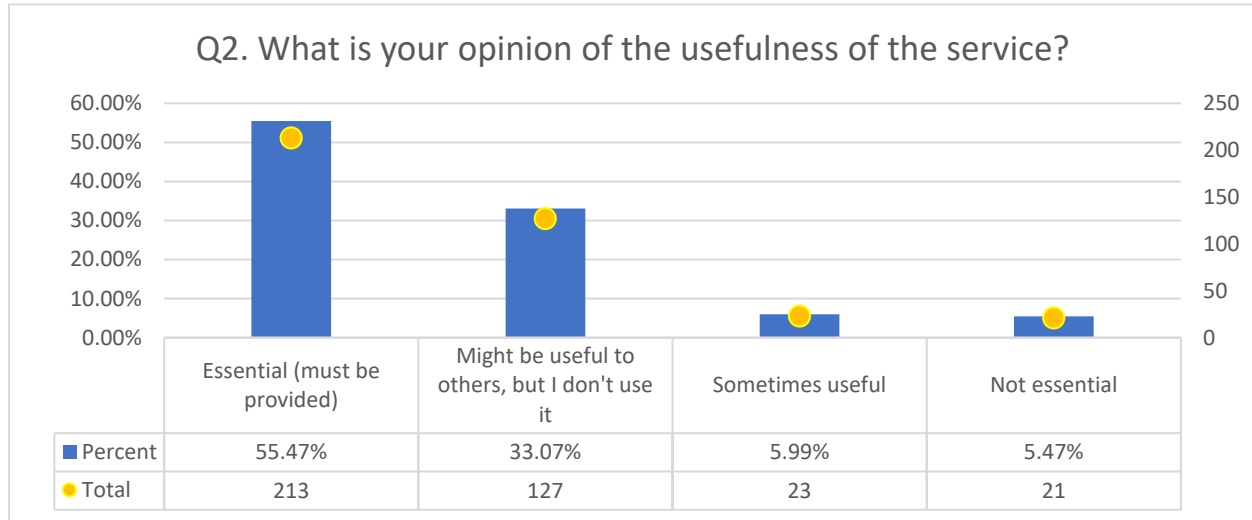
Survey participants were asked, "Have you ever used Flagler County Transit Services before?" Figure 3-10 shows the distribution of the 384 responses, with 336 respondents answering no (87.5%). This finding is consistent with the idea that the online survey is more of a survey to get the opinions of people who have not used the service as opposed to the onboard survey, which gets the opinions of those who have used it.

**Figure 3-10 Respondents Use of Flagler County Transit**



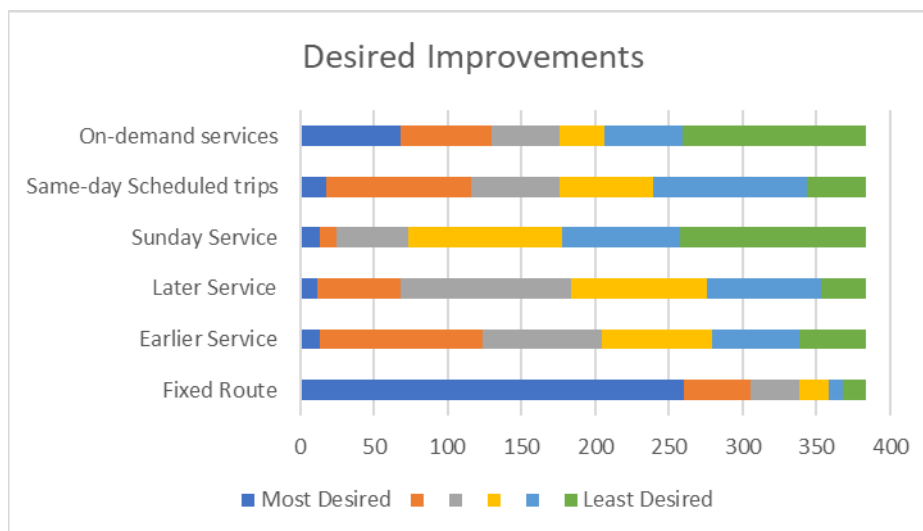
Survey respondents were asked to evaluate the value the FCPT service. Over half of the respondents deemed the service essential and another thirty-three percent indicated it "might be useful to others". Fifty-five percent of respondents said the FCPT service is essential and one-hundred-twenty-seven respondents indicated the service might be useful for others. Figure 3-11 shows the complete responses.

**Figure 3-11 Opinion of FCPT Usefulness**



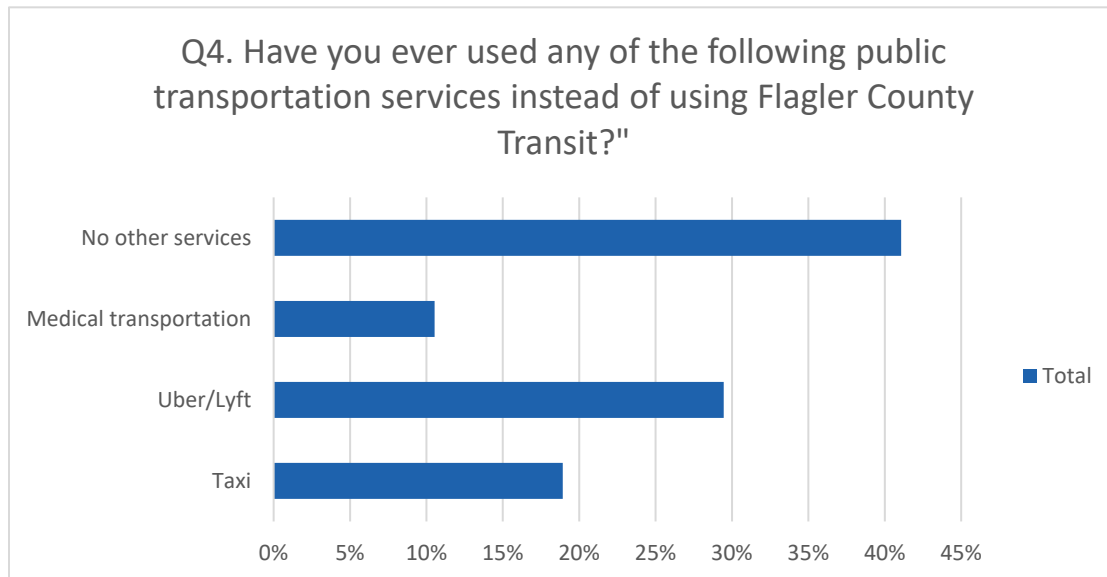
Respondents were asked to rank six different service improvements by importance. By far the most preferred service improvement was a fixed route service, with slightly more than sixty-seven percent of respondents selecting it as their first choice. Next in line was on-demand service, which had the second highest number of respondents selecting it as their first choice (17.7%). However, this category also had the greatest number of respondents selecting it as their last choice (32.6%). Earlier morning service was ranked 2nd overall, with 28.9 percent of respondents making this their first choice for improvement. Later evening and same-day scheduled service both received similar rankings, coming in third and fourth overall. On-demand service came in fifth place, followed closely by Sunday service which was ranked fifth or lower by the majority of respondents in this study. Figure 3-12 shows the breakdown of the ranking.

**Figure 3-12 Desired Service Improvements**



Respondents were asked to identify all types of public transportation services they used, and because survey participants could select more than one, the total number of responses (485) exceeded the total number of participants. Forty-one percent of the survey respondents reported not trying other services (Figure 3-13).

**Figure 3-13 Transportation Options Instead of FCPT**



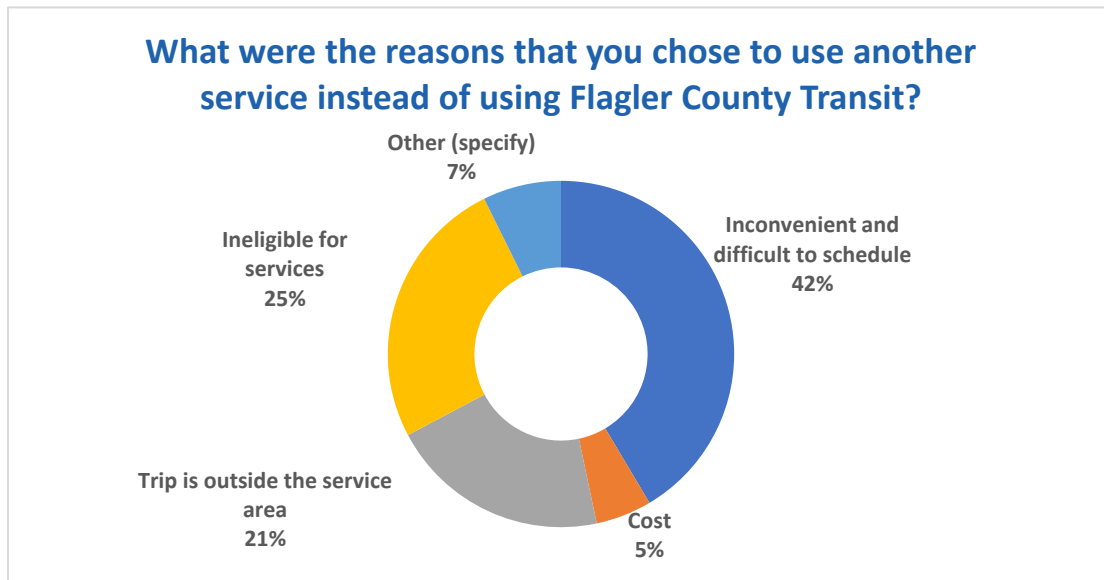
Among the respondents that reported using FCPT services, the percentage responding “No other services” drops to 21 percent. Table 3-4 highlights the breakdown of transportation options among respondents FCPT users.

**Table 3-4 Transportation Options Among FCPT Users**

Transportation Options	Percent of FCPT Users
Taxi	43%
Uber/Lyft	23%
Medical transportation	13%
No other services	21%
<b>Grand Total</b>	<b>100%</b>

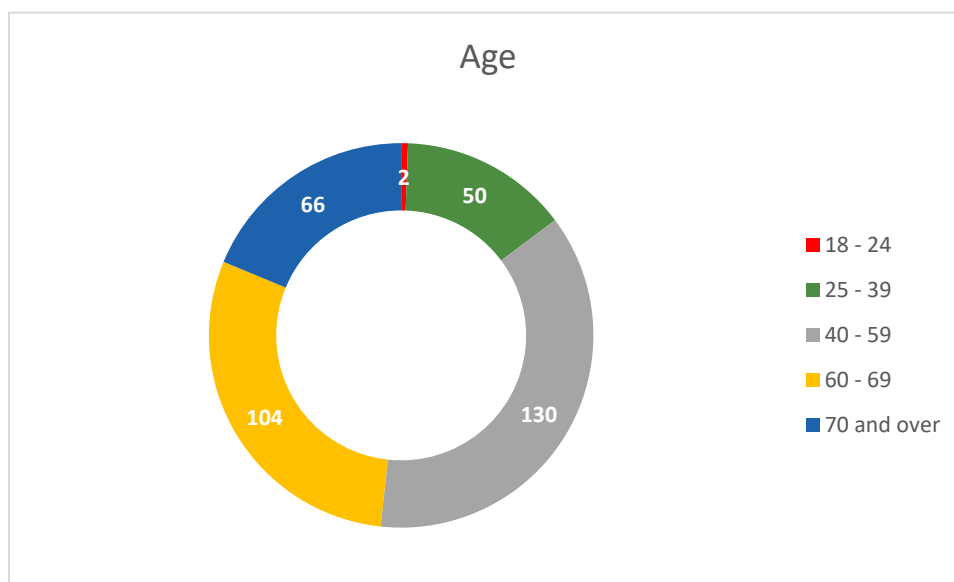
Survey participants were asked to describe the reason for choosing a service instead of FCPT. Despite this question providing an option to select more than one answer, only 287 responses were submitted (see Figure 3-14). Of those who answered, 119 or forty-one percent selected alternative transportation because of convenience or the time that was required to schedule the service. An additional twenty-five percent claimed to be ineligible for services and slightly more than twenty-one percent indicated their destination was outside the service area of Flagler County Transit. Five percent mentioned cost as the reason and an additional seven percent provided “other” reasons, which included lack of information, unaware of the service or limited hours of availability.

**Figure 3-14 Reasons to to Use Another Service**



Additional questions we asked to get demographic characteristics of the respondents. These data are used to better understand and interpret the data reported in the survey. Figure 3-15 shows the distribution of ages of the 352 people who answered this question. The largest segment of respondents were people between forty and fifty-nine years old, and the second-largest segment was people between sixty and sixty-nine.

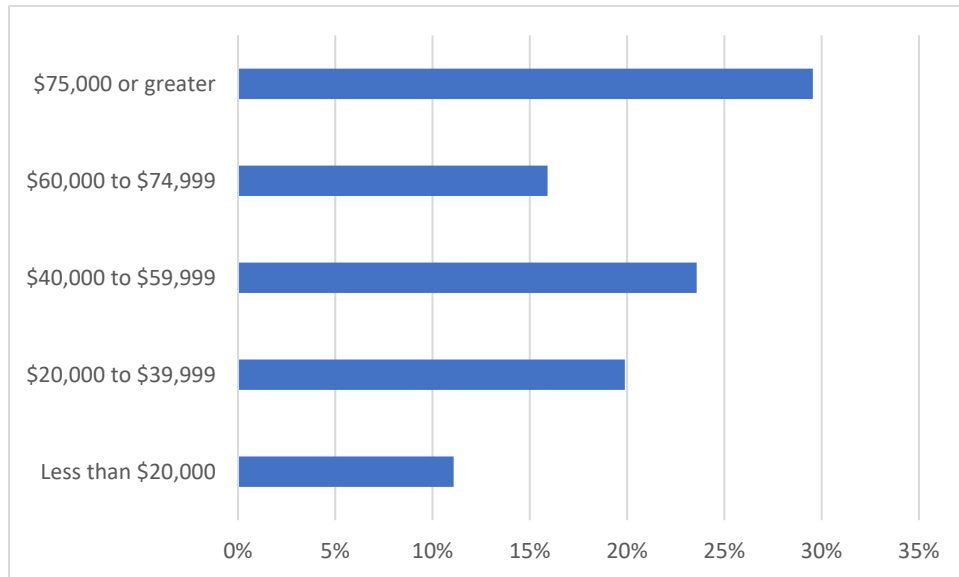
**Figure 3-15 Age of Survey Participants**



Respondents were also asked about income levels (see Figure 3-16). Those making greater than seventy-five thousand dollars a year represented the highest percentage of respondents, with nearly three

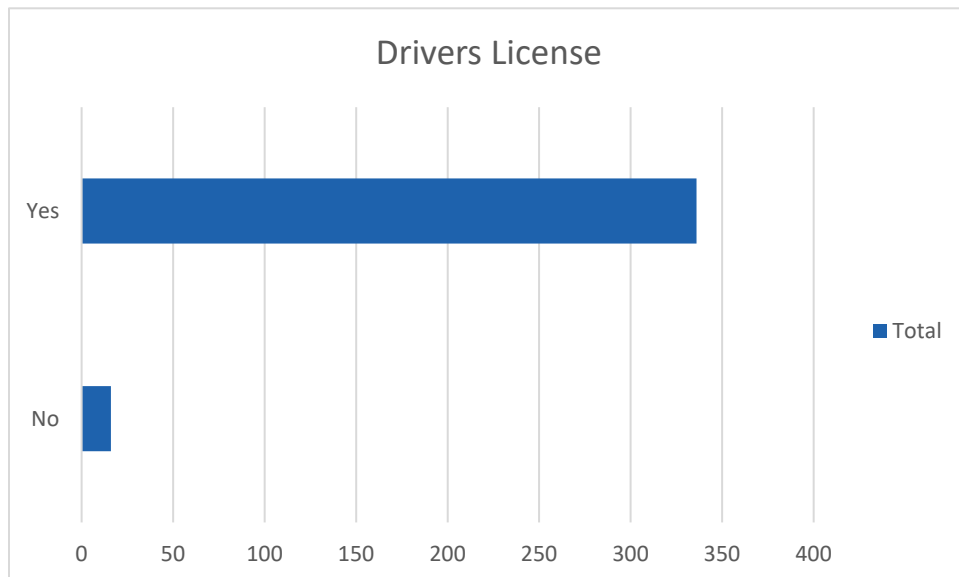
percent of all those surveyed. Respondents making less than twenty thousand dollars annually were the smallest group surveyed, representing eleven percent of all respondents.

**Figure 3-16 Income levels of Respondents**



Survey participants were also asked about driver's licenses with ninety-five percent of the respondents have a driver's license as shown in Figure 3-17.

**Figure 3-17 Driver's License of Respondents**

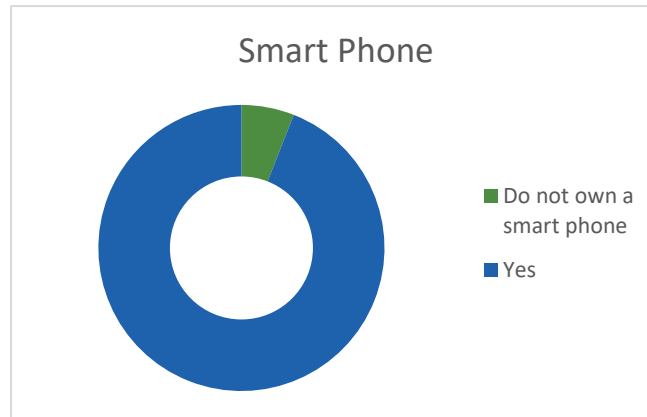


The participants were also asked about mobile technology and the preferred communication platform (see Figure 3-18 and 3-19). With almost as many respondents owning Smartphones as Driver's Licenses,

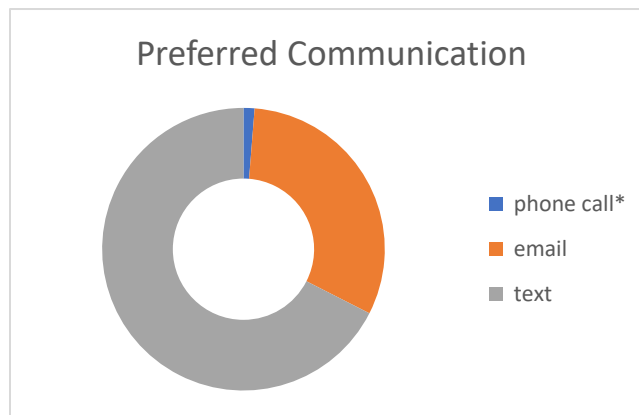


more than twice as many preferred texting to accessing information via email and only four respondents preferred phone calls.

**Figure 3-18 Smart Phone Ownership**



**Figure 3-19 Preferred Communication Choice**



*\*both cellular and landline phones*

The non-user survey, administered by Flagler County Public Transit (FCPT) to gather information on existing and future transit needs as perceived by the residents/visitors in Flagler County, produced the following key conclusions:

- FCPT users surveyed relied on taxi service and transportation network companies (Uber/Lyft) for transportation
- forty-two percent of surveyed indicated service inconvenience impacted the decision to use service.
- Fixed-route service was the most preferred service improvement
- Fifty-five percent of those surveyed indicted the FCPT's service is essential and an additional thirty-three percent thought it was useful to others

## *Summary of Public Comments*

### **Q10 - Please use the space below for additional comments, questions, or concerns about Flagler County Transit services.**

Public transportation in Flagler County is completely inadequate and inaccessible. There has to be a massive transformation/overhaul of the system. In addition to fixed routes, the county needs to work hand in hand with municipalities to prioritize and incentivize transit-oriented development and make sure transportation options are accessible to affordable housing communities and especially for seniors, disabled and most vulnerable populations.

Fixed routes wouldn't help the elderly, as we have heart and lung problems.

Long term Mass Public transit is the most economical transportation, and benefits all citizens on many fronts, some being safety, environment, lower cost of roads, policing, etc.

Flagler county needs more public transportation, it's a city. It needs a system. Teenagers could use a bus route to get to and from jobs if their parents work and they don't have a car. Everyone benefits

I don't know anyone who uses any Flagler Transportation services. Except maybe the handicapped

The seniors of Flagler County need additional services for medical appointments and to get around town.

Elderly residents who do not drive need transportation to appointments and shopping. Flagler needs more bus service on a scheduled basis.

There is no service on A1A.

As more apartment complexes are built this will be necessary. May become only transport for elderly

Did not know there was a transit service in Flagler County.

Please have a bus service. Like Volusia County.

I think the elderly need transportation

Some of your drivers don't know how to read and obey the speed limit. 10 miles over speed limit on old kings rd.

---

It would be nice to have a regular scheduled routes throughout the county that would possibly connect with public transit lines from Volusia and St John's counties.

---

I think the public transportation in Flagler County should be geared toward the elderly and people who can't or don't want to drive. Set schedules to Walmart, Publix, Church, Doctor Appointments. Try to make it as convenient and as easy as possible for these people to get around town. I have a car, no issues here. I feel very bad for people who can't get around when they need to.

---

I know my elderly aunt used this service often and it was wonderful for her. Thank you for providing this service.

---

A regular bus service in town would be wonderful. A friend of mine actually needs the bus service you provide but its never available or its very inconvenient to actually use that she would rather just put the time and effort into finding a ride than bother with the service.

---

Needs to be convenient for those who need it. My neighbor stopped going to senior center in summer because the transit ride was too long and hot, especially masked. Kept developing UTIs and dehydrating. Really, that is unacceptable.

---

a city this size and so spread out, should have regularly schedule public transportation, a lot people can't drive, don't have cars, or are too old to drive

---

Granddaughters could use public transport from Mondex to work when vehicles break down. Uber won't come out here. Pretty sure there are others out here without any transportation which keeps them from working and even getting to a movie or maybe activities in Flagler Beach or Town Center.

---

I am a new resident of Flagler County and did not know there was a public transportation system.

---

Public transit attracts lowlifes that can't get their own vehicle because they don't work.

---

You should fix the road so we're not in a big mess Before you try doing anything else to the system, I wrote situation in Palm Coast sucks

---

I don't currently use the services but anticipate needing them as I get older. They're essential for the aging population.

---

With the aging population in Flagler County, public transportation accommodating handicapped or disabled persons unable to walk to a bus stop would be needed.

---

I think the service should be for public and have fixed route and stops. Or be open to public. People may need the service after a short procedure and need a ride home for that one time in the whole year.

---

Why not look at school bus routes to determine feasible routing. Perhaps even assume some routes or portions of routes that coincide with demand. Provide shelters with emergency call boxes on main Street routes. Even one regularly scheduled bus per day is better than none.

---

It's essential for Flagler County to have a fixed transportation route and schedule, it would help so many families plus provide revenue

---

It would be nice to see a reduction of cars on the roads if people were encouraged to use a stable scheduled, everyday public transit

---

This is so needed for those without a vehicle. Made my life easier in Miami when I used to take it there before I could afford a vehicle.

---

This is the first place I have ever lived over there is not a regular bus route for everyday people. With the price of owning a car insurance and gas if public transportation were available and dependable Here in this County, I would use it every day. As it is now having to request a ride and then having to pay just what I probably pay Uber driver I would just pay somebody else to drive me.

---

Flagler has grown and continues to go. Citizens need transit they can depend on and afford.

---

Flagler gas needed service for a long time, not just a bus to cart around the elderly and sick. Regular working people would benefit from a real transportation service as This is a large county.

---

The need for extended services is now. The FCTS is remarkable in what they do, everyone from the dispatchers to the drivers are wonderful. I can't drive anymore because I lost both legs. I get treated with care, kindness, respect and my safety are paramount to the drivers. Please, please, please extend their services and thank you for all you do.

Low-income seniors and families need reliable transportation.

---

5 years ago, there was talk of fixed route service. Still nothing. With the growth and increased traffic here so I see it as essential. Like them lack I'd other senior services, this will force many aging residents to move elsewhere

---

Great county. Just that you asked is why you will be successful. Flagler has been great to settle in. I recommend it always

---

You need drivers who do not pull out in front of traffic and who do not stop at stop signs. They need to use their blinkers as well. On Monday, October 4th, bus 130 pulled out in front of my car on to Burroughs drive heading toward Belle Terre Parkway and very nearly caused an accident. When bus 130 got to Belle Terre, the driver slowed slightly and turned right toward Matanzas Woods Parkway. Never stopped at the stop sign and never used a blinker. This was about 7 am. I tried calling the number but after 3 calls that were never answered, here we are. I would not use a transportation mode this unsafe.

---

Need a bus service

---

Can't please all of the people all of the time...Good luck!

---

Should only be needed for elderly that can't drive that are disabled!

---

My husband and I share a car. It would be nice to have an option for public transportation when the other person has to go to work.

---

Most people can't figure out how to use it. It is running with the counties schedule with little to no specific routes or availability. Calling to set up an appointment ahead of time is not really servicing the residents

---

This city needs to be more open to other age groups, rather than just the elderly. Both support each other, not one or the other.

---

We are in need of regular bus systems like other cities have. Flagler County transport as it currently is, is beneficial only to a small portion of the population. It is too restrictive and not open equally to all.

We need public transportation bus with a regular route, not FCT that you need to make appointment days in advance

---

Flagler county could use public transit buses with daily routes and reasonable fares.

---

Used the service to get my wheelchair bound father to and from dialysis. It was a lifesaver. Due to medical issues, he had extreme difficulty getting in and out of a car with at least 2 but preferably 3 people assisting. To have him picked up without him having to leave his wheelchair was wonderful. The drivers were all very caring people. I really can't say enough - it was a lifesaver that made his last days more bearable

---

Did not even know there were transit services, so I guess they are probably not that extensive or valuable in their current state.

---

I would love to see regularly scheduled service, with set stops, that I could rely on to go shopping, etc.

---

Regular public transit would be ideal for older residents who no longer drive.

---

It would be great to have a service for dual enrolled students or students that want to attend the other high school but parents work and student does not drive.

---

I would like to see regular bus service with routes like in Volusia County and most metro areas, in addition to the scheduled service we have now. The scheduled service could then be used only for people who were unable to ride a regular transit bus.

---

A lot of residents in need of your services in west Flagler County, they are not aware your services exist.

---

Thank you for the survey. Funny how getting older focuses the mind on the importance / convenience / availability of this service.

---

We need a weekly ride to Daytona and a weekly ride to St Augustine. Different days. Stops at Outlet stores, warehouse stores and Hospitals.

---

Need more public transport options. Would like to be able to use it to get to work and home but it's hard when it's not reliable or there's limited hours. Needs to be more buses. Would be nice if they

picked you up from your house but if we got more people using the buses then having more bus stops along roads like Parkview and not just belle terre

---

Considering we can't get bus drivers to get kids to school how are you getting bus drivers?

---

Not necessary

---

The current system needs better management. While I haven't used the system my wife used it extensively before I retired. There were many times she was left waiting for hours to be picked up and times she was denied service even after following the rules regarding scheduling a ride.

---

I don't use transportation services at this time, but as my husband and I are getting older, it may be needed in the future. Plus, with the elderly population increasing in Flagler Co. It is essential to have options for seniors to be able to get out of their home for shopping, MD appointments etc....

---

How are you going to pay for this?

---

Didn't know there was a Flagler County Transit Service. I've lived here 6 years.

---

We need a regular fixed route public transportation service like Volusia County.

---

I have never used Flagler County's public transportation. I am 76 and my husband is 78 but we see the need for that as we age. We have many friends who are no longer driving and need transportation for shopping and doctor's appointments and visiting others. It would be nice if there were a fixed route Sunday through Saturday so people could go to church and visit their friends on the weekends and shop and do vital medical times during the week.

---

I didn't even know it existed. Need to have it advertised more. I still don't know how to use it.

---

Be careful about bringing a bunch of buses to the streets of Palm Coast.

---

Please make this affordable to all, regardless of income.

---

The key to making this a cost-effective service is to attract residents who have automobiles but prefer the convenience of public transportation. A route that goes past Publix, Walmart, Island Walk, Downtown Flagler Beach, and State Street in Bunnell would be ideal

We have seniors that no longer drive and need transportation to and from doctor's appointment and shopping.

---

Good for disadvantaged elderly or medical situations, and for those who have no license or vehicle. Due to far-flung residential areas, scheduled service runs probably are not feasible, so probably need to triage the 'on call' service

---

Seniors may need on-demand to come to their doors, but there could be other services for workers in the county. I don't need it, but I work with LOTs of people that can use a fixed route service like in St. Johns County (with the lines), and that particularly serves during work hours (mornings and to 6 or 7 pm). Not many very walkable avenues in PC, but access and transport will help--also to get connections from Bunnell into town.

---

It would be nice to be able, just like all of Flagler County residents to be picked up every day to go to the senior center on the church on the Rock. Just because I live in Daytona north, they only come 2 times a week. It is unfair, I still live in Flagler. I am singled out; it is unjust, and I am penalized for where I live.

---

I believe it is essential to have a rail connection between Daytona Beach and Jacksonville Airports.

---

I would like to have more knowledge on what exactly is offered to Flagler residents for transit services

---

A fixed route system is useful in times where other methods fail, and those who do not have the ability to schedule personalized transport. Middle and High School students can benefit from a reliable, fixed-schedule, service to travel the great distances within our county. It is not feasible, nor advisable for students or elderly to travel from the north of the county to the south (this would be helpful if only in Palm Coast as well) without reliable service.

---

FCT, has not and is not providing the necessary services for the residents of Flagler County. This service should be available to all ages and requests. No approval necessary. I could not use the service. I did not "qualify". It was of no use to me. Hopefully that will change.

---

While I am a native Floridian, I have lived in a smaller more rural county that made very good use of their transportation services. I encourage you to look at Manistee Michigan or Mason County Michigan as examples. These 2 counties utilize their transit as bussing services for school-aged children that live too close to qualify for free bus services a great revenue stream and public service. They also provide "on-demand services" as well as FREE New Year's Eve transportation within a



certain mile radius from major festivities until 3am! This reduces accidents, saves lives and is ultimately a great service to the residents.

---

There is a lot of elderly and low-income people in the Daytona North Subdivision that could definitely benefit from longer service hours. There has been a number of residents that have had to solicited rides due to their doctor/dental appointment taking too long.

---

I have driver's license but due to anxiety and lack of income can't drive. The whole county should have multiple routes a day including in the mondex.

---

This county is perfectly set up for regular route transit service

---

The growth of the county is making public transportation a necessity.

---

Prefer NOT to see mass transit here

---

As well as providing the transit, the advertising for it should promote use by a wide range of people. Transit tends to get used more by lower income people but encouraging all ages and income brackets to go shopping, the beach or park, or even walking areas without a car would be helpful to traffic and parking issues.

---

I'm looking at a time when I may want to use it instead of driving, but my experience from living in other cities, makes me want a regularly scheduled fixed route service which I can make my plans around. I don't want to have to remember to schedule something. I also don't want someone giving me a fixed time I have to be ready to return as I've heard is the case with the current service.

---

We are not a large enough county to provide a daily bus type service. Votran runs at a deficit every year and much of our county cannot afford higher taxes right now with everything going up... in some cases 20%.

---

I think that Palm Coast could use regularly scheduled routes in all areas of the city and on demand pickup for Dr. and other medical appointments. I will probably need such transportation in the near future.

---

Please, bus services will bring in nothing but drugs and crime, block the highways, and pollute the air. Bus stops will be vandalized, and the costs to run this operation far outweigh any benefit. Actually, there is no benefit to public transit in Palm Coast.

A fixed service route with scheduled hours for pick up and drop off points for predefined destinations is more preferable as a public service to the community.

---

How about buses like Volusia County has Votran?

---

I live in a 55 plus community with over two hundred and sixty homes or over 500 seniors from 55 - 90+ years old which is on old king's road South of route 100 with new condo complex going up this year and an elementary school congestion (autos parked for a mile on both sides of the road and in the middle lane) twice a day.

---

Too many public school programs that the elderly miss labs and drs. appointments

---

I am not able to drive. So, I am wholly dependent on my 73-year-old mother to drive everywhere. I don't use the public transportation offered in Flagler County because I don't have a set schedule so I don't know when I'll need it. Allow same day reservations and I'll be able to give my mother a rest from driving.

---

Most Flagler citizens do not know the services provided. Need to educate, promote services.

---

Public transportation is desperately needed in Flagler County. The service we have now isn't adequate. Many elderly are trapped in their houses without transportation.

---

We need about 30 vehicles that pick up and drop off in the section people live, on demand pick up from 6:00 Am till 10:00 pm. Almond like a real transportation system in a large city that's really spread out. Forget about pickle ball for a while and broken-down splash pads, only hand full of people use that, many seniors have a serious need for public transportation!

---

It's time to have public transportation like Volusia County

---

If we are going to grow, if we are going to be part of the pollution solution, if we want our residents to be productive members of society, we need the essential services of public transport.

---

I would love to have a fixed route service in town. I would certainly use it.

---

There has been a need for both fixed route and portal to portal transportation for some time now. Flagler County is at least 40 years behind the times in offering public transportation. I know transportation costs can be expensive and ridership fares don't always cover the costs, but there are

numerous grants that can and should be applied for. Historically local government hasn't been interested or willing to fund and maintain a public transportation system. Flagler County Transport has done a good job but needs the support of local municipalities to remain solvent.

---

I personally don't use the service, but my wife has. The current method of scheduling is difficult at best.

---

With additional planned apartment complexes transit services will need to accommodate renters.

---

Growth! It is my understanding that transportation is funded by grants. My opinion is that this mechanism will be unsustainable if the county continues to grow its senior demographic. Salaries for management and staff needs to be reviewed and comparable with adjoining counties or your quality employees will leave Flagler for better paying opportunities.

---

Thank you for sending this. Please email any updates you have along the way.  
courtneyplacewatch@yahoo.com

---

Elderly needs safe and well-defined inexpensive assistance in daily comings and goings. This should be a major consideration in view of the reality of growing congestion of building and traffic that seems to be ignored by city developers.

---

I will say that I really don't have enough information about this service.

---

I think your put in order of importance has the wrong items. I think NOT using the buses for the school routes (Mandeville, Step Up and Trails) would serve the seniors and low-income workers who NEED to work early. Pick-ups for drs. appointments and especially lab appointments for fasting. They are being turned away at an alarming rate. Special programs should provide their own transportation and not take away the time for the clients who need it.

---

They need more drivers to schedule more trips!!!

---

They pick up too many schools programs

---

I don't use it yet but at my age I might need it in the future.

---

## Situation Appraisal

This section examines public plans and policies that impact the operation of public transportation in Flagler County. Planning documents, which highlight policies and strategies related to land use, infrastructure priorities and goals, reveal the conditions and future direction which Flagler County Public Transit (FCPT) will operate. Additionally, socioeconomic conditions highlight trends that influence the transportation needs of Flagler County residents. Combined, these components provide FCPT an assessment of the opportunities and challenges the department must consider in the development of its public transportation services.

Situational Appraisal Elements	TDP Rule Required	Best Practice	Page
Plans and Policy Review	<input checked="" type="checkbox"/>		4-93
Socioeconomic Trends	<input checked="" type="checkbox"/>		4-100
Travel Behavior/Patterns		<input checked="" type="checkbox"/>	4-101
Land Use	<input checked="" type="checkbox"/>		4-102
Community Feedback		<input checked="" type="checkbox"/>	4-110
Organizational Issues	<input checked="" type="checkbox"/>		4-111
Technology /Innovation	<input checked="" type="checkbox"/>		4-116
Regional Coordination		<input checked="" type="checkbox"/>	4-116
Funding		<input checked="" type="checkbox"/>	4-117
Transit-Friendly Land Use and Urban Design Efforts	<input checked="" type="checkbox"/>		4-117
Transit Safety & Assets/Resources		<input checked="" type="checkbox"/>	4-120
10-Year Transit Ridership Projections* (*covered in transit demand section)	<input checked="" type="checkbox"/>		6-142

## Review of Plans and Studies

The local, regional, and state-wide studies and plans provide a framework reflecting the priorities of the respective communities and policy making bodies. Recognizing policies and strategies that support the provision of public transportation services helps FCPT develop and evaluate priorities and initiatives to undertake. Below is a list of the Comprehensive Plans, Transit Plans, Regional and Statewide plans that were examined.

### Comprehensive Plans

- Flagler County Comprehensive Plan
- City of Palm Coast Comprehensive Plan
- City of Flagler Beach Comprehensive Plan
- City of Bunnell Comprehensive Plan

### Transit and Regional Plans

- Northeast Florida Strategic Regional Policy Plan 2014
- Flagler County Transit Development Plan (TDP) 2016 – 2025
- Volusia (VOTRAN) Transit Development Plan (TDP) 2021
- St. John's Transit Development Plan (TDP) 2020
- Flagler Transportation Disadvantaged Service Plan (TDSP)

- Connect 2045 - River to Sea TPO Long Range Transportation Plan
- Paratransit Service Analysis – River to Sea TPO (2021)
- Flagler County Public Transportation Transit Asset Management (TAM) Plan (2021)

## State Plans

- 2025 Florida Transportation Plan

## Summary of Plans and Studies

Flagler County's public transportation services are impacted by the policies, strategies and priorities of Flagler County, the municipalities within the county and neighboring county governments. The comprehensive planning documents of the respective governments describe the policies that can support or interfere with the operation of public transportation services. Flagler county's current public transportation service provides door to door service. And while land-use, development patterns and roadway design have less of an impact on door-to-door services than fixed route services, development regulations and zoning codes can produce more dispersed development and circuitous roadways which result in longer trip lengths and travel time resulting in lower quality and less efficient service.

The review of the plans and studies revealed a commitment to public transportation services. The plans and studies recognize the need for greater investments in pedestrian and bicycle infrastructure that would support public transportation users. The plans also identified zoning and land use policies that encourage greater density and a mixture of residential and commercial activity. Many of the policies and priorities included outreach, planning and coordination activities which the Flagler County Public Transportation (FCPT) department must also participate.

It is critical for Flagler County to build upon the declared priorities, spelled out in the plans. If it is to find partners within the county and with other municipalities, it must commit to engaging with stakeholders and integrating the needs of the public transportation system into the many planning activities ongoing throughout the county and region. It is vital for the Flagler County provide input in the development, land-use and roadway decisions in the county.

Plan	Agency	Year Adopted	Key Findings
Flagler County Comprehensive Plan 2010 – 2035	Flagler County	2010	<p>The Comprehensive plan identifies goals that are supportive of public transit service delivery. Highlights include:</p> <ul style="list-style-type: none"> <li>• Expand the opportunities and use of multimodal transportation systems.</li> <li>• Promote the use of bicycles and walking</li> <li>• Update the Land Development Regulations (LDRs) to allow developer provision of certain multimodal improvements, e.g., transit bays and shelters</li> </ul>
City of Flagler Beach Comprehensive Plan	City of Flagler Beach	2015	<p>The City's comprehensive plan targets accessibility to multimodal transportation through the development of infrastructure investments that support public transportation users.</p> <ul style="list-style-type: none"> <li>• Develop and maintain an integrated and multi-modal transportation system, which provides both accessibility and mobility for pedestrians, bicyclists, transit users, and motorized-vehicle users.</li> <li>• provision of sidewalks, bikeways, transit stops, or other facilities to support alternative modes of travel.</li> <li>• Parking management systems and park and ride facilities linked to public transit.</li> </ul>
City of Bunnell Comprehensive Plan	City of Bunnell	2011	<p>The City's comprehensive plan identifies infrastructure investments, land development regulations and intergovernmental coordination that support the development of public transportation in the county.</p> <ul style="list-style-type: none"> <li>• Mixed use developments, whether infill or rural clusters shall provide pedestrian-friendly street design</li> <li>• Developments shall provide interconnected street grid networks to disperse traffic and encourage walkability.</li> <li>• Provide additional multi-modal transportation facilities, including sidewalks and bicycle paths/lanes and the expansion of transit service to include a circulator route in the City and vicinity if warranted by ridership and vehicular usage trends.</li> </ul>

			<ul style="list-style-type: none"> <li>Upgrade existing and provide new transit facilities as warranted such as park and ride lots, future bus stops with shelters and signage.</li> </ul>
Northeast Florida Strategic Regional Policy Plan 2014	Northeast Florida Regional Council	2014	<p>The council recognizes the importance of multimodal transportation systems with supporting development and infrastructure.</p> <ul style="list-style-type: none"> <li>The Region supports more compact development connected by transportation corridors</li> <li>Promote alternatives to single-occupancy vehicle commuter trips and high-speed connectivity between job and housing centers.</li> <li>Encourage developers and local governments to promote mixed-use communities that provide alternative forms of transportation, such as sidewalks, bike paths, and transit stops in locations with highest density.</li> <li>technology that improves the transportation system or can otherwise benefit quality of life in the region.</li> </ul>
Flagler County Transit Development Plan (TDP) 2016 – 2025	Flagler County	2015	<p>Flagler County adopted the 2016-2-25 TDP in September of 2015. Major conclusions include:</p> <ul style="list-style-type: none"> <li>Flagler County will operate and coordinate a multimodal transportation system that effectively and efficiently meets the existing and future mobility needs as identified as on-going outreach to Flagler County's residents, visitors, and businesses.</li> </ul> <p>In addition, the TDP identified the following needs for Flagler County Public Transportation (FCPT):</p> <ul style="list-style-type: none"> <li>Maintain and improve existing demand response (door-to-door) service.</li> <li>Phased implementation of three Fixed Routes and four Zonal routes.</li> <li>Development of a central transit hub.</li> <li>Creation of a Bus Stop Infrastructure Program.</li> <li>Modernize and expand fleet size and type to match new services.</li> <li>Pursue more grant program and seek more local, state, and federal funding opportunities.</li> <li>Maintain and increase public outreach to broaden support of the plan.</li> </ul>

Flagler County Transportation Disadvantaged Service Plan (TDSP) 2020-2025	Northeast Florida Regional Council	2019	<p>The Transportation Disadvantaged Service Plan (TDSP) accents the importance of reaching more clients, with greater efficiencies through partnerships, promotion and outreach activities while exploring alternative transportation solutions.</p> <ul style="list-style-type: none"> <li>• Maintain operations of deviated fixed-route systems</li> <li>• Increase number of clients/riders served.</li> <li>• Increase coordination with other counties and surrounding communities as appropriate.</li> <li>• Maximize the multi-loading of vehicle trips as practical and to reduce cost per trip and maximize efficiency.</li> <li>• Promote service availability to agencies and consumers through advertising efforts, social media, partnerships, the distribution of flyers to social service agencies and consumers, and to the general public at County events.</li> </ul>
Connect 2045 – River to Sea TPO Long Range Plan	River to Sea Transportation Planning Organization (TPO)	2020	<p>The TPO's Long Range Plan promotes public transportation services through outreach activities and focusing on mobility to all residents while focusing on access to employment with connectivity to multimodal systems.</p> <ul style="list-style-type: none"> <li>• Develop a multimodal transportation system that improves accessibility and mobility to economic centers for all users (including motor vehicle, bicycle, pedestrian, transit)</li> <li>• Support funding of transit service that improves access to employment activity centers.</li> <li>• improve mobility for all residents and visitors which includes addressing the unique needs of the elderly, people with disabilities, and those unable to drive.</li> <li>• develop outreach programs to engage citizens in all jurisdictions as well as the traditionally underserved and underrepresented.</li> </ul>
Volusia County (VOTRAN) Transit Development Plan (TDP)	Volusia County	2021	<p>Volusia's TDP seeks to identify and safely meet the mobility needs of Volusia County:</p> <ul style="list-style-type: none"> <li>• Provide an effective and efficient transit service in a fiscally responsible and environmentally friendly way.</li> <li>• Provide a transit experience that is pleasing to the customer and encourages additional use.</li> </ul>



			<ul style="list-style-type: none"> <li>Utilize the best technologies and innovations available that offer both enhanced systems and positive return on investment.</li> <li>Encourage a connected, sustainable, and efficient multimodal transportation system throughout Volusia County's urban service area.</li> </ul>
St John's County Transit Development Plan (TDP)	St. John's County	2021	<p>The St. John's County TDP is highlighted by a Vision and Mission to:</p> <ul style="list-style-type: none"> <li>"...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."</li> <li>"...provide safe, affordable and reliable mobility options."</li> <li>In addition, the TDP identified Public Transportation Needs based on analysis and public comment include: <ul style="list-style-type: none"> <li>More effective bus routes</li> <li>Bus service that continues to be cost effective</li> <li>Enhanced services that increase access to major employers, activity centers, and services</li> <li>More frequent bus service</li> <li>Improved technology and passenger amenities</li> <li>More demand response service</li> </ul> </li> </ul>
Paratransit Service Analysis – River to Sea TPO	Flagler & Volusia County	2021	<p>The River to Sea TPO completed a study in 2021 assessing the evolution of paratransit service locally (Flagler and Volusia County) and statewide, current industry practices, challenges to providing services, and future trends. Recommendations include:</p> <ul style="list-style-type: none"> <li>Coordinate with other public or private transportation partners</li> <li>Coordinate with medical practices for better multiloading opportunities</li> <li>Evaluate access to senior living facilities and programs</li> <li>Participate in the land development process</li> <li>Develop a phased implementation plan to improve bus stop accessibility</li> <li>Implement a free bus pass pilot program for paratransit-eligible riders</li> <li>Contract for TNC first mile/last mile service</li> <li>Contract for TNC supplemental service</li> </ul>

			<ul style="list-style-type: none"> <li>• Conduct an MOD Study</li> </ul>
Flagler County Public Transportation Transit Asset Management (TAM) Plan	Flagler County	2021	<p>FCPT completed its first Transit Asset Management (TAM) Plan, which is required to be completed every four years per FTA guidelines. FCPT's TAM Plan provides an inventory and assessment of all FTA-funded capital equipment and facilities in order to keep these assets in a State of Good Repair (SGR).</p> <p>As a Tier II public transportation provider, FCPT developed the following key components:</p> <ol style="list-style-type: none"> <li>1.) Asset Inventory Portfolio: an inventory of the number and type of capital assets that includes rolling stock, facilities, and equipment.</li> <li>2.) Asset Condition Assessment: a condition assessment of those inventoried assets for which FCPT has direct ownership and capital responsibility.</li> <li>3.) Decision Support Tools &amp; Management Approach: a description of the analytical procedures and decision-support tools that FCPT uses to estimate capital investment needs over time and develop its investment prioritization.</li> </ol>

## Appraisal

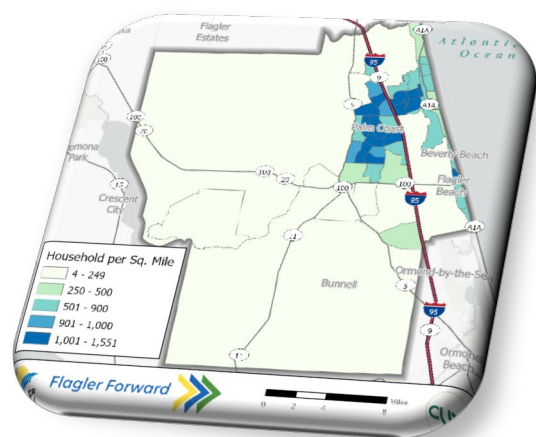
This section summarizes the Flagler Forward 10-year transit plan's situation assessment. A requirement for a major TDP update, the situational appraisal identifies conditions that affect Flagler's operating environment. Population characteristics, commuting patterns, land use characteristics, feedback from the public involvement activities, organizational issues, technology, and funding all comprise the situational appraisal.

## Socioeconomic Trends

Population growth and the aging citizenry are two major demographic trends that will impact the demand for public transportation services. Increasing population and percent of the population over 65 will impact public transportation demand. Mostly notably, demand for public transportation for older segments of the county will have a significant impact on the need for transportation alternatives.

Transportation is a barrier for older adults. They could drive less frequently or not at all. They may not have access to a personal vehicle and often must rely on family members and caregivers or public transportation.

Physical challenges associated with aging, such as vision and mobility impairments, may also affect older adults' ability to drive or use public transportation. In addition, health and well-being suffer from missed healthcare appointments due to a lack of transportation.



Based on projections for the University of Florida's Bureau of Economic and Business Research (BEBR), thirty percent of the Flagler's population will be over the age of 65. This will be higher than the projected percentage for the state. The growing population and senior population will impact the pressure on the public transportation system to meet the growing transportation needs of this segment of the population.

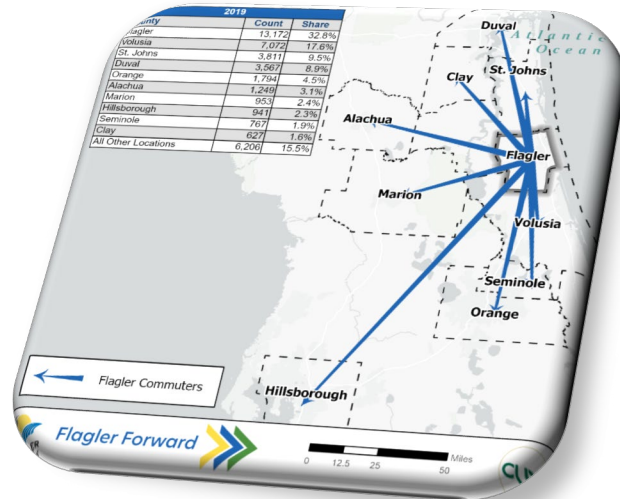
## Implications

The demand for public transit service will continue to grow in Flagler County. The county should prepare to meet the growing demand of the older segment of the population. Access to healthcare, life enriching and sustaining activities are vital for these segments. The current conditions warrant improvements to the service to encourage greater utilization of the service. Further, overall population growth will also expand the demand for public transportation services, as growth along anticipated corridors and locations should connect with the recognized employment zones, such as the Palm Coast town center, other retail locations and healthcare facilities. Developing services to these areas will support low wage workers, with reliable public transportation options.



## Travel Behavior/Patterns

The travel behaviors/patterns of current FCPT customers, highlight the continual need to meet the needs for these vital activities. Further, many of these trips are made within the county to healthcare services and life sustaining activities. Further, the segments of the population living with disabilities and senior portion of the county will continue to have these needs met. These needs will be increasingly difficult to meet as the county's population and share of seniors continue to expand. Fundamental facts to consider about the county's travel patterns are:



- Nearly 67% of Flagler residents travel to other counties for work. With 17.6% traveling to Volusia to the south and 9.5% and 8.9% traveling to St. Johns and Duval Counties respectively.
- Average Travel time to work as increased from 24.4 minutes in 2010 to 27.3 minutes in 2019.
- Sixty-one percent of current passengers use FCPT for Life Sustaining Activities such as healthcare and food shopping.

## Implications

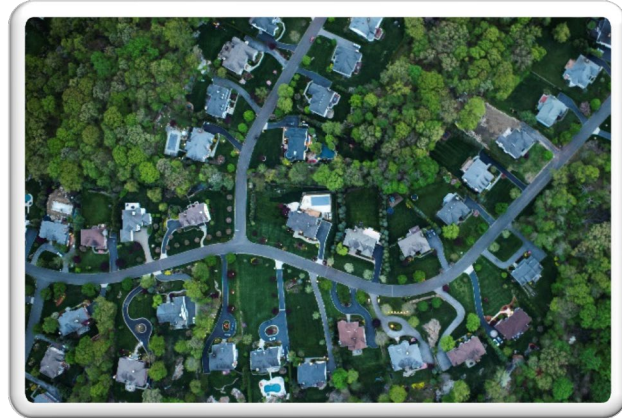
The existing public transit service in Flagler are exclusively designed to meet the needs of seniors and persons with disabilities. Expanding the service to meet the needs of the general population would need to consider the regional nature of the work trips of Flagler's working population. Regional connections to Volusia County's VOTRAN system to the south and St. John County's Sunshine Line to the north would be advantageous to this segment of the population. Further, the employment opportunities within the county are mostly located within Palm Coast, and along Moody Blvd. which services retail employers and a large regional hospital. Any fixed route service intended to meet the local commuting trips would need to target such areas.



## Land Use

### Flagler County

According to Flagler County's Year 2010 Future Land Use Map, the land mass of the County is largely comprised of agricultural and conservation areas. The western and southern halves of the County are almost entirely undeveloped. Several small pockets of low density residential exist within rural areas to the west and south of the County. There is a Mixed Use Planned Urban Development, which occupies the land between US-1 and Interstate 95 in the southern end of Flagler County.

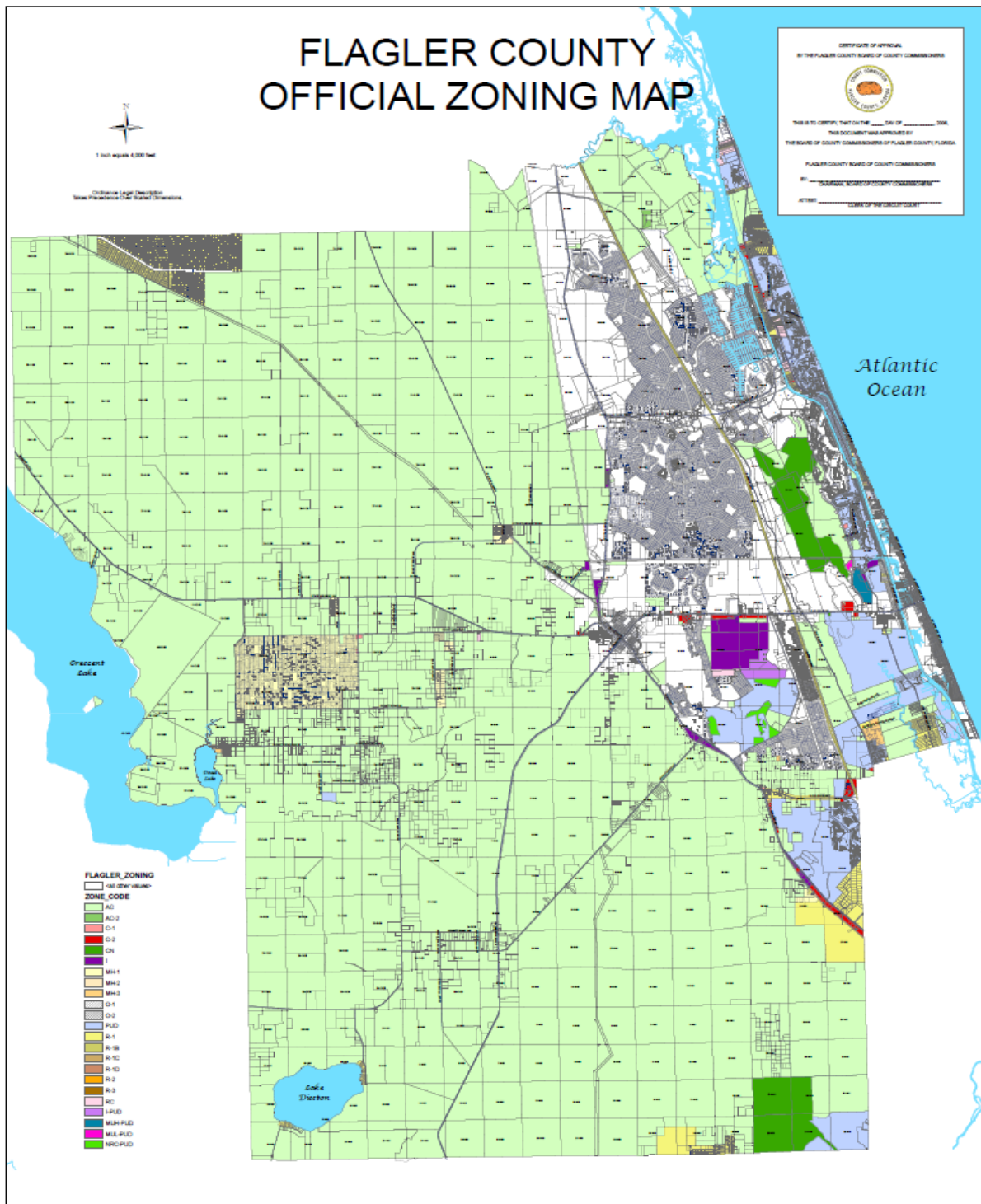


The Barrier Island/Princess Place Coastal Area within the northeastern area of the County is approximately 10,000 acres, about a quarter of which is Mixed Use Low Intensity with low to medium density. The island is primarily residential, with supporting commercial, recreational, and educational land uses. Two Developments of Regional Impact, Hammock Dunes and Matanzas Shores, comprise the majority of the development on the island.

Challenges exist in providing fixed route transit service in areas where the majority of the service is in low to medium density residential, such as Palm Coast. Many of the residential neighborhoods have considerable setbacks from the main corridors. A favorable condition for service delivery is the concentration of commercial and office space along Palm Coast Parkway and the area of Old Kings, north of the Parkway. Flagler County's official zoning map is displayed in Map 4-1 below.

Future development in Flagler County in the near term is focused closer to the northern County boundary as well as infill within the Palm Coast Town Center. Recently, approval was given for new medium and high-density residential development in the Palm Coast Park Development of Regional Impact and the Matanzas West located near U.S. 1 and Belle Terre Parkway.

Map 4-1. Flagler Zoning Map



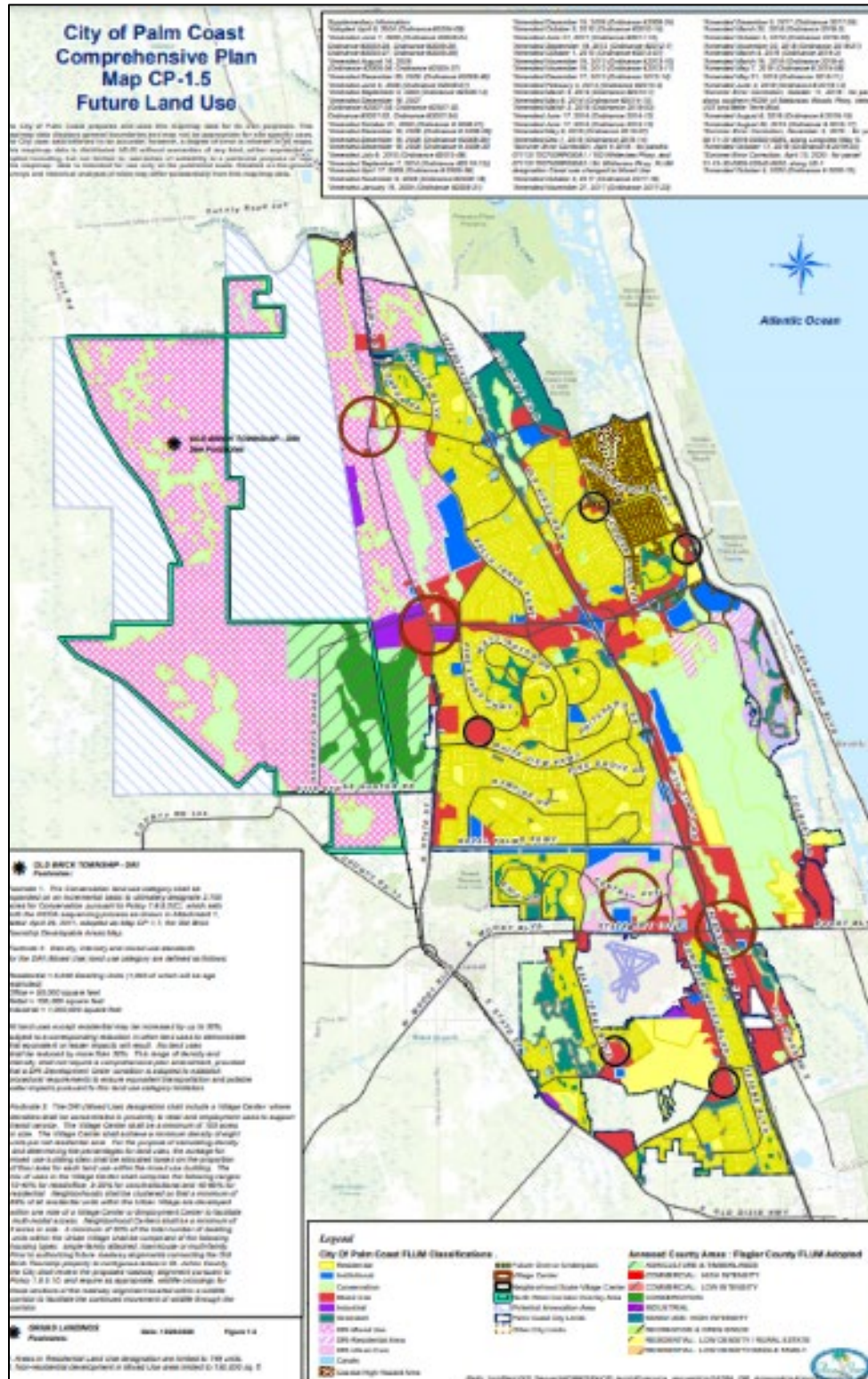


## City of Palm Coast

Land use in Palm Coast is a mix of residential and commercial around the primary corridors of Palm Coast Parkway, Belle Terre, Pine Lakes Parkway and Old Kings Road. Multiple Master Planned Developments (MPDs), including the Town Center Development of Regional Impact, are present in the north and south ends of the City. MPDs can be difficult to serve by transit depending on roadway access patterns but may also increase the densities needed to improve public transportation's viability. Smaller pockets of Multi Family Residential exist along Palm Coast Parkway, clustered east of I-95. Multi-family dwellings tend to increase population density and its residents are more likely to use transit services.

A modest amount of office space is found at the western end of Palm Coast Parkway and onto Hargrove Road. Palm Coast continues to annex land from Flagler County for additional Planned Urban Development (PUD/MPD) and its boundaries may continue to expand as opportunities become available such as the new Airport Commons shopping plaza. The future land use is shown in Map 4-2 below.

Map 4-2. City of Palm Coast Future Land Use



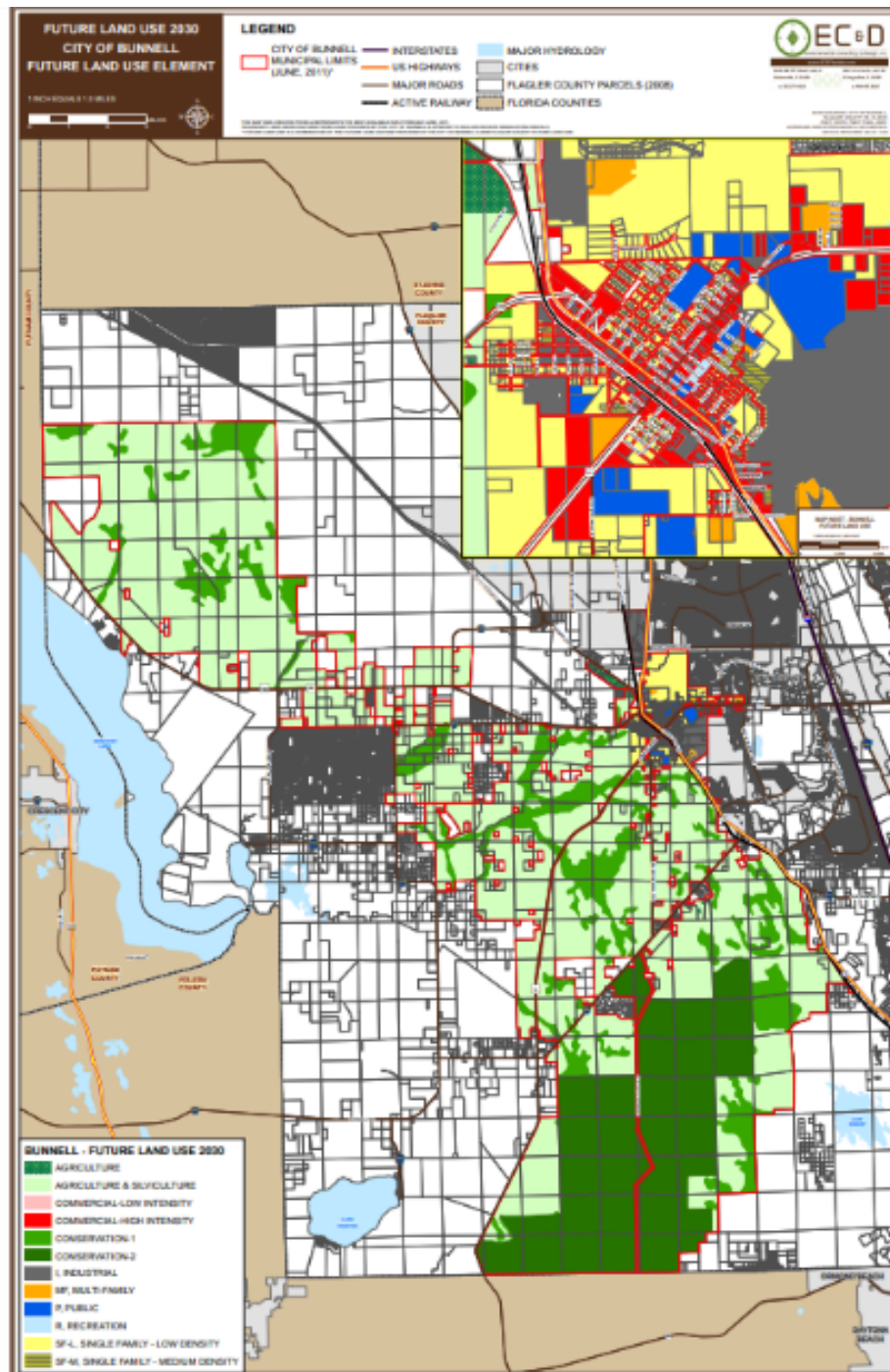




## City of Bunnell

Like Flagler County, much of the City's land mass is agricultural and found to the west of US Highway 1. Bunnell's downtown possesses a variety of land uses to support a mix of development and open space (Map 4-3). Land zoned for commercial and business line Moody Blvd. into downtown from the east, continuing onto US-1 in both directions. Two blocks off the main corridors are both single and multi-family residential, office space and a large PUD to the north.

**Map 4-3. City of Bunnell Land Use Map**

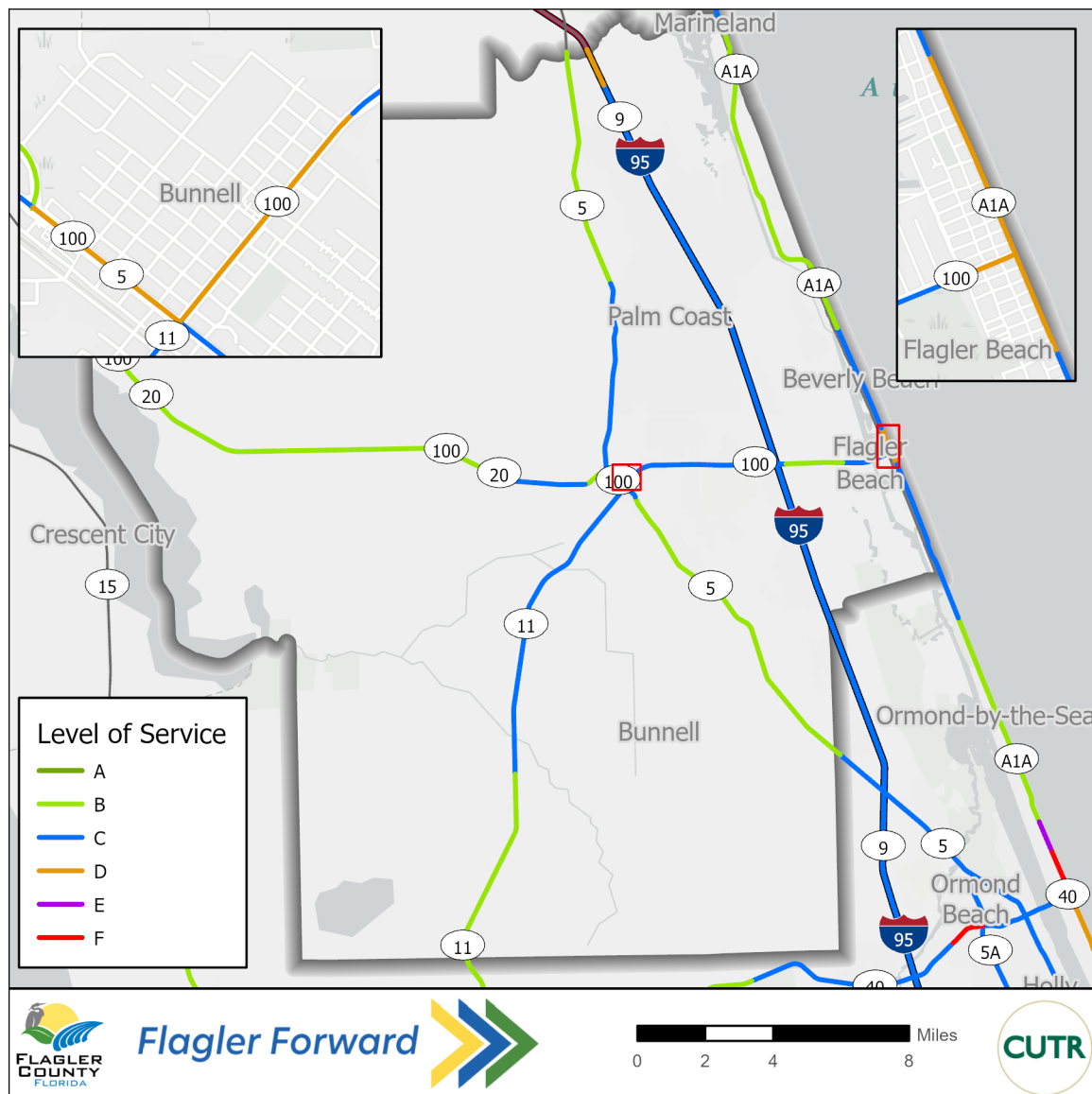


## Roadway Congestion & Level of Service

Population growth and development impact the transportation system in the county. To properly address the impact of the county's growth, it is critical that Flagler County evaluate the impact of the development on the transportation system. Further, the County should work to adopt the transportation impact analysis (TIA) guidelines to better coordinate the County's development with the regional planning organizations (River to Sea TPO). Flagler County can be eligible for funds from the TPO if it coordinates with the TPO and adopts the TIA guidelines. The resulting coordination and analysis can ensure public transportation solutions and congestion are considered during the development process.

An examination of the congestion levels in Flagler County provides a snapshot of the congested corridors and challenges confronted by public transportation services traveling along the congested roadways. Utilizing data from the FDOT's roadway classification system and the River to Sea TPO, the congestion along corridors and roadway segments were examined for Flagler County. State roadways within the county experience various levels of congestion that impact the performance of the transportation system including the public transportation services delivered by FCPT. In 2019, segments of Interstate 95 north of the Old Kings Hwy are LOS D and the remainder of I-95 south to the County border are LOS C. In Bunnell, along U.S. 1 (State St.) are LOS D northwest of U.S. 100. LOS D was observed along US 100 from the intersection of U.S. 1 and 100 traveling Northeast until N. Palmetto St. Along U.S. 1 (Moody Blvd.) at North Flagler Ave. to Flagler Beach is also LOS D. State Road A1A at Flagler Beach is level of service D from South 9<sup>th</sup> Street to North 13<sup>th</sup> Street. Map 4-4 shows the level of service of roadways within Flagler County.

Map 4-4. Flagler Roadways Level of Service (2019)



## Implications

Flagler must increase its involvement in the planning and development of the land use conditions in the county. Developments within the local governments can be designed to support public transportation services or against it. Currently, much of the residential land use are not supportive of public transportation services. However, upcoming developments in Palm Coast and future residential developments can be designed with public transit in mind. The Planning department and the transportation division within Flagler County must engage with the planning departments of the local governments. Further, multifamily housing developments and commercial developments are key targets for public transportation. Consequently, Flagler County must be an engaged partner in these developments to make the most of the investments being made in the county. Further, the County should actively work with the local governments to integrate land development codes that consider transit infrastructure requirements like bus stops.

## Community Feedback

Flagler County Transit has engaged in an extensive outreach effort to collect input from the public on the agency's 10-year public transit plan. Virtual public workshops were used to discuss existing and future transit services and needs as well as gather input and ideas regarding important transit needs for the county and region. The virtual workshops were complimented with extensive social media campaigns, which provided a forum for the public to express concerns and generate ideas regarding the most important transit needs for the county and region.

Additionally, a survey of existing riders was conducted in September 2021 to collect rider input on current transit services, gather comments on improvements, marketing, and policies. Public agency representatives, stakeholders, elected officials, and MPO staff also participated in a series of meetings to discuss existing and future service needs. Emails and social media outlets of public agencies, stakeholders, and neighborhood groups were used to reach and inform the public about upcoming workshops and gather input on Flagler Forward's 10-year plan.

General conclusions drawn from public involvement activities for the Flagler Forward 10-year plan include the following:

- **Expand Hours** – Feedback from the outreach activities emphasized the importance of expanding hours of service. The current service hours, as expressed from the feedback from the on-board survey and community outreach, do not accommodate the early morning and evening travel needs of the community.
- **Improve Reservation system** – Long lead time necessary to reserve the current transportation services has a significant impact on ridership, reliability and efficiency. Public outreach activities highlighted the need to improve the reservation system and offer opportunities for next day reservations.
- **Expand Service Options** – Multiple groups indicated interest in expanding the types of service available, including services that support same-day reservations and on-demand (within one hour) services.
- **Develop Fixed Route Bus Service** – Throughout the public outreach activities the desire for a fixed route bus service was widespread. Public feedback about the importance of fixed route service were buffeted by time of implementation. Future development and growth hinged on some feedback, while other feedback indicated support for more immediate improvements.

## Implications

If Flagler County wishes to enhance the mobility of its transit users, it will need to take into account public input received during the Flagler Forward planning process. A survey of potential improvements identified extending operating hours as a top priority--along with improving reservation lead times, developing on-demand service models, and starting a fixed-route bus service. In order to make decisions on how best to allocate limited resources, the County will need to weigh service improvements versus

service expansions such as offering on-demand bus services in addition to the current demand response program.

## Organizational Structure

Flagler County's transportation services are operated by the county and within a regional transportation and planning framework. Further, Flagler County is designated by the Florida Commission for Transportation Disadvantaged (CTD) as the County's Community Transportation Coordinator (CTC).

Flagler County Public Transportation (FCPT) is housed within the County's General Services Department which also includes Fleet Management, Facilities Management, Parks and Recreation, Solid Waste and Utilities. The General Services Department reports to General Administration with oversight and policy direction provided by the Flagler County Board of County Commissioners as shown in Figure 4-1 and 4-2 below.

The River to Sea Transportation Planning Organization (TPO) is the federally mandated transportation policy board that represents the Palm Coast-Daytona Beach-Port Orange urbanized area. This urbanized area includes the developed areas of eastern Flagler County including Beverly Beach and Flagler Beach as well as portions of the cities of Palm Coast and Bunnell (see Map 4-5).

The TPO serves as the primary forum within which member local governments and citizens voice concerns, identify priorities and plan for transportation improvements for all modes of transportation. As such, it coordinates with Flagler County to foster informed decision making and to create a framework for transportation investment decisions.

One of ten Regional Planning Councils (RPCs) in Florida established by Florida Statute, the Northeast Florida Regional Planning Council (NEFRPC) represents Flagler, Baker, Clay, Duval, Putnam, Nassau and St. Johns Counties and 26 municipalities. The NEFRPC "promotes area-wide coordination and related cooperative activities of federal, state, and local governments ensuring a broad-based regional organization that can provide a truly regional perspective and enhance the ability and opportunity of local governments to resolve issues and problems transcending their individual boundaries." The NEFRPC works in close collaboration with FCPT to provide planning support and to facilitate coordination between FCPT and individuals and agencies that benefit from public transportation services in the County.

Flagler is the northernmost county within Florida Department of Transportation (FDOT) District 5. This District also serves the Counties of Marion, Volusia, Sumter, Lake, Seminole, Orange, Osceola and Brevard Counties.

FDOT serves as an important public transit funding partner. For example, FDOT may distribute State Block Grant, Service Development, or Transit Corridor Funds to eligible recipients such as Flagler County.

## Implications

The current organizational structure, with Flagler County transit operating as part of a county department, offers opportunities for FCPT to coordinate with other county departments to improve

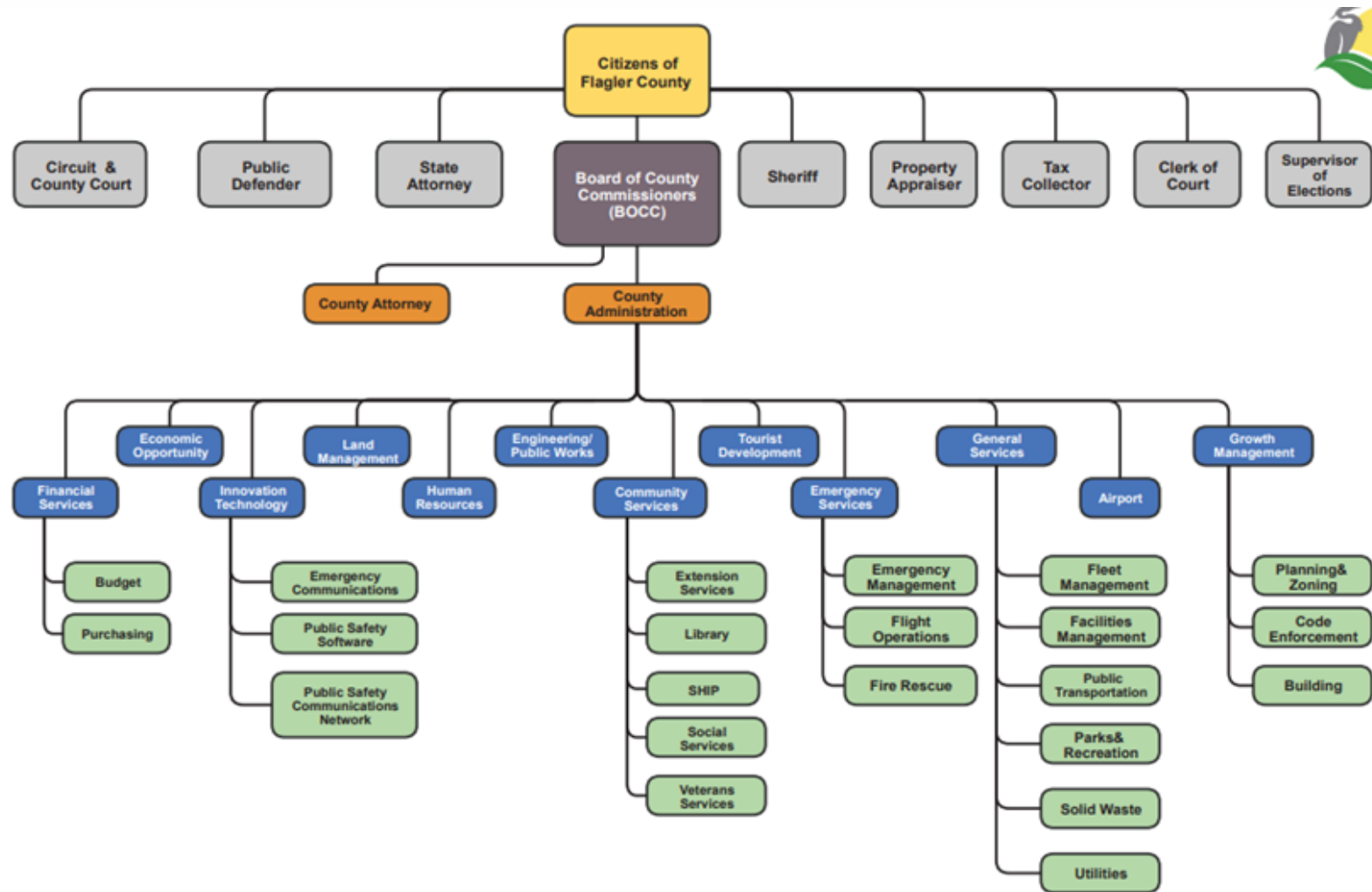
service quality, provide input on decisions that impact public transportation (e.g. land use, residential and commercial developments), improve efficiencies, improve the customer experience, and maximize shared public investments where possible. This may include a more detailed look at working with Departments including but not limited to: Economic Development, Financial Services, Growth Management, Human Resources, Public Works, and Veterans Services.

FCPT must effectively engage with federal and state grant programs, which require skills and insights from departments outside of FCPT. Further, budgets, cost-allocations and procurement activities will occur outside the FCPT department. FCPT working closely with these departments will ensure efficient service delivery and provide opportunities for further collaboration. Similarly, planning activities in the Growth Management department with local and regional governments are vital for FCPT to effectively provide service in the community and identify funding opportunities and partnerships. FCPT should work closely to coordinate activities that are important to FCPT's funding, operations and services.

Within FCPT, it is recommended that staff and the administration continue efforts to retain existing employees, attract new employees, and expand staffing to properly address the expertise needed for an enhanced program of services, grant funding, and community partnerships recommended in Sections 8.0 and 9.0 in the latter part of this document.

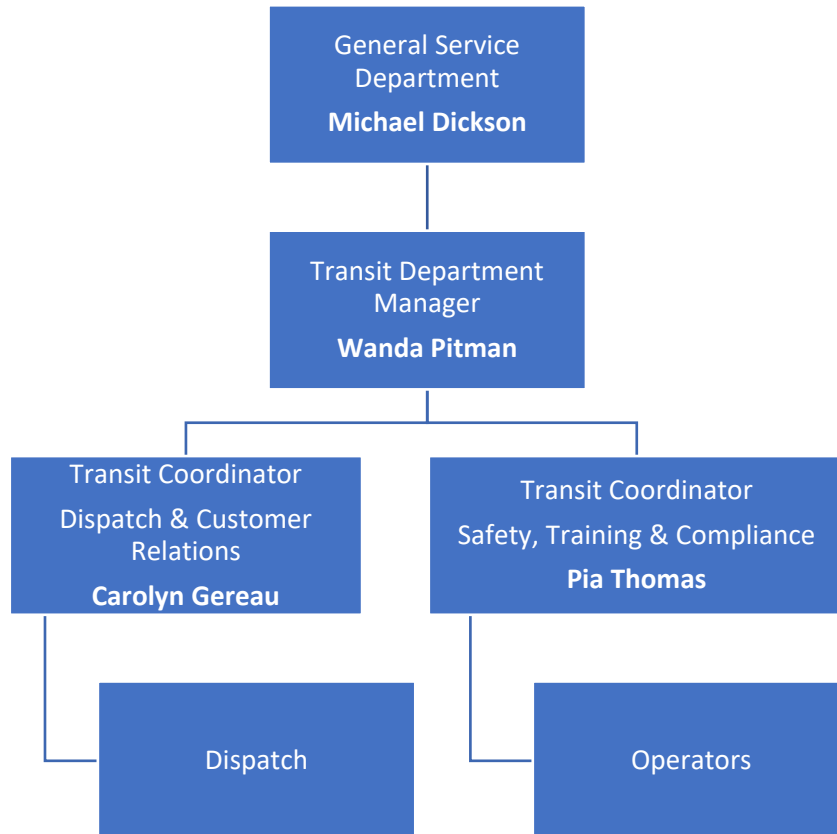


Figure 4-1. Flagler County Organizational Chart





**Figure 4-2. Transportation Department Organizational Chart**





## Technology

In order to maximize existing resources and provide effective fleet management, FCPT employs a limited amount of technology. The FCPT dispatch center consists of three staff members who perform duties of reservationists, customer service and road dispatchers. The dispatchers and operators communicate via two-way analog radios across the County owned 800-megahertz radio system. There are two dedicated radio channels to share vehicle location and itinerary updates via voice communications.

FCPT uses an automated demand response scheduling product from RouteMatch to record and schedule optimum vehicle trip patterns for its paratransit services. The reservation staff take calls from clients and enter the reservations into the RouteMatch system. In the future, FCPT will deploy a customer reservation system to allow customers to schedule trips with a browser or application. These improvements will free up reservation staff and shorten wait times for customers calling to make reservations. Currently, FCPT uses a notification system to contact customers the day before and immediately before of a scheduled trip. Using mobile phones customers are also informed of the expected arrival time of the scheduled service.

On-board systems that are part of the RouteMatch suite of solutions provide drivers with navigation and itineraries. Additionally, onboard GPS systems track vehicle locations, speed, dwell and travel time to improve service evaluation, safety monitoring and logistic support.

## Implications

To ensure the highest quality of service to its customers, FCPT must invest in technologies and the requisite trainings for its services. Leveraging on-board systems to develop performance metrics of on-time performance, customer service requests, scheduling metrics (wait time on phones, lead-time to reserve services) will be achievable with existing technology and data systems. The impact of these systems should be monitored and promoted through routine performance evaluations and marketing efforts to the public. Future systems that support the existing demand response services should be expandable to support on-demand and fixed route services should be similarly embraced and planned.

## Regional Coordination

At this time, the primary county-wide mechanism for coordination activities related to Flagler County Public Transportation (FCPT) is the Transportation Disadvantaged Local Coordinating Board (LCB) which is a subcommittee of the Northeast Florida Regional Planning Council (NEFRPC). The NEFRPC provides policy and planning support to the LCB. The Board's membership is comprised of representatives including but not limited to: The Florida Department of Transportation, the Department of Education, Elder Services, The Department of Children and Families, The Workforce Development Board of Flagler and Volusia Counties, and a user of the FCPT system. The LCB meets on a quarterly basis to discuss issues related to service quality, performance, budget, and funding opportunities as well as to consider input provided by members of the general public.

The River to Sea Transportation Planning Organization (TPO) provides coordination activities at the regional level for all of Volusia County and eastern Flagler County. The River to Sea TPO Board includes members from Flagler County, Beverly Beach, Bunnell, Flagler Beach and Palm Coast who represent their individual constituents and coordinate with other TPO Board representatives on the development of local and regional multi-modal transportation activities of mutual interest.

## Funding

Flagler County Public Transportation is eligible for state and federal funding to support its capital and operating needs. These funds can provide a larger portion of the revenue needed to support service improvements and modernization. Approximately 23% of the annual FCPT budget (FY 2022) is funded by local matching revenue, fares, and advertising. Providing improved services, with shorter reservation times, increased on-time performance and longer hours of service per day will require increased revenue for the services.

Further, future developments such as developing or supporting on-demand services and fixed route bus routes will require further investments in capital, operating costs and infrastructure. Preserving the existing services and planning for future services requires increased revenue sources.

## Implications

Perhaps the most significant issue surrounding Flagler County funding is securing state and federal grants to support the provision of improved and expanded demand response services. Currently, the grant mix and issues surrounding State and Federal grants are vital to FCPT. Increased funding from these sources provides opportunities for FCPT to improve the existing services with increases to service hours and improved on-time performance as well as shorter reservations periods. Flagler is currently eligible to receive state and federal grants to fund these improvements that the county is currently not leveraging. Further, state, and federal grant programs will support planning activities that include outreach with community, governmental, nonprofit and advocacy groups outreach. Future oriented services, such as on-demand and fixed route services, will require FCPT to become an Eligible Recipient for Federal Transit Administration (FTA) 5307 grant funding. In addition, updates to technology, facilities, maintenance capacity and bus stop inventory and programs, which can utilize 5307 capital funding, will be needed to implement such new services.

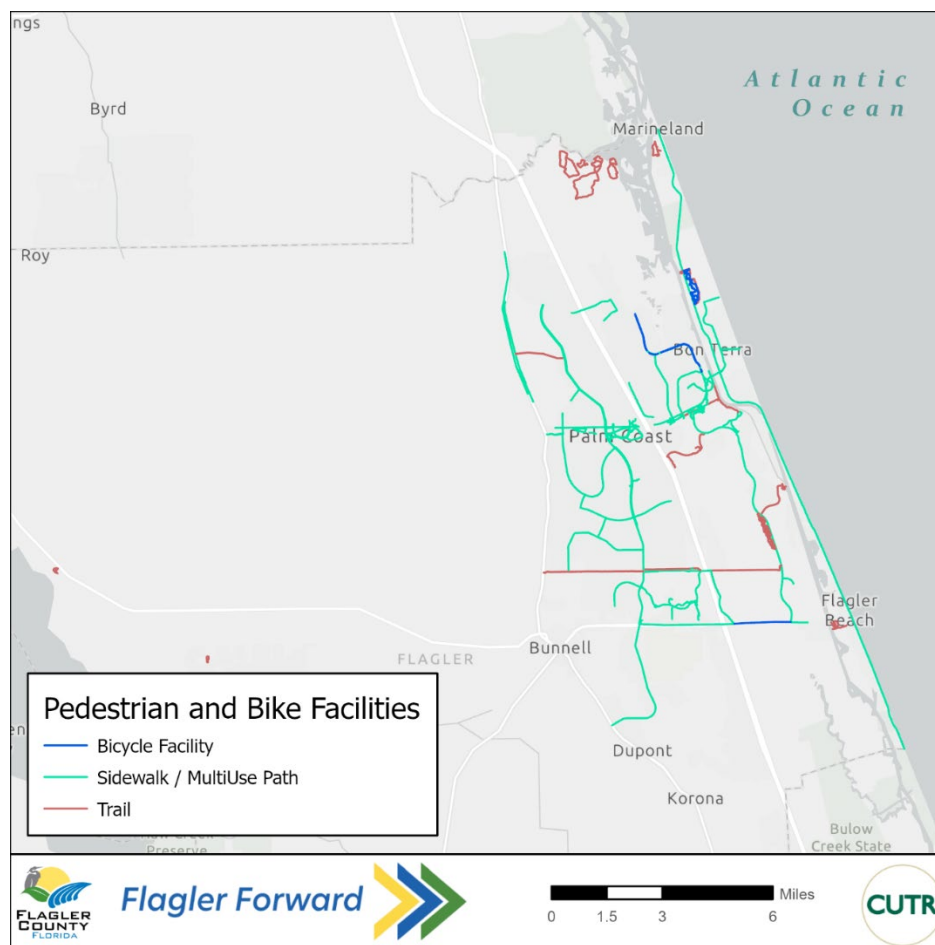
## Transit-Friendly Land Use and Urban Design Efforts

Public transportation systems tend to perform more efficiently and effectively when supported by a network of quality bicycle and pedestrian infrastructure. Unlike door-to-door demand response service, fixed route service often utilizes larger vehicles that may not allow for easy access due to roadway constraints. Transit supportive infrastructure such as sidewalks and bicycle paths enhance access from the passengers point of origin to fixed route bus stops. Many of the pedestrian facilities within the County are located within the City of Palm Coast (Map 4-6).

Palm Coast has also developed a Pedestrian and Bicycle Infrastructure Plan which is composed of existing and planned bicycle and pedestrian facilities in Palm Coast (Map 4-7). The plan is further supported by a more detailed analysis specific to the City of Palm Coast's recreation and parks analysis that outlines a vision that all residents will be afforded "equitable access" to recreation facilities including:

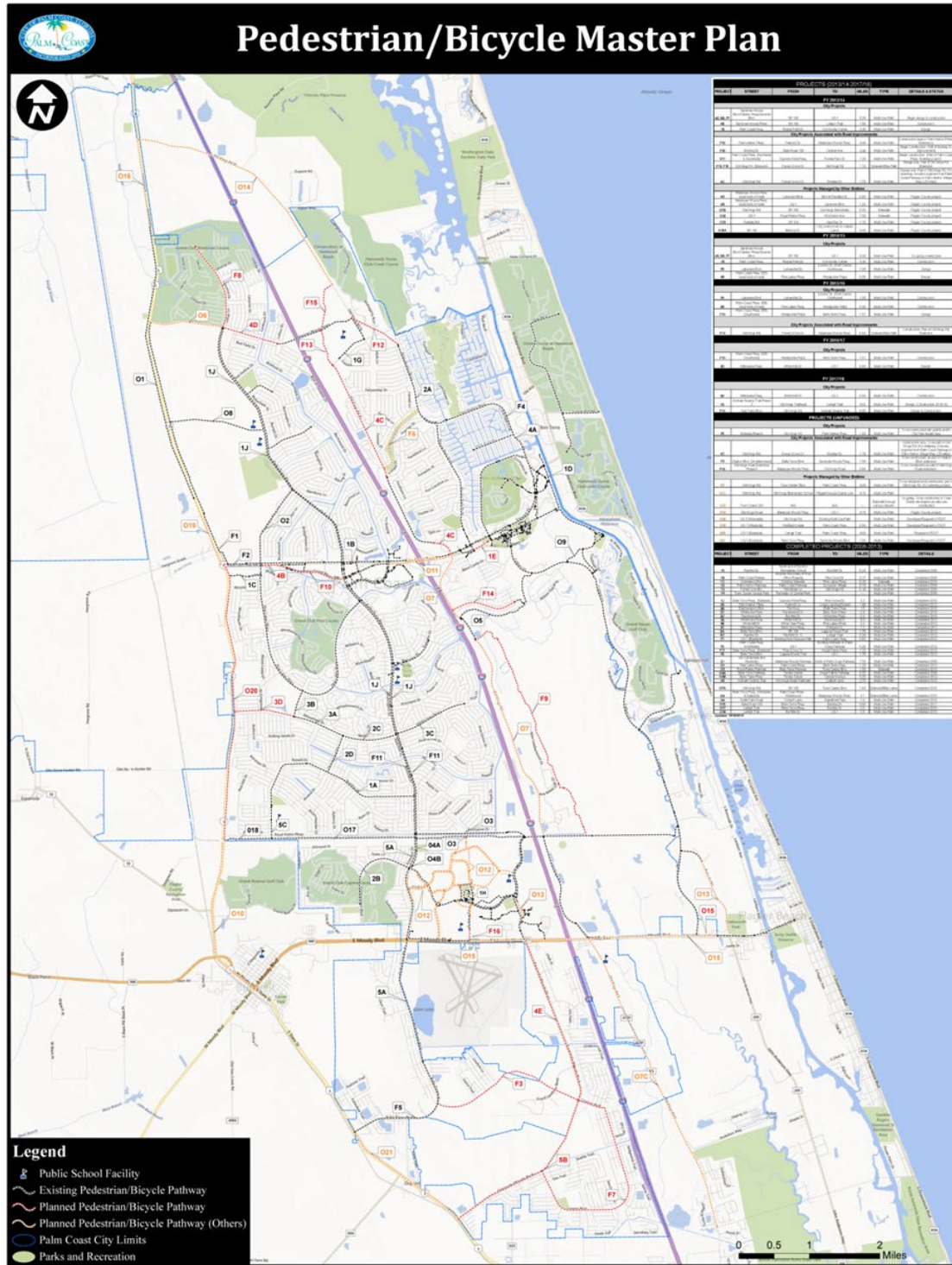
- "Walk-to" parks that are easily accessible to every resident;
- Equitably distributed system of sports complexes and other special use facilities;
- Community centers easily accessible to every resident;
- An interconnected network of boulevards, parkways, streets, greenways and trails designed as a community-wide system of linear parks; and
- Pedestrian, bicycle and transit access to every public park and open space.

**Map 4-6. Pedestrian and Bicycle Facilities**





Map 4-7. Pedestrian/Bicycle Master Plan



## Transit Safety and State of Good Repair

Since the passage of the 2016-2025 Flagler County Public Transportation (FCPT) TDP in 2015, the Federal Transit Administration (FTA) has added two planning and requirements that improve transit safety and state of good repair for agencies that utilize FTA funds:

1. Transit Asset Management (TAM) – rule that came into effect in October 2018
2. Public Transportation Agency Safety Plan (PTASP) – rule that came into effect on July 19, 2019

The following section describes how FCPT incorporates its TAM and PTASP activities into the management of its transit assets and programs.

### Transit Asset Management (TAM) Plan

Every transit agency in the United States is required to develop a Transit Asset Management (TAM) Plan if they own, operate, or manage federal capital assets used to provide public transportation that utilizes federal financial assistance under 49 U.S.C. Chapter 53 as a recipient or subrecipient. TAM is a Federal Transit Administration (FTA) business model developed to ensure that transit agencies continually review the condition of their capital assets in order to keep them in a State of Good Repair (SGR). TAM Plans became a requirement by the FTA in late-2018. At the time of this publication, TAM Plans cover a four-year planning horizon.

According to the FTA, a TAM Plan should address the following:

- Outline how people, processes, and tools come together to address asset management policy and goals
- Provide accountability and visibility for leveraging asset management practices; and
- Support planning, budgeting, and communications to internal and external stakeholders.

Flagler County Public Transportation (FCPT) recently adopted its first Transit Asset Management (TAM) Plan in 2021. FCPT is considered a Tier II public transportation provider by the FTA. As such, FCPT's TAM Plan considers the following elements:

1. **Asset Inventory Portfolio:** an inventory of the number and type of capital assets that includes rolling stock, facilities, and equipment.
2. **Asset Condition Assessment:** a condition assessment of those inventoried assets for which FCPT has direct ownership and capital responsibility.
3. **Decision Support Tools & Management Approach:** a description of the analytical procedures and decision-support tools that FCPT uses to estimate capital investment needs over time and develop its investment prioritization.

Although a TAM Plan has a four-year horizon for major updates, FCPT's updates its TAM Plan annually. Asset Performance and associated Targets are reviewed and updated every year and provide an accurate reflection of the most recent Age and Condition of each asset class. Annual Performance and

Targets for Assets are submitted annually to the River to Sea TPO for inclusion in the TIP. FCPT's most recent Asset Targets (2022) are shown in Figure 4-3.

**Figure 4-3. Most Recent FCPT TAM Asset Targets**

Asset Category Performance Measure	Asset Class	2022 Target	2023 Target	2024 Target	2025 Target	2026 Target
<b>Rolling Stock</b>						
Age - % of revenue vehicles within a particular asset class that have met or exceeded their Useful Life Benchmark (ULB)	Bus	0%	10%	10%	14%	31%
	Cutaway Bus	0%	0%	0%	0%	0%
<b>Equipment</b>						
Age - % of non-revenue vehicles within a particular asset class that have met or exceeded their Useful Life Benchmark (ULB)	Non Revenue/Service Automobile	100%	100%	100%	100%	100%
<b>Facilities</b>						
Condition - % of facilities with a condition rating below 3.0 on the FTA Transit Economic Requirements Model (TERM) Scale	Administration	0%	0%	0%	0%	0%
	Maintenance	0%	0%	0%	0%	0%

Source: River to Sea TPO Transportation Improvement Program FY 2022/23 to FY 2026/27, pg. 16.

FCPT's TAM Plan is a dynamic planning document that assists the agency in capital planning and bolsters inter-departmental coordination in Flagler County. It should be noted that the FCPT TAM Plan and process played an integral role in future sections of this TDP, including the Goals and Objectives (5.0), Alternatives Development & Evaluation (7.0), 10-Year Transit Plan (8.0), and Plan Coordination & Implementation (9.0).

## Safety Plans

Section 341.041, Florida Statutes (F.S.); Section 334.044(2), F.S.; and Section 341.061(2) (a), F.S., requires the establishment of minimum equipment and operational safety standards for all governmentally owned bus transit systems; privately owned or operated bus transit systems operating in this state which are financed wholly or partly by state funds; all bus transit systems created pursuant to Chapter 427, F.S.; and all privately owned or operated bus transit systems under contract with any of the aforementioned systems. Safety standards for bus transit systems are provided by Rule Chapter 14-90, Florida Administrative Code (F.A.C.), hereinafter referred to as Rule 14-90. Bus transit systems are required to develop, adopt, and comply with a System Safety Program Plan (SSPP), which meets or exceeds the established safety standards set forth in Rule 14-90.

FCPT adopted its most recent SSPP update in October of 2020. The SSPP complies with established safety standards set forth in Rule 14-90. The SSPP is intended to document all policies, functions,



responsibilities, etc. of FCPT, which are necessary to achieve a high degree of system safety, and applies to all areas of the transportation system, including procurement, administration, operations, maintenance, etc.

FCPT established the following goals for the system safety program:

- Achieve a high standard of system safety in all areas of the transportation system.
- Develop and implement a comprehensive, systematic, and coordinated program to identify, assess, and control all safety hazards.
- Develop and maintain a high level of safety awareness among all employees through pre-employment screening and systematic training and testing programs.
- Establish safety standards for contract service operators and ensure compliance.
- Ensure that system safety is integrated with daily operations through operational standards and procedures, vehicle maintenance, inspections, record keeping, audits, quality assurance and quality control.
- Ensure that all vehicles and equipment operated by the agency meet established safety standards.
- Maintain a formal process for event investigation, emergency preparedness and response, and handling security threats.
- Ensure a drug free workplace.
- Comply with all regulatory requirements.

FCPT management is responsible for maintaining a coordinated SSPP in order to identify and prevent unsafe acts and conditions that present a potential danger or threat to public safety. FCPT management has the responsibility for maintaining and implementing the SSPP and complying with the policies, procedures, and standards included in this document. In addition, FCPT, its employees, and contract service operators are charged with the responsibility of adhering to this SSPP. Any violation of safety and security practices is subject to appropriate administrative action. FCPT management is ultimately responsible for enforcing the SSPP and maintaining a safe and secure system. Lastly, FCPT will review the SSPP annually, update the document as necessary, and implement the changes within a timeframe that will allow the agency to timely submit the annual self-certification of compliance to the Florida Department of Transportation (FDOT).

The Public Transportation Agency Safety Plan (PTASP), which became effective on July 19, 2019 (49 C.F.R. Part 673), requires certain operators of public transportation systems that are recipients of Federal Transit Administration (FTA) grant funds to develop safety plans that include the process and procedures necessary for implementing Safety Management Systems (SMS). The rule applies to those agencies that receive FTA Section 5307 funds, but not to those who only received FTA Section 5310 and 5311 funding. In addition, small public transportation providers (an agency with 100 vehicles or less) may have their states draft a PTASP on their behalf. In either case, the agency is responsible for implementing the safety plan.

A PTASP should include the following components:

- An approval by the agency's Accountable Executive and Board of Directors;
- The designation of a Chief Safety Officer;

- The documented processes of the agency's SMS, including the agency's Safety Management Policy and processes for Safety Risk Management, Safety Assurance, and Safety Promotion;
- An employee reporting program.
- Performance targets based on safety performance measures established in FTA's National Public Transportation Safety Plan (NSP); and
- A process and timeline for conducting an annual review and update of the safety plan.

It is recommended that FCPT develop a PTASP that includes all of these components as well as integrates all components from SSPP so that both federal (49 C.F.R. Part 673) and state (14-90) guidelines are met. Once a PTASP is developed and adopted, it is important that FCPT report on and update annual performance targets within the plan. In addition, FCPT should share these updated PTASP targets annually with the River to Sea TPO for adoption and inclusion into the annual updates to the Transportation Improvement Program (TIP).

## 10-Year Transit Ridership Projections

For 10-Year transit ridership projections, please refer to Chapter 6.0 – Transit Demand Analysis for the 10-Year Transit Ridership Projection.

## Goals and Objectives

This section covers Flagler County's guiding vision, as well as the goals, objectives, and policies for public transportation during the next ten years. Goals and objectives are crucial components of any transportation plan because they steer policy toward achieving the community's vision.

Goals and Objectives Elements	TDP Rule Required	Best Practice	Page
Mission & Vision	<input checked="" type="checkbox"/>		5-124
Goals & Objectives	<input checked="" type="checkbox"/>		5-125
Guiding Principles/Strategies		<input checked="" type="checkbox"/>	5-125
Integrate Safety and State of Good Repair Targets		<input checked="" type="checkbox"/>	5-125 & 8-166
Provide Opportunities for FDOT, MPO, and RWB to Review and Comment	<input checked="" type="checkbox"/>		5-130

The goals, objectives, and policies given in this part were developed based on evaluations and assessments conducted in the situation appraisal including but not limited to factors external to Flagler County Public Transportation (FCPT): socioeconomic trends, existing transportation and land use plans and policies, travel behavior/patterns, community feedback, and regional coordination. In addition, internal factors critical to the agency were also incorporated and include: organizational structure, technology investments, safety/state of good repair, funding, and goals and objectives enacted in the previous TDP.

## Flagler County Vision

Flagler County Vision Statement is to provide a well-run, effective, and high-quality transportation service that supports economic development, community accessibility, and sustainability.

## Flagler County Mission

Provide safe, reliable, efficient, and courteous transit services to the community by maintaining a diverse workforce that inspires communication, integrity, excellence, cooperation, and a high standard of customer service through empowerment.

## Goals, Objectives, and Policy Assessment

<b>Goal 1 – Maintain and improve existing public transportation in Flagler County to meet the mobility needs of the community.</b>
<b>Objective:</b> Ensure that Flagler County Public Transportation delivers services in a safe, effective, and efficient manner.
<b>Guiding Principles/Strategies</b>
<p><b>1.01.</b> Conduct an operational/staffing analysis to ensure adequate levels of both to meet the public transportation needs of the county.</p>
<p><b>1.02.</b> Provide preventive maintenance and efficient operation of vehicles (including lifts and accessible equipment).</p>
<p><b>1.03.</b> Establish a program to itemize and prioritize capital improvement needs that address system maintenance, vehicle replacement and expansion to include costs and financial strategies.</p>
<p><b>1.04.</b> Continue to use resources such as the Florida statewide transit vehicle procurement contract to select the options and detailed specifications to purchase service vehicles at a pre-negotiated cost.</p>
<p><b>1.05.</b> Develop a Safety Management System (SMS) that includes an updated System Safety Program Plan (SSPP) every two years and a new Public Transportation Agency Safety Plan (PTASP) once a full FTA Designated Recipient.</p>
<p><b>1.06.</b> Seek out and continue the delivery of training and professional development opportunities for transportation personnel, resulting in high quality service delivery and system management.</p>
<p><b>1.07.</b> Continue to implement established technologies that have been proven to enhance customer information, improve fleet management and communications and provide data for performance monitoring.</p>
<p><b>1.08.</b> Continue to monitor system performance standards with an emphasis on meeting or exceeding the mean of paratransit peer systems.</p>
<p><b>1.09.</b> Establish and continue to monitor annual financial performance measures</p>
<p><b>1.10.</b> Establish a public transportation oversight committee made up of local governmental technical staff to meet as frequently as monthly, to ensure a balanced perspective on service delivery.</p>

Goal 2 – Actively participate in municipal, county, and regional planning activities.
<p><b>Objective:</b> Ensure that Flagler County Public Transportation advocates for the County’s mobility needs, provides input, and is involved in local and regional policy decisions that impact the safety, accessibility, availability, and types of public transportation in the county.</p>
Guiding Principles/Strategies
<p><b>2.01</b> Coordinate with all municipalities within Flagler County, FDOT, River to Sea TPO, St. Johns, Volusia, and Duval County through active participation in planning events and meetings, committees, and boards.</p>
<p><b>2.02</b> Use the regional transportation planning process as a means to incorporate public transportation projects into funding programs.</p>
<p><b>2.03</b> Maximize TPO involvement; receive transportation/transit funds and program projects into a Transportation Improvement Program for the County.</p>
<p><b>2.04</b> Support revisions to land development codes to reflect those Comprehensive Plan changes that support smart growth.</p>
<p><b>2.05</b> Continue to support development of a robust system of sidewalks, trails, bike lanes and pathways that interconnect activity centers and neighborhoods to provide access to alternative transportation options.</p>
<p><b>2.06</b> Flagler County shall continue to monitor its transportation system and the Concurrency Management Program to ensure adequate transportation system capacity prior to issuance of development orders to include potential transit, pedestrian, and bikeway enhancements.</p>

## Goal 3 – Develop and pursue new public transportation options for the county as it continues to grow over the next 10 years.

**Objective:** Ensure that Flagler County Public Transportation continues to monitor conditions in the county and will be prepared to provide additional public transportation services to meet future mobility needs.

### Guiding Principles/Strategies

**3.01** Assess changing demographic and socioeconomic characteristics every 12 to 24 months and develop/tailor public transportation services to adapt to those conditions and meet evolving mobility needs.

**3.02** Consider public transportation alternatives (fixed route/deviated route bus services, paratransit services, rideshare, and vanpools) as demand requires, that are consistent with the mobility needs identified in this plan to reduce the rate of growth in traffic congestion.

**3.03** Identify corridors in the county where new public transportation alternatives would be feasible in the next 5 – 10 years.

**3.04** Analyze and develop new mobility services with an emphasis on serving the top education, training, and job access destinations of residents.

**3.05** Promote public transportation alternatives that lower the overall cost per trip burden generally experienced through demand response transit service.

**3.06** In the future, Flagler County will participate in the Florida Department of Transportation District 5 Commuter Assistance Program to improve highway congestion and air quality.

Goal 4 – Secure adequate funding from available local, state, and federal sources.
<p><b>Objective:</b> Ensure that Flagler County Public Transportation receives all eligible funding to support the provision of current and future public transportation services.</p>
Guiding Principles/Strategies
<p><b>4.01</b> Identify, secure, and maximize Federal funding sources such as FTA 5307 &amp; 5311 funds (and utilize FTA’s Transit Award Management System, TrAMS) to fund public transportation services and related planning activities.</p>
<p><b>4.02</b> Identify, secure, and maximize FDOT State Block Grant funds, Service Development funds, and any other appropriate state funding source to fund public transportation services and related planning activities.</p>
<p><b>4.03</b> Identify, maintain, and increase funding from local sources for the provision of public transportation services.</p>
<p><b>4.04</b> Seek public/private partnership opportunities to help provide public transportation services where it may be otherwise difficult to do so.</p>
<p><b>4.05</b> Conduct a fare analysis and establish a target level of fare revenue.</p>
<p><b>4.06</b> Develop an explicit service and capital improvement program defining use of local funding sources and financing techniques.</p>
<p><b>4.07</b> Maintain a legislative funding priority program to seek state and federal funding partnerships.</p>

## Goal 5 – Educate the community about the benefits of public transportation and solicit support for transit initiatives through enhanced and targeted outreach activities.

**Objective:** Ensure that Flagler County residents and stakeholders have increased awareness about public transportation and how current and future services can help improve congestion, mobility, and livability in the county.

### Guiding Principles/Strategies

**5.01** Continue to create opportunities for public involvement through actively soliciting input from citizens, community groups, and other stakeholder groups in the planning and implementation of public transportation services.

**5.02** Continue to update the Communication Program, including a stock PowerPoint presentation and educational materials such as brochures and pamphlets, as well as online materials and social media, to inform existing and potential customers about the benefits of public transportation and the characteristics of the existing services in the county.

**5.03** Develop initiatives to reach out to transit’s highest-use markets: senior citizens, youth, and low-income residents.

**5.04** Partner with the TPO and its Bicycle/Pedestrian Advisory Committee to include public transportation in bicycle/pedestrian safety outreach, possibly including presentations/event participation in schools about bicycle/pedestrian safety and public transportation in general.

**5.05** In outreach activities, share information about economic and environmental benefits of public transportation and demonstrate that well-planned and operated public transportation services are an asset and amenity in the community.

**5.06** Update local public transportation design standards and include them in a resource to provide to local governments, development agencies, and the business development community.

**5.07** Develop and implement a travel training program specific to target markets including senior citizens, customers with disabilities, and youth.

**5.08** With the launch of any new service initiatives, develop an outreach program that includes public opportunity to brand and theme the services.

## Tracking and Monitoring

Flagler County will provide the goals and objectives to its stakeholders, community partners including local governments, community leaders and organizations. Further, outreach activities developed by the County, will highlight the goals and objectives to ensure activities are aligned with the goals and objectives. The FCPT will post the goals and objectives on the FCTP website to underscore the importance of the principals and commitments designated under the Goals and Objectives of the TDP.



A Performance Monitoring Tool will be utilized on an annual basis by FCPT to report on the progress of the Goals, Objectives and Measures (Targets) developed in this TDP.

## Development Review of Goals, Objectives, and Measures

The Flagler Forward Review Team, which included members from Flagler County, FDOT, TPO, RWB, and the LCB, were provided the opportunity to comment on the development of draft and final Goals and Objectives as part of the Public Involvement Plan (PIP) process.

## Transit Demand Assessment

This section summarizes the demand and mobility needs assessment for Flagler County. The demand assessment techniques used are summarized, followed by the results of each analysis used to assess demand for transit services.

Transit Demand Assessment	TDP Rule Required	Best Practice	Page
Discretionary Markets		<input checked="" type="checkbox"/>	6-131
Traditional Markets		<input checked="" type="checkbox"/>	6-133
Travel / Service Markets		<input checked="" type="checkbox"/>	6-140
Ridership Projections (T-BEST Forecasts)	<input checked="" type="checkbox"/>		6-141

## Transit Demand

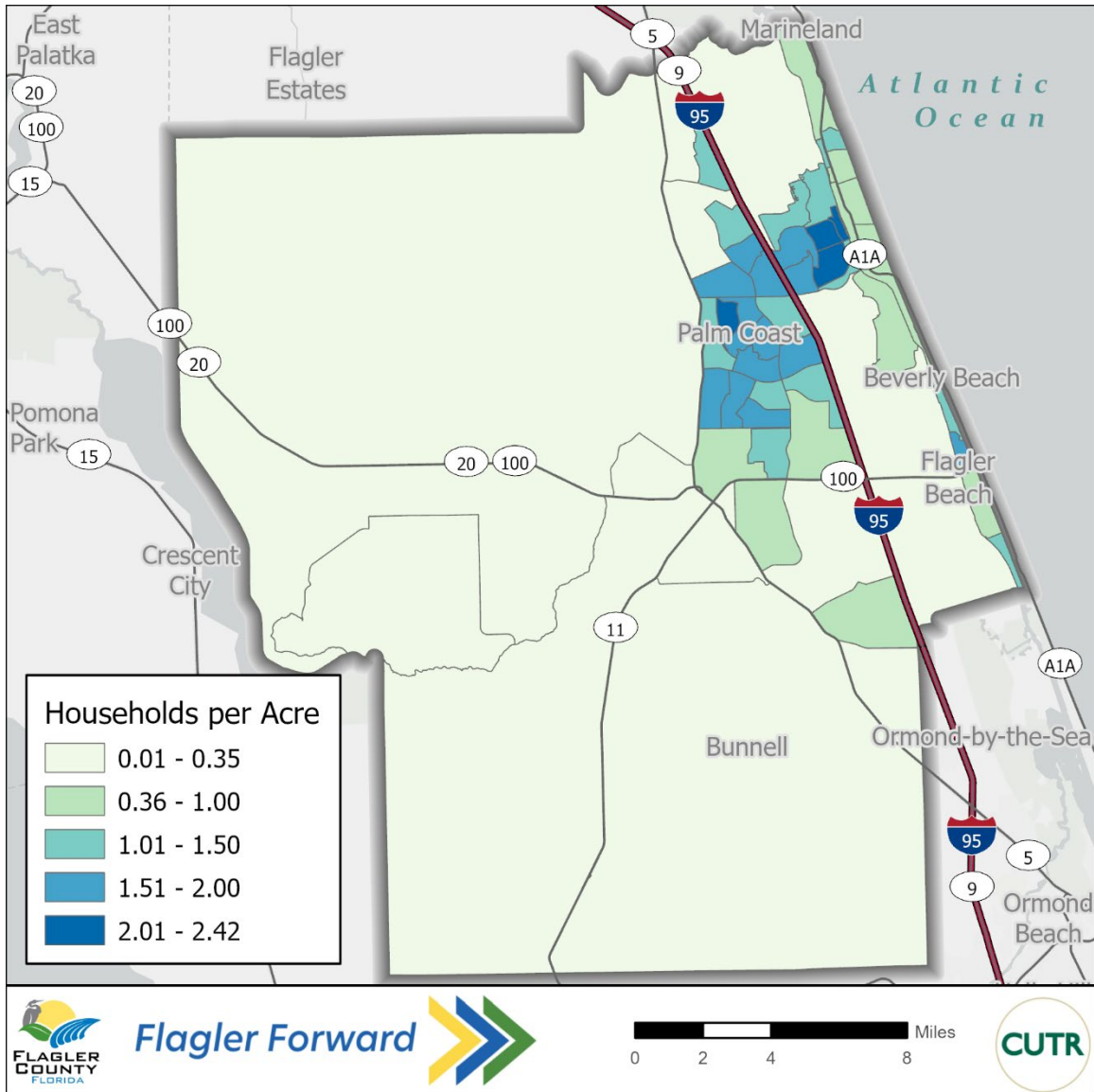
Demand for public transit is affected by economic conditions, geographic location, and characteristics of the operating environment. Areas with higher poverty rates, older populations and limited resources (such as zero car households) generate greater demand for public transportation services. Additionally, areas with higher numbers and density of jobs and population can support public transportation services.

Transit demand is best assessed by analyzing the looking at the following characteristics of any geographic area: availability of private vehicles, age, employment, population density, poverty rates, and existing transit service patterns. These characteristics are categorized into two groups, discretionary transit markets and transit-dependent markets.

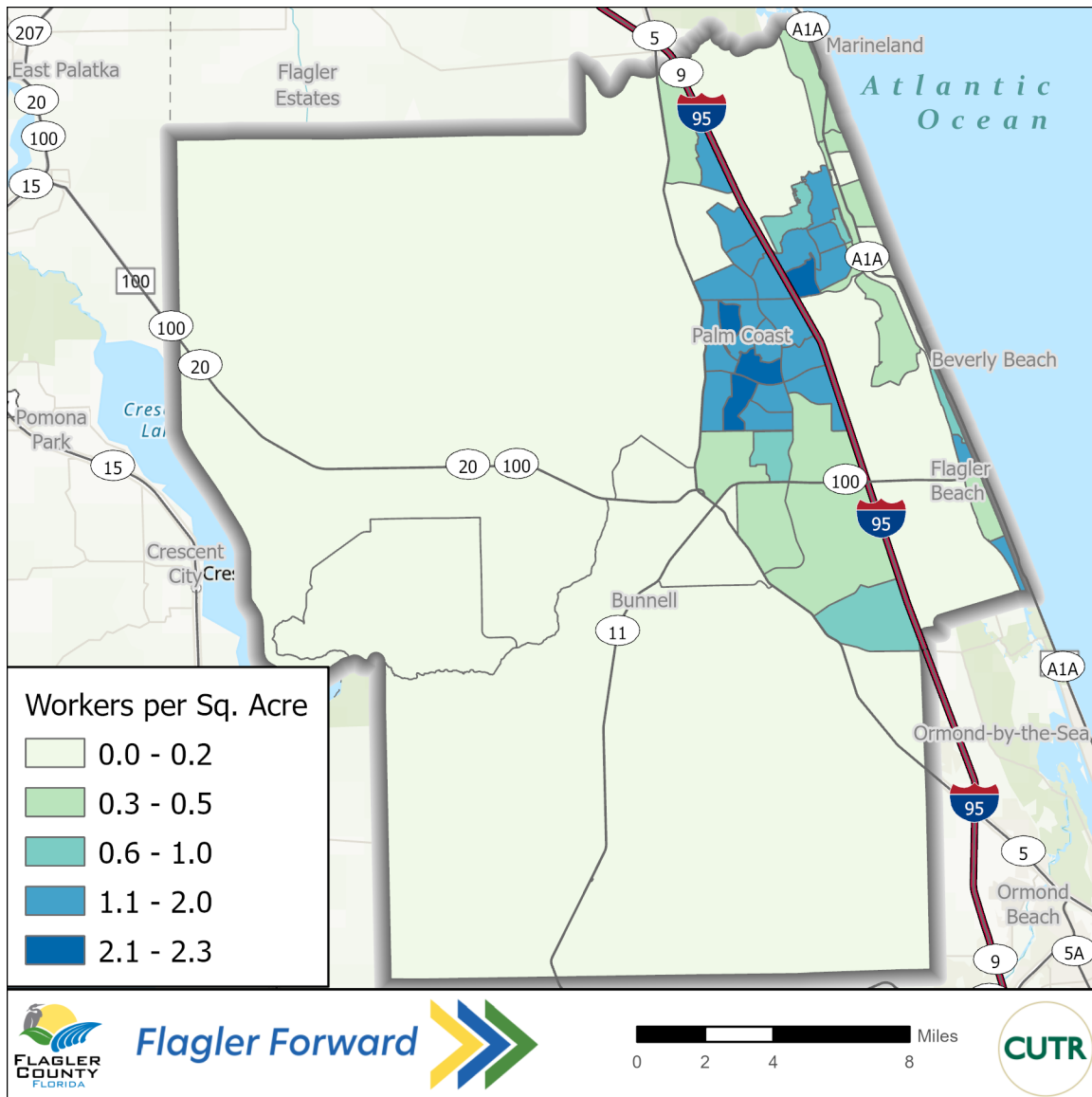
### Discretionary Transit Markets

A discretionary transit market refers to potential transit riders that may live in higher density areas and opt to utilize transit even if there are other transportation alternatives available in a given household. Areas with higher density of jobs or residents are characteristic of a potential discretionary transit market. The Transit Capacity and Quality of Service Manual 3<sup>rd</sup> edition indicates that 4 jobs per acre and 4.5 households per acre are minimum supportive thresholds for hourly transit service. Map 6-1 shows the households per acre by each census blockgroup. It is important to note, there is not a single blockgroup with a housing density that exceeds the minimum transit supportive threshold. Map 6-2 similarly highlights how not a single blockgroup contains half the necessary density to support public transit service.

Map 6-1. Households per Acre



Map 6-2. Workers Per Acre



## Traditional Transit Markets

Traditional transit markets are represented by areas with higher populations of persons with fewer personal transportation options and therefore potentially more dependent on public transportation services. These markets are characterized by factors such as age, income, or lack of car ownership. This section examines each segment of the population with higher propensity for public transportation use based on these factors. The traditional transit market is composed of older adults, youth that are too young to utilize public transportation and households living below the poverty line and those households that have no vehicles.

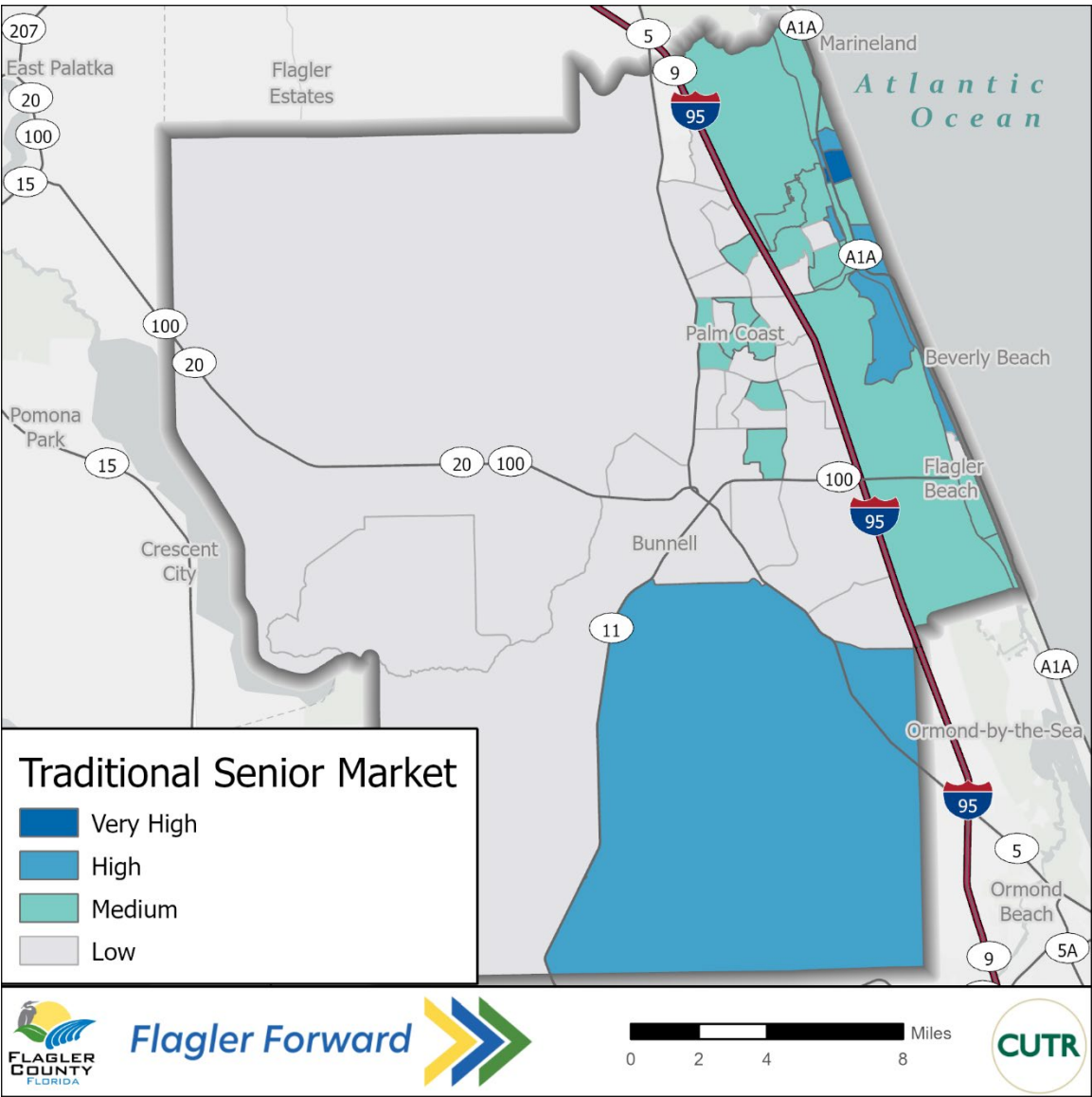
A ranking index was developed to identify areas with higher proportions of the traditional market segments. Using data from the 2019 American Community Survey (ACS), published by the U.S. Census, block groups are identified using geographic information systems (GIS). Each block group is categorized based on the following data:

- Percentage of population age 60 and older
- Percentage of the population between the ages of 10-15
- Percentage of the population living below the poverty line
- Percentage of households with no vehicles available

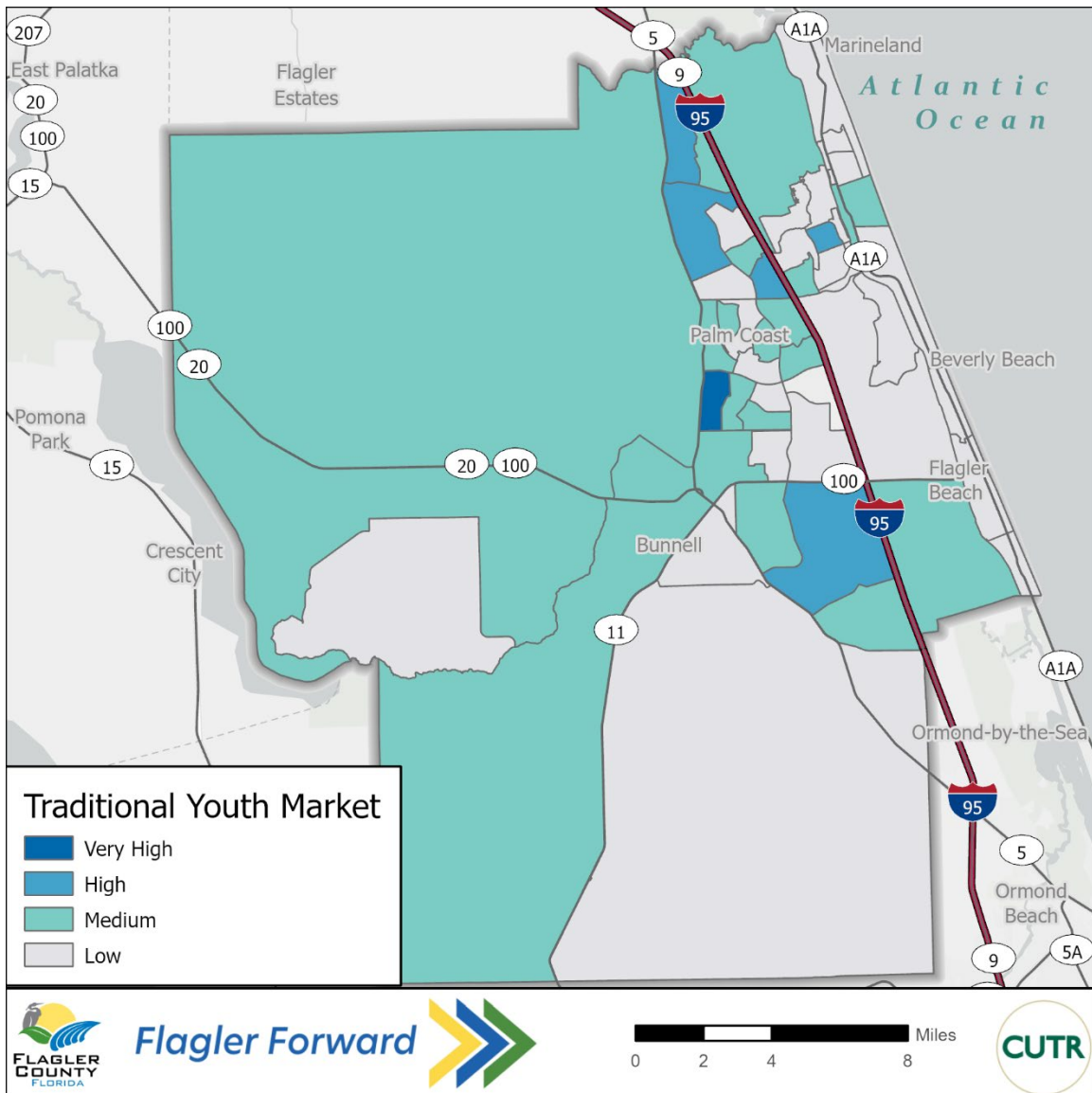
The block groups are ranked and identified based on the data within each block group. The groupings represent the difference from the average blockgroup in the county. Block groups identified as “Very High” are in the 98<sup>th</sup> percentile compared to other county block groups. “High” block groups are between the 84<sup>th</sup> and 98<sup>th</sup> percentile and “Medium” block groups are between the 50<sup>th</sup> percentile and the 84<sup>th</sup> percentile. Each segment of the population and their corresponding category are mapped below. A final combination of each segment is also mapped (see Map 6-8) to identify locations that have multiple areas with high percentage of the combined factors (seniors, youth, low income, zero car households) of traditional transit markets.

For Flagler County, the Senior Markets (Map 6-3), Youth Markets (Map 6-4), and Low-Income Markets (Map 6-5) are shown on the next few pages. These factors are combined (see Map 6-7) so one is able to ascertain the blockgroups/areas of Flagler County that exhibit the highest level of traditional transit market demand.

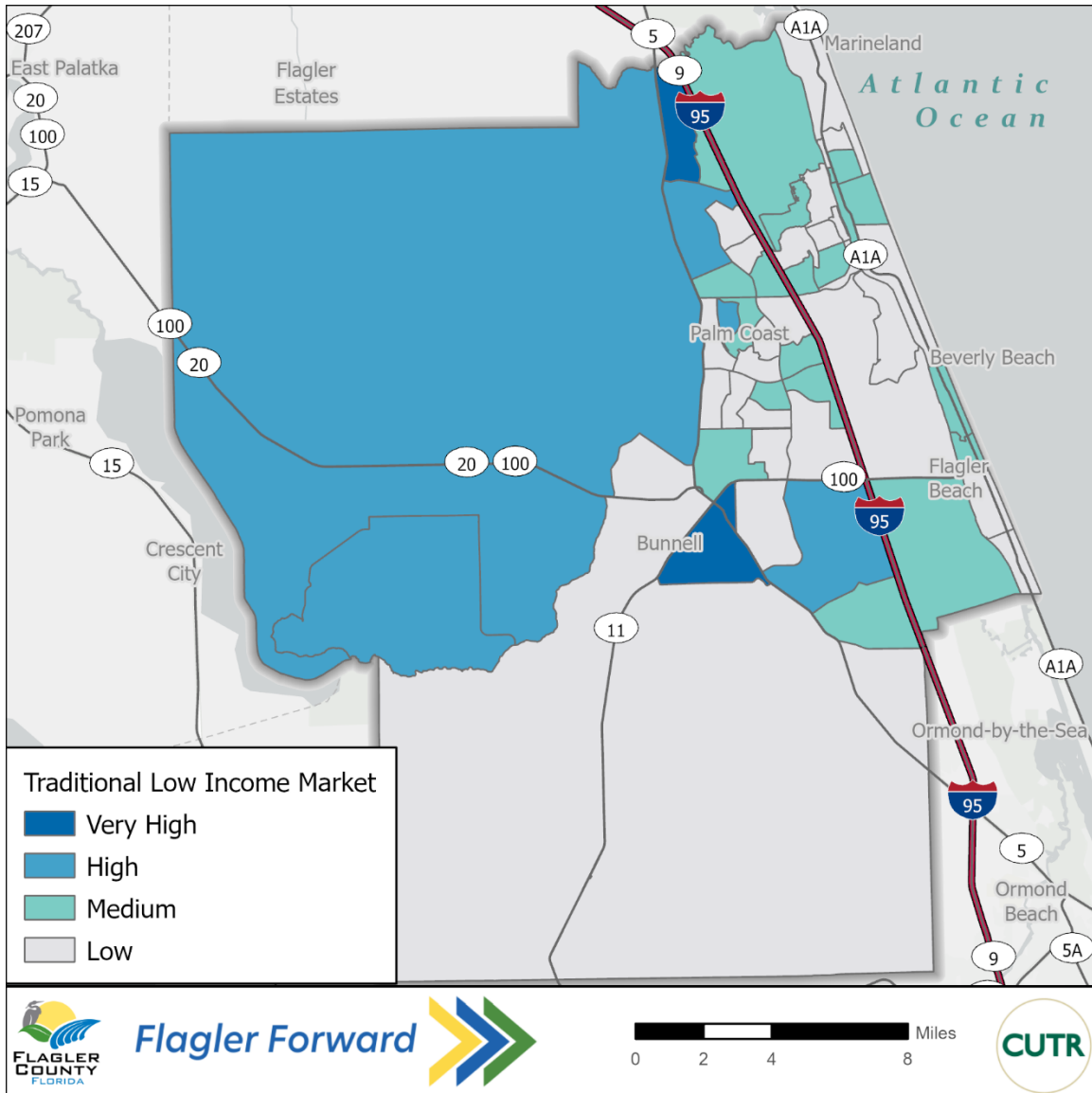
Map 6-3. Traditional Senior Market



**Map 6-4. Traditional Youth Market (Ages 10-15)**

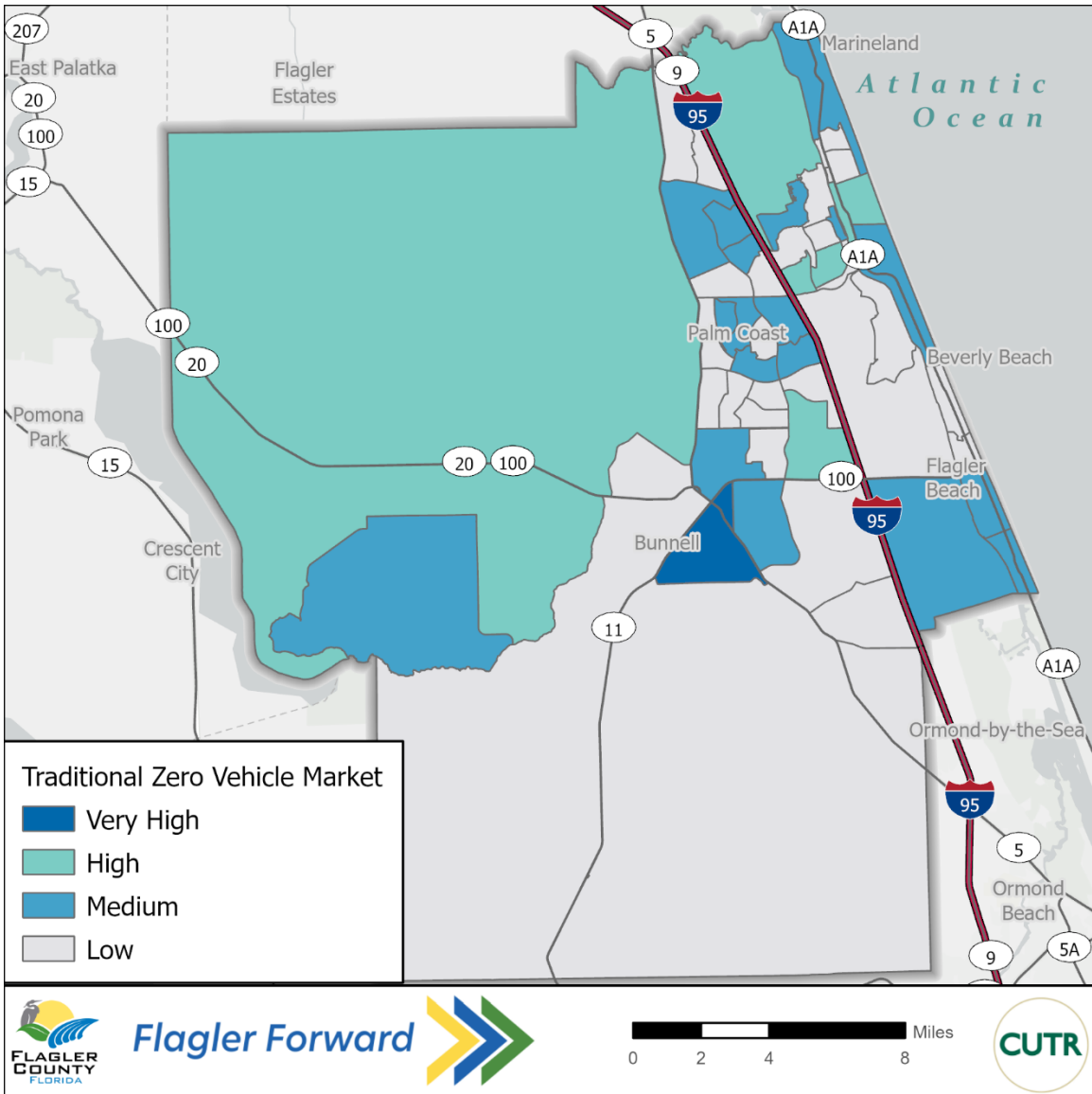


Map 6-5. Traditional Low-Income Market

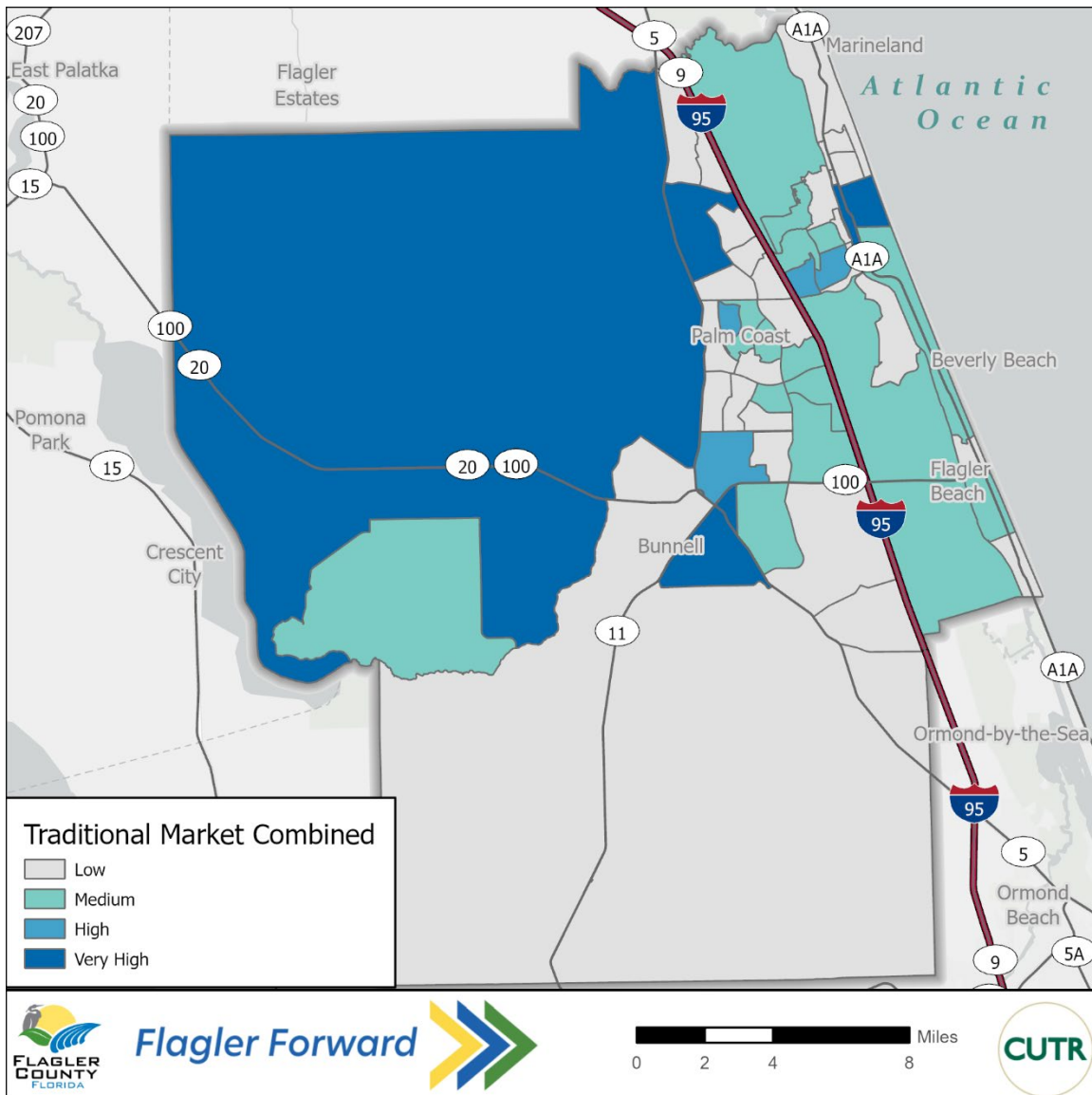




Map 6-6. Traditional Zero Vehicle Households Market



**Map 6-7. Traditional Transit Markets Factors Combined**



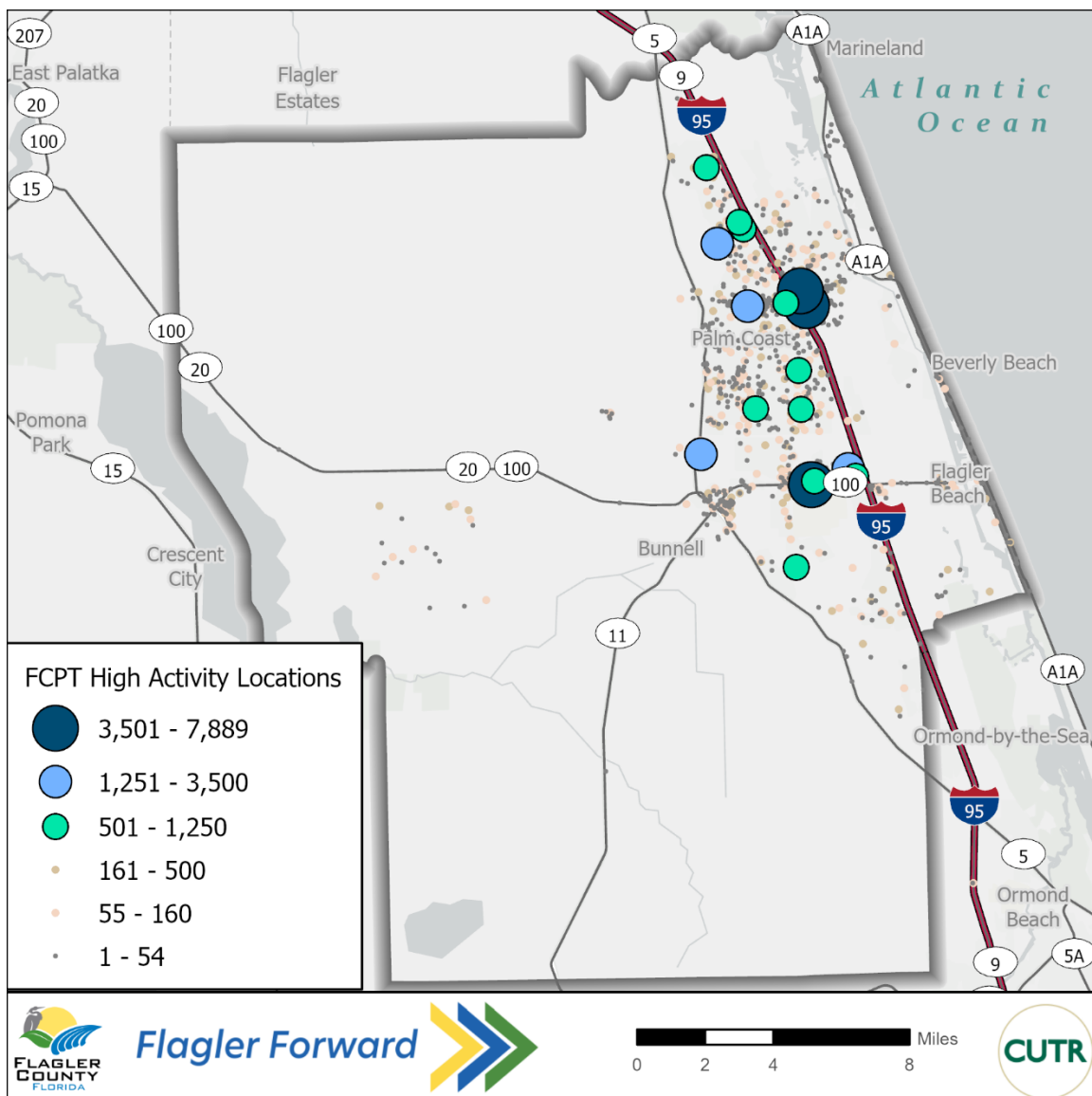
## *Traditional Market Summary*

The combined analysis of the traditional transit markets (see Map 6-7) highlights the pockets within Flagler County with populations that experience mobility constraints. In some instances, the blockgroups that may have higher demand for transit usage are large rural areas, that have percentages of the traditional transit market demographics, but do not constitute large segments of the total population. Nevertheless, the areas with the highest cross section of traditional transit markets may have the most critical needs. The block group which covers much of the small downtown of the City of Bunnell has a higher market score due to income limitations in the community.

## Flagler County Service Demand

The existing service demand is reflected in the current service patterns. An analysis of origins and destinations from the on-board technology and reservation system of FCPT's current services reveals the high activity areas within the county. Due to the impact of Covid-19 on ridership patterns and overall travel demand, a complete year of data was used for the analysis. Map 6-8 illustrates the activity pattern for FCPT. The highest activity areas are located in Palm Coast and east of the town center of Bunnell near the regional hospital.

**Map 6-8. FCPT High Activity Areas**



Using the findings of the trip origin and destination analysis, trip origin clusters show the highest activity areas County's public transit service. The highest trip origins were listed in Table 6-1, and these locations should continue to serve as areas of focus for transit services improvements in Flagler County.

**Table 6-1. Top Service Activity Locations**

Address	Number of Trips (13 months)	Destination
5400 E Moody Blvd	7,889	Flagler Technical College
13 Kingswood Dr	6,335	DaVita Palm Coast Dialysis
24 Old Kings Rd N	4,924	Mandeville Life Skills
5505 Belle Terre Pkwy	3,415	Indian Trails Middle School
2200 N State St	2,350	Wickline - Nutrition/Social Services
57 Town Ct Rd	1,678	DaVita Preserve Pointe Dialysis
515 Palm Coast Pkwy SW	1,606	Dialysis Care Center-Palm Coast
100 Magnolia Trace Blvd	1,233	Grand Villa of Palm Coast

## Service Demand Summary

The service demand assessment was an important element of assessing demand for transit services in Flagler County. The analysis results showed where most trips were made. The analysis illustrated that medical services at the hospital and enriching activities clustered in two cities—Bunnell and Palm Coast—would benefit from better connections between them. Combined with the population's dispersed housing pattern and the built environment, more flexible alternatives to traditional fixed route services could be more appropriate for Flagler County's current service market.

## TBEST Ridership Forecasts

A key component of compliant Transit Development Plan (TDP) is to complete a ridership forecast that provides accurate estimates of how existing and/or new (proposed) transit services may perform. The FDOT requires that TDP's include ridership estimates from acceptable modeling and forecasting applications. The Transit Boardings Estimation and Simulation Tool (TBEST) is an FDOT-approved application that provides forecasts and ridership estimates for fixed route service. It should be noted that TBEST only provides ridership estimates for fixed route service. Consequently, projections in this section reflect the ridership potential for proposed fixed route services.

The ridership forecasts for fixed route services were prepared for the Flagler Forward plan using TBEST model. The proposed routes that follow are configured based on demographic conditions, existing ridership of the demand response and targeted activity areas within the County. TBEST provides ridership forecasts to simulate travel demand for each route based on service characteristics, land-use, employment and population data. TBEST provides ridership estimates for near-term forecasts as well as longer term predictions based on growth and development assumptions.

TBEST's forecasts consider connectivity between routes, time and distance between stops and vehicle arrivals and demand variations based on time-of-day travel patterns. The forecasts will integrate

transfers from other routes that are synchronized as well as the impacts of service frequencies. Using the following data inputs and assumptions ridership projections, TBEST produced a summary of ridership for the fixed route alternatives that are being considered for Flagler County.

## Model Inputs and Limitations

In order for the TBEST model to accurately reflect conditions in Flagler County, certain data input assumptions must be made. Demographic data, parcel level activity estimations and transit network characteristics are the critical inputs into the TBEST model. Each of these data elements utilize the most up to date data to forecast the ridership levels for the routes and system.

The demographic data is based on data from the U.S. Census bureau. The American Community Survey (ACS) is a data product produced by the U.S. Census that provides population characteristics estimates. TBEST imported the 2019 ACS Five-Year estimates (2014-2019). Further, using data from the Florida Department of Revenue, TBEST uses parcel-level land use data to generate activity levels based on parcel characteristics. Employment data are estimated using data from Dun and Bradstreet and joined with U.S. Census block level geography. Consequently, the TBEST model is able to leverage the smallest geographic units available for each of the datasets, to produce high quality estimations at the bus stop level.

## TBEST Model Limitations

TBEST provides a meaningful tool for transit agencies to forecast transit demand on fixed route services. There are many factors that impact transit demand, which can result in over or underestimated forecasts. Nonetheless, TBEST provides an illustration of route-level productivity comparisons to existing services and works best when there are existing ridership data to validate the model. FCPT does not operate fixed route services, so the forecasts are not validated. Although the estimates offer less precise projections with the lack of existing and comparable services, this factor does not diminish the comparative value of the routes being considered in the 10-year plan to existing and other service models.

## Ridership Forecast

Using the inputs from the above-mentioned sources, the TBEST base year 2022 model was developed. TBEST will use the base model to determine the ridership forecasts for the TDP planning year (2022) and the horizon year (2031). These estimates reflect the service utilization for the current base year, they do not account for changes made over the course of the 5-year implementation period or the 10-year planning period. Overall, the model results do not show significant ridership growth over the 10-year planning period. Table 6-2 shows the forecasted weekly ridership totals for the two proposed routes.

The ridership totals provide an opportunity for FCPT to control service costs through a fixed route system. Demand response costs are considerably higher than fixed route services. The lower ridership totals can produce savings for the system to be used in other areas of the system.

**Table 6-2. TBEST Ridership Forecasts**

Service/Route	Forecasted Weekly Ridership: 2022	Forecasted Weekly Ridership: 2031	Absolute Change: 2022–2031	Average Annual Growth Rate: 2022–2031
<b>Flagler Beach - Bunnell Connector</b>	200	285	85	4.25%
<b>Bunnell - Palm Coast Connector</b>	293	370	77	2.63%

The average weekly ridership for each of the routes is a small percentage of the total ridership. The existing FCPT provides approximately 1,300 trips per week, however, the lower operating costs of fixed route service may help off-set the high costs of the demand response service.

## Demand Response Ridership Estimates

FCPT's past ridership performance provides an additional glimpse of the projected ridership levels on the existing demand response service. As detailed in the performance evaluation section, FCPT ridership (passenger trips) has declined 5% between 2016 and 2019 while the county's service area density has increased by 11%. FCPT should be experiencing ridership increases in the coming years. As the county emerges from the post COVID-19 period, there are several factors that might suppress the ridership totals, most prominently the likelihood of sustained and increased usage of telemedicine services. However, the adoption of such practices may be muted due to the comfort with technology, the adoption rate among elderly populations, and the medical necessity of the elder population to have more in-person medical services. Consequently, with the increasing population, aging of the county's population and the return to normal travel patterns during the post COVID-19 period, FCPT can expect a ridership increase to over 110,000 annually.

## Summary of Demand Analysis

The demand for the current FCPT paratransit service can only be expected to grow in the coming years. Increasing costs related to the expected increase in demand can be lowered through a variety of approaches, including on-demand partnerships for non-ambulatory trips, establishing fixed route bus routes and by leveraging existing and new (to FCPT) federal and state funding programs. The fixed-route bus routes can reduce costs if developed in for targeted service areas. Moving trips from the demand response service can produce considerable cost savings. Targeting areas between the cities of Flagler Beach and Bunnell can provide access to employment, education and shopping opportunities. Further, the Palm Coast community is increasingly growing and major, retail, healthcare and employment opportunities are closely located and can similarly be served by fixed routes. Both areas are major destinations for current riders of the FCPT system and providing more cost-efficient alternatives can help FCPT improve service quality and expand services offered.

## Alternatives Development & Evaluation

This section provides the alternatives for the development, improvement, and expansion of the FCPT system over the next 10 years. The needs were developed based on information gathered as part of the baseline data assessment, public outreach efforts, peer/trend analysis, situational

Alternatives Development and Evaluation Elements	TDP Rule Required	Best Practice	Page
10-Year TDP Alternatives	<input checked="" type="checkbox"/>		7-144
FDOT/RWB/MPO Review	<input checked="" type="checkbox"/>		7-144
Public Outreach/Feedback		<input checked="" type="checkbox"/>	7-144
Alternatives Evaluation	<input checked="" type="checkbox"/>		7-154

appraisal, and transit demand analysis. Also notable, the needs developed as part of this assessment were developed without consideration for financial constraints in order to fully identify what the public and community leaders identified as important. A prioritized list of improvements will be developed and is therefore used to develop the 10-Year Transit Plan (see next Chapter).

### 10-Year TDP Alternatives

Consideration of future transit improvements was a key part of the Flagler Forward process. This section lists and evaluates possible transit improvements and represents what might be achieved in the next 10 years given abundant funding and no constraints. The alternatives reflect the mobility needs of the community and are based on feedback gathered during the following activities:

1. Public Workshops, Outreach Activities and Stakeholder Interviews – During the pandemic, public outreach and workshops were restricted to online activities. Nevertheless, the broad adoption of online communications and targeted outreach activities and social media campaigns conducted through the Flagler Forward public involvement plan, substantive input on mobility needs were obtained.
2. Transit Surveys – On-board surveys obtained input from the current users of the FCPT services. Input on satisfaction, mobility needs and comfort with communication technologies, provided insights for the recommended alternatives.
3. TPO Board, LCB and Project Review Advisory Committees – The public involvement process for the Flagler Forward plan included multiple presentations with planning advisory committee to assess their vision of mobility needs in the community and the potential future direction of transit services in the county. These insights and input were considered in the development of the Flagler Forward service alternatives.
4. Transit Market Assessment – The current transit markets within Flagler were examined to best identify the population segments and location of markets for public transportation services.

The identified service improvements were prioritized based on the input and evaluations gathered throughout the Flagler Forward planning process, which are the basis for the recommendations and the 10-year implementation and financial plan. As Flagler County continues to grow, and if the demand for transit follows that same overall growth, the transit agency will have a list of prioritized service improvements from which to select and implement improvements as funding becomes available.



Public and political opinion underscore the alternative options for FCPT. Separate outreach activities asked for stated preferences for types of service. Continuously, existing users and the general public survey indicated a strong interest in scheduled fixed route services. The current land use design, and the political aversion of public investments are counter to the sentiment found in the survey results. However, there was a broad sentiment that the future of Flagler County should include fixed route services.

Further, many current transit service users indicated the support of expanding service hours, days of service and improved service levels. Notably, many users expressed preference to provide shorter scheduling lead-time and on-demand and same day scheduling. Combined, these factors help shape the alternatives suited for Flagler County and the public sentiment of these services.

## Service Improvements

FCPT must prioritize service improvements due to limited funding. Improvements that directly enhance the existing service and have an impact on the customer's experience are given the highest priority. Service quality goals guide the recommended improvements and include:

- Improved on-time performance,
- Improved service reliability with shortened reservation times
- Reducing unmet trip requests
- Increasing mobility options by service expansion
- Improved information navigating and scheduling services

Combined with community and stakeholder feedback and fiscal constraints related to service enhancements the following service changes will be deployed through a multiple phased process. The primary phase will focus on short-term improvements to the existing services with longer-term improvements moved to activities within the 10-year TDP cycle but will require greater time and investments to carry out.

## Short-Term Improvements

In the near term, FCPT must work to improve its service quality by increasing the availability of services and improving service delivery. The short-term improvements described in this section require immediate action and implementation.

### *Expansion of Hours*

To further assist FCPT customers that may require early morning and early evening services for employment schedules and medical appointments, FCPT will extend the service hours in a day. These services are very critical for dialysis customers and workers that operate outside of the traditional 9 AM – 5 PM schedule. FCPT has provided early morning service in the past under the Florida Commission for the Transportation Disadvantaged (CTD) Innovation Service Development (ISD) grant program. The cessation of the ISD grant program has led to funding concerns with continued operation of this service. However, the demand for such service continues to be acute and lifesaving. Extending the hours of service will require more funds to support the increased costs.



## *Expanding Days of Service*

Currently FCPT provides service 6 days a week, Monday through Saturday. However, the service on Saturday is limited with only a portion of the vehicles utilized. Initial service expansion will extend the Saturday service with more vehicles operated on the Saturday service. Sunday service will follow during a second phase of service expansions. Extending weekend service provides FCPT customers access to employment opportunities and life enriching activities like social gatherings and faith-oriented activities. Similarly, service expansion can be supported by existing federal and state grant funds that are not currently being utilized.

## *Modernize and Update Scheduling & Reservation System*

Currently, the existing customers must schedule services two weeks ahead and at times up to three weeks. The long lead time creates a less reliable service for customers especially when transportation needs arise with less than two weeks of notice. Urgent medical appointments, social activities and shopping activities are difficult to coordinate around long reservation times. Further, long lead times results in greater trip cancellations and reduced service demand, driving down ridership. FCPT's current system provides a modular set of customer centered improvements, including on-line reservations, mobile notifications of arrivals and scheduling software than can improve the reservation experience. Further, the availability of on-line reservations frees up existing reservationists and customer service representatives to address pressing needs. The updated system will improve customer experiences and have a positive impact on ridership.

## *Fleet Expansion*

To ensure FCPT can provide the expansion of services and meet the increasing demand for trips from the aging community and a service that will become more reliable, FCPT should expand its fleet. The current fleet consists of 33 vehicles and the service expansion will require up to 10 additional vehicles.

## *Long-Term Improvements*

A second phase of improvements, requiring greater investments and increased staffing, introduce more service options for FCPT customers. The longer-term improvements should develop through a series of smaller and incremental changes that introduce new service options to the county. There are many factors that influence the types of service models; evolving service delivery options, current land use design and leveraging grant programs not currently utilized to maximum levels. Further, for the Flagler community, new services should be introduced with pilot programs initially to help gauge the community's response and provide FCPT and opportunity to make short term commitments that have long term implications. Pilot programs are an effective method of testing and introducing service models that provide greater service and improved accessibility.

## *Same-Day Service*

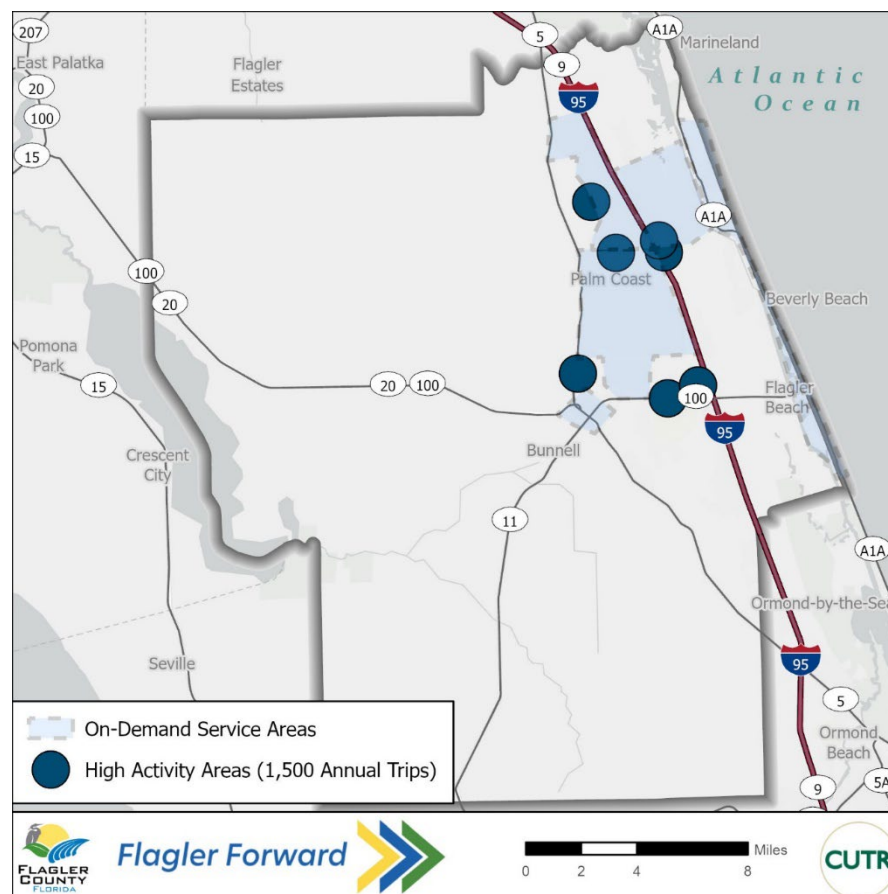
FCPT should work to leverage scheduling and real-time information to offer same day service. These are trips provided on the same day it is requested. This service can be offered through a mobile application only and can target high activity service areas and targeted trip types. Flagler may choose to provide the

service in house, with existing fleet and dispatch or may choose to outsource the activity with partnerships and agreements with private service providers.

## *On-Demand Service*

The on-demand service looks for FCPT to explore options that are conducive to less urbanized areas and locations that are less accommodating to traditional public transportation alternatives. FCPT, engaging with vendors and service providers of on-demand services, should create a piloted partnership to provide on-demand services. Targeted areas with high current ridership are ideal for these services with limited destinations highlight of the service characteristics to curtail out of control costs and ensure those that need the service most are eligible to access the services. The targeted areas for service are composed of high service destinations and home locations of the current customer pool. Map 7-1 below shows the current high service destinations with over 1,500 trips, and the zones to offer the on-demand service. It is important to note that the pilot should have a performance monitoring and community engagement component to best evaluate this option.

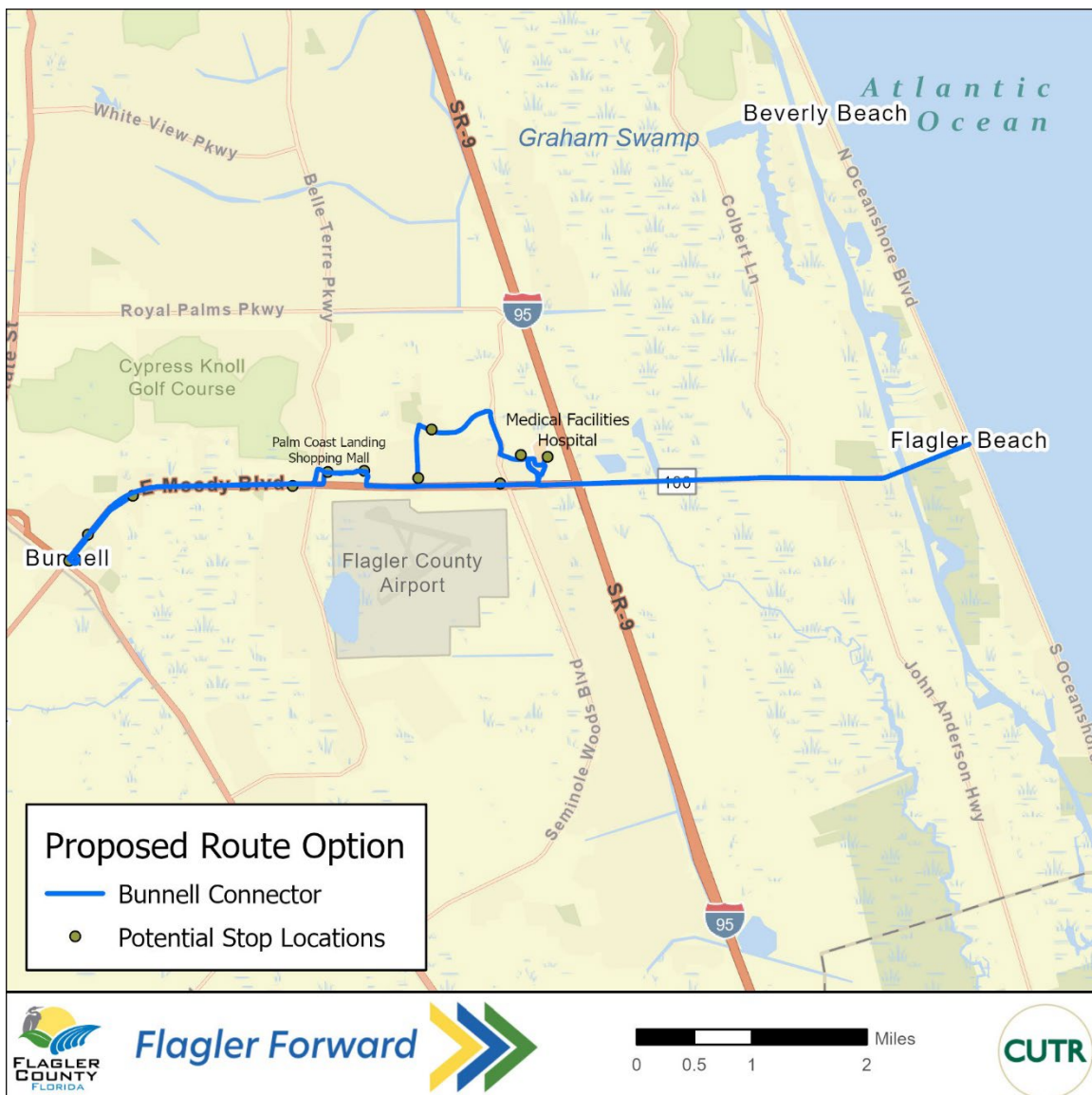
**Map 7-1 Targeted On-Demand Service Areas**



## Fixed Route Bus Service

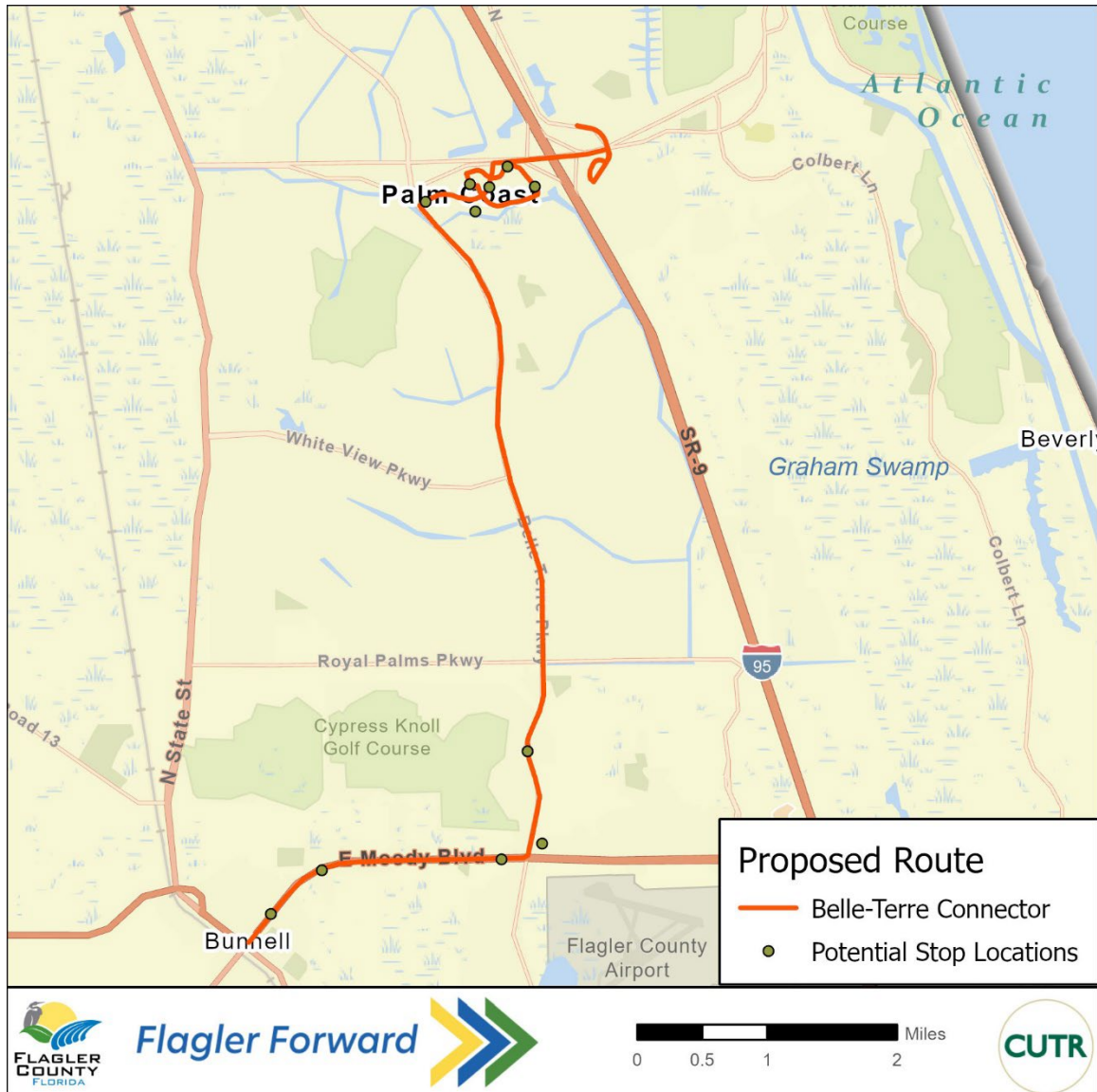
Feedback from existing riders and the public indicated strong support for fixed route bus service. Implementing such services requires significant investment to accommodate new vehicles and training for maintenance and vehicle operators. However, the initial steps can be taken with the existing fleet of vehicles on narrowly focused corridors and activity areas. Operating fixed route service in targeted service areas with the existing fleet is feasible. Two routes, portions of which were identified in the initial TDP provide a template of fixed route service that can initially operate as a pilot program with the existing fleet of vehicles. Map 7-2 below shows an initial conceptual “Blue” route that connects activity areas that can serve work and medical trips along the Moody Blvd Corridor while serving the hospital, commercial activity areas and portions of the City of Bunnell and Flagler Beach.

**Map 7-2 Proposed Route 1 "Blue Route"**



A second “Red” route connects the Moody Corridor, and the City of Bunnell with the Palm Coast commercial area to the north including the dialysis area to the east of I-95. Map 7-3 illustrates the route pattern, traveling north along Belle Terre Pkwy to commercial, retail and medical activity areas in Palm Coast. Both routes can operate as initial pilot programs with the existing fleet.

**Map 7-3 Proposed Route 2 “Red Route”**



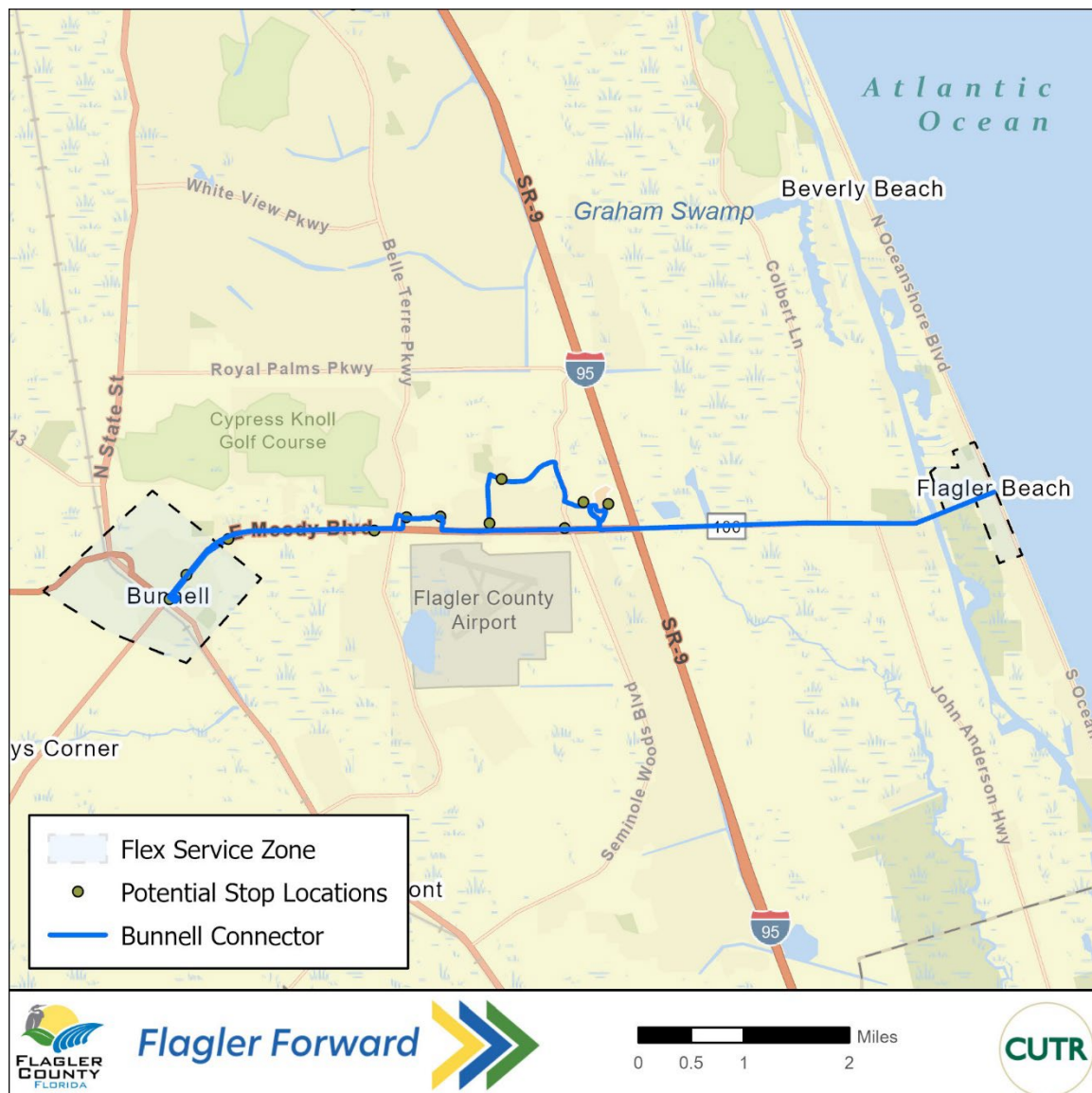
## *Deviated Flex-Routes*

The deviated flex-route is like a fixed route service, operating with a schedule of service with distinct arrival and departure times. However, the deviated flex-route provides opportunities for the bus to deviate from the main line of the route alignment into neighborhoods or zones along the route’s corridor. The first option is to build upon the fixed route design while allowing the bus to deviate to pick up customers in zones. Map 7-4 depicts a potential route and zone for a deviated flex-route. This route



expands on the Blue Route but allows for the bus to operate in Bunnell town center and the adjacent housing. This route and zone, seeks to connect high activity areas which contain higher rates of poverty and low wage workers with job opportunities along the Moody corridor as well as vital shopping and medical facilities. Using ridership data from the previous 13 months, the flex zone accounted for over 4,000 trips ends and nearly 10,000 trips ends (origin or destinations) within ¼ mile of route alignment. It is recommended that FCPT initially deploy this service as a pilot to best assess its feasibility without developing a longer-term commitment.

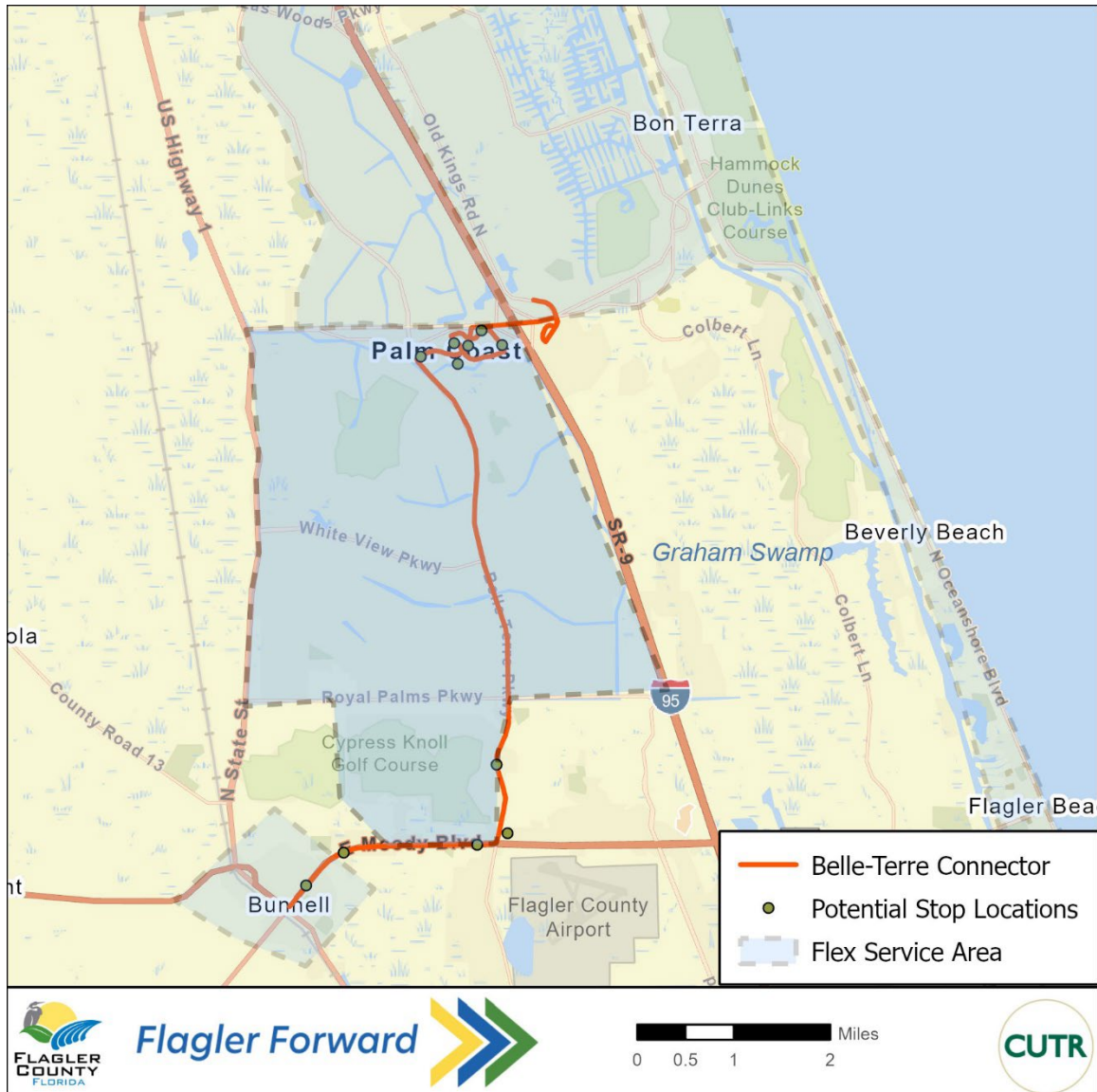
**Map 7-4 Proposed Deviated Flex-Route 1**



The second deviated route, similarly, builds upon the “Red Route” alignment to serve the residential pockets along the Belle-Terre Parkway. This route deviation will present greater challenges for FCPT to implement due to the circuitous nature of the neighborhoods along the Belle-Terre Parkway. Demand

for the service and the number of acceptable deviations should be closely considered to maintain service quality. Map 7-5 below highlights the areas and the alignment of the route. The proposed flex areas may be implemented in stages to best control costs given the expansive service areas of the flex zones.

**Map 7-5 Proposed Deviated Flex Route 2**



## Planning and Policy

FCPT must play a role in the decisions that impact the delivery and performance of public transportation services. Attending and contributing to the local and regional planning activities ensures that FCPT's goals, objectives and perspective are considered. FCPT staff, in coordination with other County led planning initiatives, must advocate for and demonstrate the value of public transportation and the impact of planning decisions on the operation and performance of the public transportation system.

FCPT must utilize funds from the federal, state, regional and local governments to ensure FCPT's needs are integrated into the planning decisions. Utilizing funds from the federal 5307 urbanized area grant program, the FDOT transit block grants and planning funds from the TPO can all be utilized to support these activities.

In addition, it is recommended that FCPT develop a PTASP that includes components so that both federal (49 C.F.R. Part 673) and state (14-90) guidelines and requirements are met. Once a PTASP is developed and adopted, it is important that FCPT report on and update annual performance targets within the plan. In addition, FCPT should share these updated PTASP targets annually with the River to Sea TPO for adoption and inclusion into the annual updates of the Transportation Improvement Program (TIP) and the FDOT Work Program (WP).

## Marketing and Outreach

The survey and outreach activities revealed community and stakeholder awareness of the program. It is crucial for FCPT to be engaged with stakeholders, community organizations, senior services and local governments. FCPT staff should coordinate outreach activities with local and regional planning agencies and community groups. FCPT must raise its profile in the community in order to demonstrate its value, identify partnerships and increase ridership.

## Organization

FCPT's service model will be changing with the increasing demand for more and improved service. FCPT must adjust its organization to best meet the demands of the evolving service models. These demands are acute on the heels of the global pandemic, an ever-evolving workplace including the expansion of the "gig" economy. Coupled with demographic shifts, challenges related to worker shortages, upskilling existing workers and developing career advancement pathways are critical to attracting and retaining workers. FCPT must streamline its processes and seek to reorganize its management structure to best capitalize on these changes.

## Staffing Needs

There are several widespread trends within the public transportation field that will add to the difficulty of meeting the growing needs of the Flagler community. The aging demographics and the post-covid period have shown significant impact on staffing shortages. These are highlighted with the shortage of bus operators. FCPT's current fleet may not be impacted due to the size of the vehicles it operates do not require commercial driver's licenses (CDL). Nevertheless, the emerging gig (e.g. uber, amazon delivery, DoorDash) economy provides a greater flexibility at comparable pay. Flagler must evaluate the current pay scale for positions and adopt practices that reduce employee turnover and attract new employees to the FCPT team. Flagler must work to leverage all available state and federal grant programs to address the increasing costs related to staffing shortages and increased service delivery.

Additional staff should be hired to conduct planning and outreach activities, performance monitoring, marketing, grant management and compliance for FCPT to operate optimally. FCPT should also target new staff that can manage mobility management activities, which include trip management, outreach and service coordination. Specific positions to fill include:

- Capital & Logistics Manager/Planner
- Grant Management /Compliance
- Safety/Training Officer
- Trainer/Outreach Coordinator

## Capital Needs

### *Fleet Investments*

The potential capital improvement needs are designed to support the growth and expansion of the FCPT services. Fleet expansions and maintenance are a vital part of the programmatic recommendations. To provide more hours and days of service will require the FCPT fleet to expand to properly meet the increasing services.

### *Fleet Electrification*

Electrification of the FCPT fleet is a programmatic goal of the FCPT management. The availability of grants to support such transitions underscore the opportunity for FCPT to properly complete this transition. FCPT must commission a fleet electrification plan to strategize and prepare for the transition and to be eligible for targeted federal grants.

### *Bus Stop Infrastructure Program*

With the adoption of fixed route and flexible zone routes, Flagler County should establish a bus stop infrastructure program to systematically install stops, benches, shelters, bicycle facilities and other amenities to provide high quality services. This will involve planned and studies investments for locating and install the required infrastructure.

### *Infrastructure Investments*

Additional capital improvements identified are considerably larger and require more time to prepare. The first is to establish a new maintenance/operations facility. The facility is needed to modernize the maintenance services and establish FCPT only maintenance and training facilities. Currently, the maintenance facilities are part of the County's fleet maintenance and repair. FCPT, to properly prepare to apply to grant programs, must develop a capital improvement plan that includes site evaluations and requirements.

## Alternatives Summary

FCPT's current service must expand and evolve to address the expanding transportation needs of the county residents, businesses, and visitors. Its primary focus should be to target service quality improvements to its existing customers. Increased access, shorter scheduling times, and decreased pickup and wait times characterize improved service quality. FCPT should continue with a series of escalating service and capital improvements to provide a stepped approach for FCPT to achieve its overall goals.



## Alternatives Evaluation

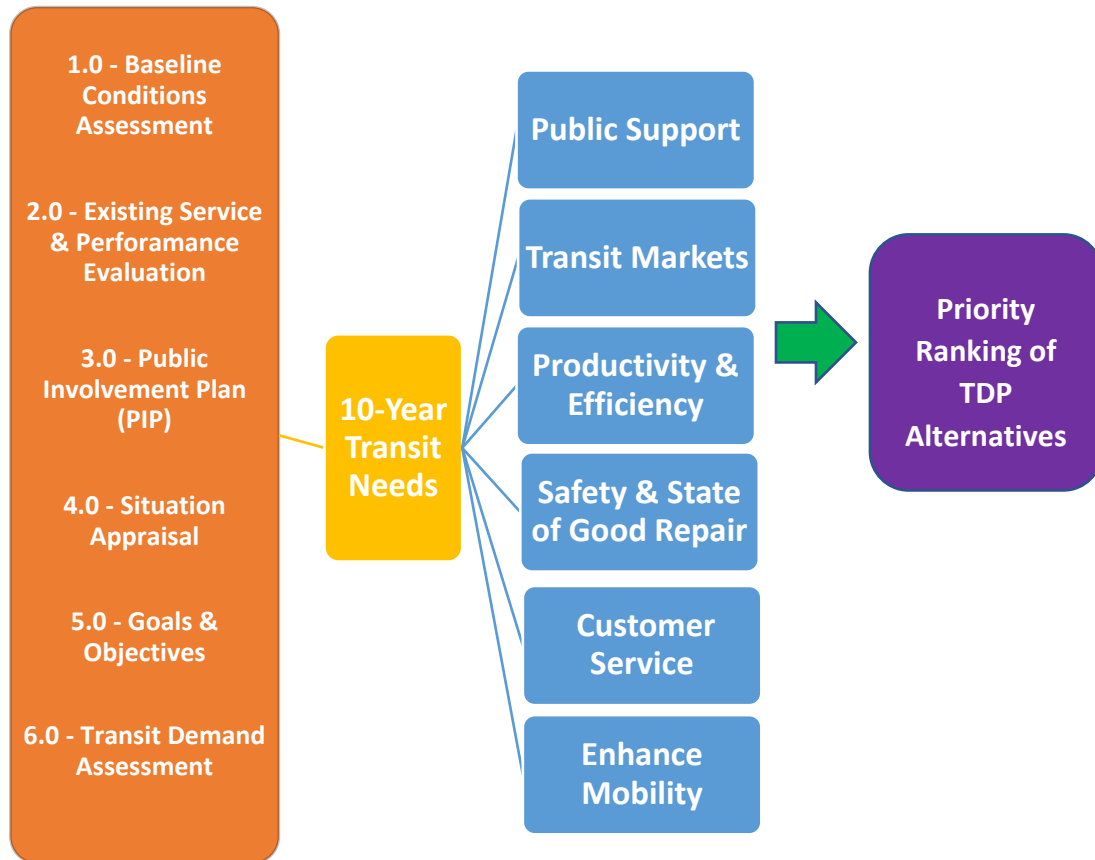
This section presents the evaluation process that was used to identify the 10-Year TDP Alternatives. The main goal of an Alternatives Evaluation process is to pull together the findings from the previous components of the TDP and formulate them into a set of unconstrained transit needs that can be prioritized based on both qualitative and quantitative criteria.

As highlighted earlier in this section, the basis for developing a concise list of transit operational, capital, and policy needs (10-Year Alternatives) was based on summarizing the key findings from the previous sections of this TDP:

- 1.0 – Baseline Conditions Assessment
- 2.0 – Existing Service & Performance Evaluation
- 3.0 – Public Involvement
- 4.0 – Situation Appraisal
- 5.0 – Goals & Objectives
- 6.0 – Transit Demand Assessment

In addition, a series of Evaluation Criteria were adopted to accurately reflect findings identified in previous Sections of the TDP and their importance in assisting in the development of a final set of Alternatives (see Figure 7-1).

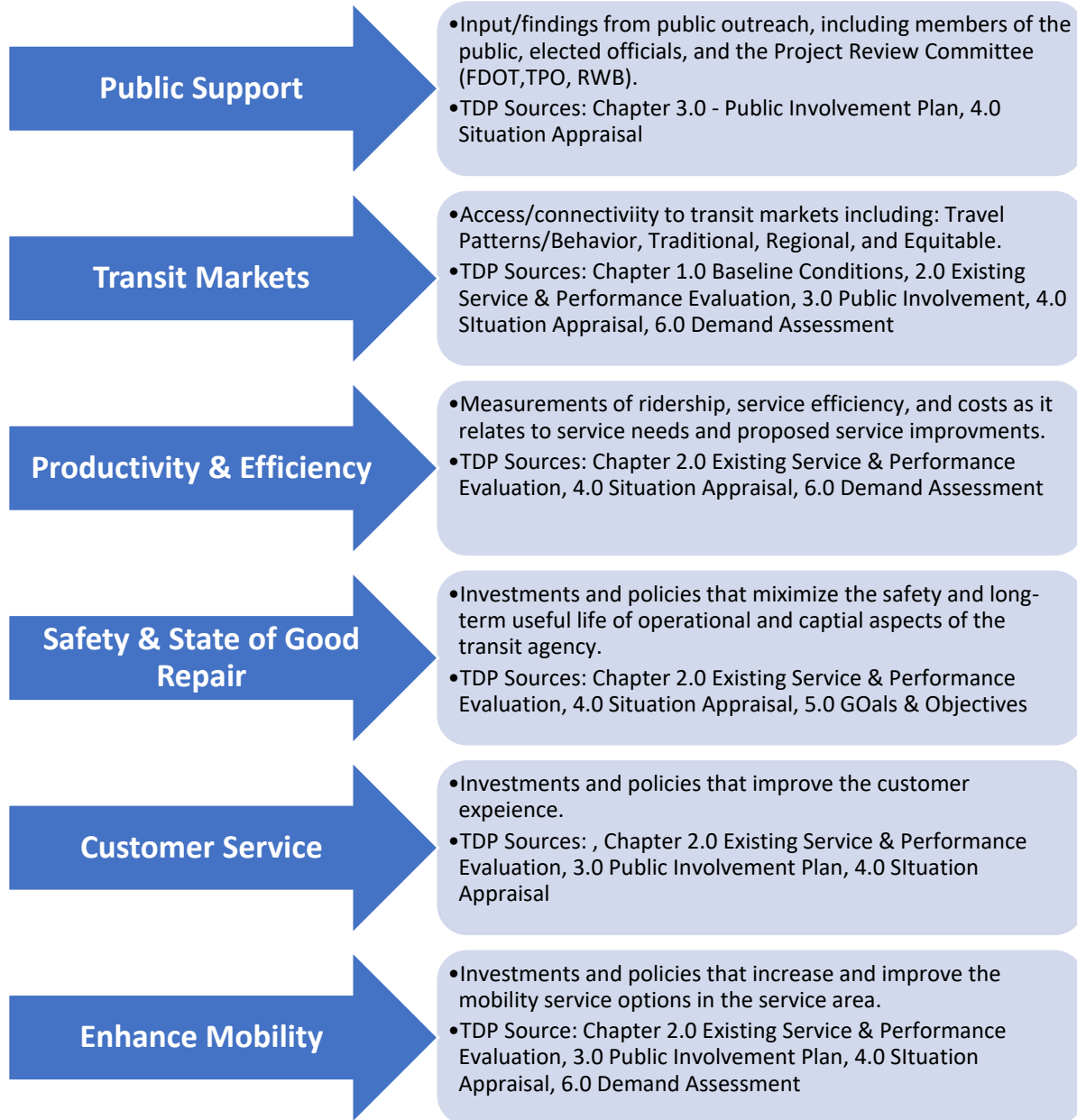
*Figure 7-1 TDP Alternatives Development and Evaluation Process*



The six evaluation criteria (Figure 7-2) were selected and considered most critical for needs evaluation and prioritization:

- Public Support
- Transit Markets
- Productivity & Efficiency
- Safety & State of Good Repair
- Customer Service
- Enhance Mobility

*Figure 7-2 TDP Alternatives Evaluation Criteria*



## 10-Year Transit Plan

This section summarizes the recommendations for FCPT over the next 10 years. The recommendations consider public input, discussions with FCPT staff and leadership, and public and agency-based stakeholders.

The plan calls for improving the current service quality and then exploring service options such as, on-demand services, deviated fixed route, and needed capital, infrastructure, and information technology investments. This section will also include a summary of assumptions for the capital and operating costs and revenues to support the recommendations (financial plan), an implementation plan, a list of unfunded needs, a proposed marketing program, and a proposed performance monitoring/evaluation program.

10-Year Transit Plan	TDP Rule Required	Best Practice	Page
TDP Alternatives	<input checked="" type="checkbox"/>		8-157
Financial Plan	<input checked="" type="checkbox"/>		8-159
Financial Summary Presentation		<input checked="" type="checkbox"/>	8-160
Implementation Plan	<input checked="" type="checkbox"/>		8-163
List of Unfunded Needs	<input checked="" type="checkbox"/>		8-164
Marketing Program		<input checked="" type="checkbox"/>	8-166
Performance Monitoring	<input checked="" type="checkbox"/>		8-166

## TDP Recommended Alternatives

As a result of the alternatives evaluation process (see Section 7.0), the following section describes the Recommended Alternatives for the Flagler Forward TDP. This includes a summary list of priorities from the following investment categories:

- **Demand Response Service** – Service improvements to existing FCPT Demand Response Services.
- **On-Demand & Fixed Route Service** – Implementation of new service modes for FCPT, including the introduction of on-demand and fixed route services.
- **Capital & Infrastructure** – Improvements to existing capital equipment/facilities and investments into new fleet, facility, and bus stop-related infrastructure.
- **Information Technology** – Upgrades of existing and investments into new customer-friendly information technology systems.
- **Organizational** – Expansion of the grant funding/management/staffing capacity of FCPT.
- **Policy** – Expansion of policies/programs within FCPT that deliver improve the mobility options of the community.
- **Planning Studies** – Investments into planning-level studies that will provide guidance on developing many of the Recommended Alternatives.

Table 8-1 provides a prioritized summary list of the Recommended Alternatives for the Flagler Forward TDP for the FY 2022-2031 timeframe.

*Table 8-1 Recommended Alternatives*

PRIORITY	RECOMMENDED ALTERNATIVES
<b>DEMAND RESPONSE SERVICE</b>	
1	Maintain Existing Demand Response Service
2	Expansion of Daily Hours (add early AM and later PM trips for Existing Service)
3	Expansion of Days of Service (add more Weekend Service on Saturdays & Sundays)
4	Same-Day Demand Response Service Pilot Project
<b>ON-DEMAND &amp; FIXED ROUTE SERVICE</b>	
1	On-Demand Service Pilot Project
2	Implement New Fixed Route (Blue Route - Bunnell/Flagler Beach)
3	Implement New Fixed Route (Red Route - Palm Coast SW/Bunnell)
<b>CAPITAL &amp; INFRASTRUCTURE</b>	
1	Replacement Vehicles - Existing Demand Response Service
2	Fleet Expansion - (Add New Vehicles for New Service)
3	Transfer Location & Facility Upgrades
4	Bus Stop Infrastructure Program
5	Fleet Electrification
6	New Maintenance Facility
<b>INFORMATION TECHNOLOGY</b>	
1	Modernization and Update of Scheduling-Reservation System
2	Same-Day Service Scheduling-Reservation System
3	Mobile Ticketing/Trip Planning App/Vehicle Locator Pilot Project
<b>ORGANIZATIONAL</b>	
1	Complete FTA Section 5307 Designated Recipient Process
2	Develop Programs & Policies to Retain & Expand Staffing
<b>POLICY</b>	
1	Develop Travel Training Program Pilot Project
<b>PLANNING STUDIES</b>	
1	Public Transportation Agency Safety Plan (PTASP)
2	On-Demand Service Plan
3	Marketing/Branding Study
4	Fixed Route Service Plan
5	Bus Stop Infrastructure Program
6	Fleet Electrification Program Plan
7	New Maintenance/Operations Facility Plan

## Financial Plan

The Flagler Forward TDP Financial Plan provides Flagler County with an excellent opportunity to match the recommended alternatives with available and potentially new financial resources. In this financial plan, operating and capital costs and revenue assumptions are made for all of the Recommended Alternatives in addition to the cost of maintaining existing services over a ten-year period (FY 2022-2031).

Cost estimates in Flagler Forward are based on a wide variety of data, including professional experience, recent procurements, peer agency costs, NTD data, trend analyses, fleet planning, and discussions with Flagler County staff. Revenue projections account for capital and operating revenue from several sources, including state and federal grants, allocated county funding, passenger fares, and advertising sales.

### *Financial Plan Assumptions*

The Financial Plan includes the costs and estimated revenue estimates required to maintain existing FCPT services and add service and capital improvements that the TDP identified as priorities for the community. The Financial Plan is initially presented in five-year increments and summarized in a ten-year snapshot of the total budget picture covering FY 2022-2031. The Financial Plan is divided into the following categories and related assumptions:

- **Operating Expenses** – estimated operating costs for existing and planned service upgrades in the categories related to operations, including but not limited to salaries and benefits. Other assumptions include:
  - The current hourly cost to operate existing FCPT Demand Response service is utilized to project the cost of all new services, regardless of mode.
  - Typically, a 3% inflationary factor is applied annually to each expense category.
- **Operating Revenues** – estimated operating revenues for existing and planned service upgrades utilizing existing and new revenue sources, including revenue from grant funds, farebox, and advertising. Other assumptions include:
  - Existing grant revenue from state and federal sources (and local match) continue and grow modestly each year.
  - 5310 & 5311 CRRSAA funding allocated through FY 2023 only.
  - Anticipated new state and federal operating grant revenue sources (and associated local match) are added beginning in FY 2023.
  - FCPT will continue to average a 10% farebox recovery annually.
- **Capital Expenses** – estimated capital costs for existing and planned capital and infrastructure investments required for the delivery of transit services. Other assumptions include:
  - Typically, a 3% inflationary factor is applied annually to each expense category.
- **Capital Revenues** – estimated capital revenues for existing and planned capital and infrastructure investments. Other assumptions include:
  - New state and federal operating grant revenue sources (and required local match) added beginning in FY 2023.

## Financial Plan Summary

The Financial Plan provides a 10-year picture of the estimated costs and revenues for the 10-Year TDP. The Financial Plan offers a look at potential cost and revenue estimates related to implementing all of the Recommended Alternatives. However, there are some important conclusions that can be drawn:

1. The plan assumes a balanced budget for FY 2022 & FY 2023.
2. Flagler County can maintain existing services over the ten-year period if current local, state, and federal funding sources remain committed and adjust for annual inflation.
3. If FTA Section 5307 funds are fully accessed (i.e. Flagler County becomes a Full Designated Recipient with the FTA), this allows for additional formula operating and capital funding to become available on an annual basis.
4. Starting in FY 2024, Flagler County can begin to consider implementing pilot projects (service & IT) within existing budget means and if new grant revenue is secured.
5. The budget assumes that some new grant funding will be secured as an investment program moves along, including but not limited to the following sources:
  - FDOT Service Development Grant Program
  - Transportation Disadvantaged (TD) Commission Innovation Grants
  - FTA funding (potentially flexed from Federal Highway Administration sources) from the TPO/LRTP process
  - Other federal discretionary federal sources (such as RAISE or TIGER grants).



Table 8-2 FY 2022-2027 Financial Plan

OPERATING EXPENSES	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Yr. Total
Demand Response - Maintain Existing FCPT Service	\$ 2,197,478	\$ 2,263,402	\$ 2,331,304	\$ 2,401,244	\$ 2,473,281	\$ 11,666,709
Demand Response - Extended Daily Hours	\$ -	\$ -	\$ 400,000	\$ 412,000	\$ 424,360	\$ 1,236,360
Travel Training Pilot Program	\$ -	\$ -	\$ 100,000	\$ 103,000	\$ 106,090	\$ 309,090
Demand Response Weekend Service	\$ -	\$ -	\$ -	\$ 110,000	\$ 113,300	\$ 223,300
On-Demand Service Pilot	\$ -	\$ -	\$ -	\$ 350,000	\$ 360,500	\$ 710,500
Same-Day Demand Response Pilot	\$ -	\$ -	\$ -	\$ -	\$ 325,000	\$ 325,000
Blue Route (Bunnell - Flagler Beach)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Red Route (Palm Coast SW / Bunnell)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Operating Expenses:</b>	<b>\$ 2,197,478</b>	<b>\$ 2,263,402</b>	<b>\$ 2,831,304</b>	<b>\$ 3,376,244</b>	<b>\$ 3,802,531</b>	<b>\$ 14,470,959</b>
OPERATING REVENUE	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FTA Section 5307 Urbanized Areas	\$ -	\$ 405,724	\$ 325,758	\$ 475,682	\$ 387,959	\$ 1,595,123
FTA Section 5310 Senior and Persons with Disabilities	\$ 183,896	\$ 183,896	\$ 183,896	\$ 183,896	\$ 183,896	\$ 919,480
(50% Local Match)	\$ 183,896	\$ 183,896	\$ 183,896	\$ 183,896	\$ 183,896	\$ 919,480
FTA Section 5311	\$ -	\$ -	\$ 73,489	\$ 75,688	\$ 77,958	\$ 227,135
(50% Local Match)	\$ -	\$ -	\$ 73,489	\$ 75,688	\$ 77,958	\$ 227,135
FTA 5310 (CRRSAA)	\$ 210,301	\$ -	\$ -	\$ -	\$ -	\$ 210,301
FTA 5311 (CRRSAA)	\$ 181,076	\$ 181,076	\$ -	\$ -	\$ -	\$ 362,152
FDOT Block Grant	\$ 277,253	\$ 285,571	\$ 353,913	\$ 422,030	\$ 475,316	\$ 1,814,083
(50% Local Match)	\$ 277,253	\$ 285,571	\$ 353,913	\$ 422,030	\$ 475,316	\$ 1,814,083
TD Commission	\$ 578,728	\$ 578,731	\$ 578,731	\$ 578,731	\$ 578,731	\$ 2,893,652
(10% Local Match)	\$ 57,872	\$ 57,873	\$ 57,873	\$ 57,873	\$ 57,873	\$ 289,274
TD Grants Programs (Innovation Grant) 90%	\$ -	\$ -	\$ -	\$ -	\$ 325,000	\$ 325,000
(10% Local Match)	\$ -	\$ -	\$ -	\$ -	\$ 32,500	\$ 32,500
TD Commission Grants Programs (Shirley Conroy)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FDOT Service Development Grant	\$ -	\$ -	\$ -	\$ 175,000	\$ 180,250	\$ 355,250
(50% Local Match)	\$ -	\$ -	\$ -	\$ 175,000	\$ 180,250	\$ 355,250
Farebox	\$ 160,000	\$ 226,340	\$ 283,130	\$ 337,624	\$ 380,253	\$ 1,387,348
Advertising	\$ 35,000	\$ 35,000	\$ 35,000	\$ 36,050	\$ 36,050	\$ 177,100
Non-Matching Local Government Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Operating Revenue:</b>	<b>\$ 2,145,185</b>	<b>\$ 2,423,678</b>	<b>\$ 2,503,089</b>	<b>\$ 3,199,189</b>	<b>\$ 3,633,207</b>	<b>\$13,904,347</b>
<b>Operating Surplus /Deficit</b>	<b>\$ (52,293)</b>	<b>\$ 160,275</b>	<b>\$ (328,216)</b>	<b>\$ (177,054)</b>	<b>\$ (169,324)</b>	<b>\$ (566,612)</b>
<b>Operating Rollover Surplus/Deficit</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
CAPITAL EXPENSES	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Replacement Vehicles - Existing FCPT Service	\$ 269,737	\$ 396,825	\$ 651,080	\$ 337,628	\$ 344,260	\$ 1,999,530
Expansion Vehicles: On-Demand/Same Day/Fixed Route Svc.	\$ -	\$ -	\$ -	\$ 168,814	\$ 172,130	\$ 340,944
Modernization of Existing IT/Scheduling/Reservation Systems	\$ -	\$ 75,000	\$ 77,250	\$ 79,568	\$ 81,955	\$ 313,772
New Technology for Same-Day & On-Demand Service	\$ -	\$ -	\$ 75,000	\$ 25,000	\$ 25,000	\$ 125,000
New Mobile Ticketing/Trip-Planning App Pilot	\$ -	\$ -	\$ -	\$ 75,000	\$ 25,000	\$ 100,000
New Fixed Route Bus Stop Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000
New Transfer Location and Facility Upgrades	\$ -	\$ -	\$ -	\$ 100,000	\$ 103,000	\$ 203,000
New Miscellaneous Capital Purchases	\$ -	\$ -	\$ 75,000	\$ 77,250	\$ 79,568	\$ 231,818
New Maintenance Facility	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Planning Studies	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 400,000
<b>Total Capital Expenses:</b>	<b>\$ 269,737</b>	<b>\$ 571,825</b>	<b>\$ 978,330</b>	<b>\$ 963,260</b>	<b>\$ 1,080,912</b>	<b>\$ 3,864,064</b>
CAPITAL REVENUES	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FTA Section 5307	\$ -	\$ 254,365	\$ 334,331	\$ 184,407	\$ 272,130	\$ 1,045,233
FTA Section 5310	\$ 215,790	\$ 215,790	\$ 222,264	\$ 222,264	\$ 228,932	\$ 1,105,039
(Local Match)	\$ 26,973	\$ 26,973	\$ 27,782	\$ 27,782	\$ 28,616	\$ 138,126
FTA Section 5311	\$ 39,289	\$ 39,289	\$ 40,468	\$ 40,468	\$ 41,682	\$ 201,195
(Local Match)	\$ 9,822	\$ 9,822	\$ 10,117	\$ 10,117	\$ 10,420	\$ 50,297
FTA Discretionary (5339/RAISE/TIGER/TBD)	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000
TD Commission	\$ -	\$ -	\$ -	\$ 84,407	\$ -	\$ 84,407
Shirley Conroy Capital	\$ 24,908	\$ -	\$ -	\$ 27,150	\$ -	\$ 52,058
FDOT Block Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FDOT Service Development Grant	\$ -	\$ -	\$ -	\$ 84,807	\$ -	\$ 84,807
50% Local Match	\$ -	\$ -	\$ -	\$ 84,807	\$ -	\$ 84,807
<b>Total Capital Revenue:</b>	<b>\$ 316,782</b>	<b>\$ 546,239</b>	<b>\$ 634,961</b>	<b>\$ 766,208</b>	<b>\$ 731,779</b>	<b>\$ 2,995,969</b>
<b>Capital Surplus /Deficit</b>	<b>\$ 47,045</b>	<b>\$ (25,586)</b>	<b>\$ (343,369)</b>	<b>\$ (197,052)</b>	<b>\$ (349,133)</b>	<b>\$ (868,094)</b>
<b>Capital Rollover Surplus/Deficit FY 2022-26</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL BUDGET SURPLUS/DEFICIT</b>	<b>\$ (5,248)</b>	<b>\$ 134,689</b>	<b>\$ (671,585)</b>	<b>\$ (374,106)</b>	<b>\$ (518,457)</b>	<b>\$ (1,434,706)</b>

**Table 8-3 FY 2027-2031 Financial Plan**

OPERATING EXPENSES	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Demand Response - Maintain Existing FCPT Service	\$ 2,547,479	\$ 2,623,904	\$ 2,702,621	\$ 2,783,700	\$ 2,867,211
Demand Response - Extended Daily Hours	\$ 437,091	\$ 450,204	\$ 463,710	\$ 477,621	\$ 491,950
Travel Training Pilot Program	\$ 109,273	\$ 112,551	\$ 115,927	\$ 119,405	\$ 122,987
Demand Response Weekend Service	\$ 116,699	\$ 120,200	\$ 123,806	\$ 127,520	\$ 131,346
On-Demand Service Pilot	\$ 371,315	\$ 371,315	\$ 371,315	\$ 382,454	\$ 382,454
Same-Day Demand Response Pilot	\$ 334,750	\$ 344,793	\$ 344,793	\$ 344,793	\$ 355,136
Blue Route (Bunnell - Flagler Beach)	\$ 334,750	\$ 344,793	\$ 355,136	\$ 365,790	\$ 376,764
Zonal Service Palm Coast SW / Bunnell	\$ -	\$ 344,793	\$ 355,137	\$ 365,791	\$ 376,765
<b>Total Operating Expenses:</b>	<b>\$ 4,251,357</b>	<b>\$ 4,712,551</b>	<b>\$ 4,832,444</b>	<b>\$ 4,967,074</b>	<b>\$ 5,104,613</b>
OPERATING REVENUE	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
FTA Section 5307 Urbanized Areas	\$ 340,306	\$ 340,306	\$ 340,306	\$ 350,516	\$ 350,516
FTA Section 5310 Senior and Persons with Disabilities	\$ 189,413	\$ 189,413	\$ 189,413	\$ 189,413	\$ 189,413
(50% Local Match)	\$ 189,413	\$ 189,413	\$ 189,413	\$ 189,413	\$ 189,413
FTA Section 5311	\$ 80,297	\$ 80,297	\$ 80,297	\$ 80,297	\$ 80,297
(50% Local Match)	\$ 80,297	\$ 80,297	\$ 80,297	\$ 80,297	\$ 80,297
FTA 5310 (CRRSAA)	\$ -	\$ -	\$ -	\$ -	\$ -
FTA 5311 (CRRSAA)	\$ -	\$ -	\$ -	\$ -	\$ -
FDOT Block Grant	\$ 531,420	\$ 547,362	\$ 563,783	\$ 580,697	\$ 598,117
(50% Local Match)	\$ 531,420	\$ 547,362	\$ 563,783	\$ 580,697	\$ 598,117
TD Commission	\$ 596,093	\$ 596,093	\$ 596,093	\$ 596,093	\$ 596,093
(10% Local Match)	\$ 59,609	\$ 59,609	\$ 59,609	\$ 59,609	\$ 59,609
TD Grants Programs (Innovation Grant) 90%	\$ 301,275	\$ -	\$ -	\$ -	\$ -
(10% Local Match)	\$ 30,128	\$ -	\$ -	\$ -	\$ -
TD Commission Grants Programs (Shirley Conroy)	\$ -	\$ -	\$ -	\$ -	\$ -
FDOT Service Development Grant	\$ 185,658	\$ 172,396	\$ 177,568	\$ 182,895	\$ -
(50% Local Match)	\$ 185,658	\$ 172,396	\$ 177,568	\$ 182,895	\$ -
Farebox	\$ 425,136	\$ 471,255	\$ 483,244	\$ 496,707	\$ 510,461
Advertising	\$ 60,000	\$ 60,000	\$ 60,000	\$ 61,800	\$ 61,800
Non-Matching Local Government Funds	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Operating Revenue:</b>	<b>\$ 3,786,120</b>	<b>\$ 3,506,200</b>	<b>\$ 3,561,375</b>	<b>\$ 3,631,328</b>	<b>\$ 3,314,133</b>
<b>Operating Surplus/Deficit</b>	<b>\$ (465,237)</b>	<b>\$ (1,206,351)</b>	<b>\$ (1,271,070)</b>	<b>\$ (1,335,746)</b>	<b>\$ (1,790,479)</b>
<b>Operating Rollover Suplus/Deficit from FY 2022-26</b>	<b>\$ (566,612)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
CAPITAL EXPENSES	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Replacement Vehicles - Existing FCPT Service	\$ 345,944	\$ 532,117	\$ 326,382	\$ 480,158	\$ 787,807
Expansion Vehicles: On-Demand/Same Day/Fixed Route Svc.	\$ 259,458	\$ 178,161	\$ -	\$ -	\$ -
Modernization of Existing IT/Scheduling/Reservation Systems	\$ 84,413	\$ 86,946	\$ 89,554	\$ 92,241	\$ 95,008
New Technology for Same-Day & On-Demand Service	\$ 25,750	\$ 26,523	\$ 27,318	\$ 28,138	\$ 28,982
New Mobile Ticketing/Trip-Planning App Pilot	\$ 25,750	\$ 26,523	\$ 27,318	\$ 28,138	\$ 28,982
New Fixed Route Bus Stop Infrastructure	\$ 250,000	\$ 307,500	\$ 51,500	\$ 53,045	\$ 54,636
New Transfer Location and Facility Upgrades	\$ 106,090	\$ 109,273	\$ 112,551	\$ 115,927	\$ 119,405
New Miscellaneous Capital Purchases	\$ 81,955	\$ 84,413	\$ 86,946	\$ 89,554	\$ 92,241
New Maintenance Facility	\$ 4,000,000	\$ 8,000,000	\$ 4,000,000	\$ -	\$ -
New Planning Studies	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
<b>Total Capital Expenses:</b>	<b>\$ 5,304,360</b>	<b>\$ 9,476,455</b>	<b>\$ 4,846,568</b>	<b>\$ 1,012,201</b>	<b>\$ 1,332,060</b>
CAPITAL REVENUES	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
FTA Section 5307	\$ 340,306	\$ 340,306	\$ 340,306	\$ 350,516	\$ 350,516
FTA Section 5310	\$ 228,932	\$ 235,800	\$ 242,874	\$ 250,160	\$ 257,665
(Local Match)	\$ 28,617	\$ 29,475	\$ 30,359	\$ 31,270	\$ 32,208
FTA Section 5311	\$ 42,932	\$ 44,220	\$ 45,547	\$ 46,913	\$ 48,321
(Local Match)	\$ 10,733	\$ 11,055	\$ 11,387	\$ 11,387	\$ 11,728
FTA Discretionary (5339/RAISE/TIGER/TBD)	\$ 2,000,000	\$ 4,000,000	\$ 2,000,000	\$ -	\$ -
TD Commission	\$ 86,486	\$ -	\$ -	\$ 94,270	\$ -
Shirley Conroy Capital	\$ -	\$ -	\$ 30,408	\$ -	\$ -
FDOT Block Grant	\$ -	\$ -	\$ -	\$ -	\$ -
FDOT Service Development Grant	\$ -	\$ 89,080	\$ -	\$ -	\$ -
50% Local Match	\$ -	\$ 89,081	\$ -	\$ -	\$ -
<b>Total Capital Revenue:</b>	<b>\$ 2,738,006</b>	<b>\$ 4,839,017</b>	<b>\$ 2,700,881</b>	<b>\$ 784,515</b>	<b>\$ 700,437</b>
<b>Capital Surplus /Deficit</b>	<b>\$ (2,566,354)</b>	<b>\$ (4,637,437)</b>	<b>\$ (2,145,688)</b>	<b>\$ (227,685)</b>	<b>\$ (631,623)</b>
<b>Capital Rollover Suplus/Deficit from FY 2022-26</b>	<b>\$ (1,018,094)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL BUDGET SURPLUS/DEFICIT</b>	<b>\$ (4,616,296)</b>	<b>\$ (5,843,789)</b>	<b>\$ (3,416,758)</b>	<b>\$ (1,563,432)</b>	<b>\$ (2,422,102)</b>

**Table 8-4 FY 2022-2031 Financial Plan Summary**

OPERATING EXPENSES	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Yr. Total	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2022-31 Total
Demand Response - Maintain Existing FCPT Service	\$ 2,197,478	\$ 2,263,402	\$ 2,331,304	\$ 2,401,244	\$ 2,473,281	\$ 11,666,709	\$ 2,547,479	\$ 2,623,904	\$ 2,702,621	\$ 2,783,700	\$ 2,867,211	\$ 25,191,623
Demand Response - Extended Daily Hours	\$ -	\$ -	\$ 400,000	\$ 412,000	\$ 424,360	\$ 1,236,360	\$ 437,091	\$ 450,204	\$ 463,710	\$ 477,621	\$ 491,950	\$ 3,556,934
Travel Training Pilot Program	\$ -	\$ -	\$ 100,000	\$ 103,000	\$ 106,090	\$ 309,090	\$ 109,273	\$ 112,551	\$ 115,927	\$ 119,405	\$ 122,987	\$ 309,090
Demand Response Weekend Service	\$ -	\$ -	\$ -	\$ 110,000	\$ 113,300	\$ 223,300	\$ 116,699	\$ 120,200	\$ 123,806	\$ 127,520	\$ 131,346	\$ 842,871
On-Demand Service Pilot	\$ -	\$ -	\$ -	\$ 350,000	\$ 360,500	\$ 710,500	\$ 371,315	\$ 371,315	\$ 371,315	\$ 382,454	\$ 382,454	\$ 2,589,354
Same-Day Demand Response Pilot	\$ -	\$ -	\$ -	\$ -	\$ 325,000	\$ 325,000	\$ 334,750	\$ 344,793	\$ 344,793	\$ 344,793	\$ 355,136	\$ 2,049,264
Blue Route (Bunnell - Flagler Beach)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 334,750	\$ 344,793	\$ 355,136	\$ 365,790	\$ 376,764	\$ 1,777,233
Red Route (Palm Coast SW / Bunnell)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 344,793	\$ 355,137	\$ 365,791	\$ 376,765	\$ 1,442,485
<b>Total Operating Expenses:</b>	<b>\$ 2,197,478</b>	<b>\$ 2,263,402</b>	<b>\$ 2,831,304</b>	<b>\$ 3,376,244</b>	<b>\$ 3,802,531</b>	<b>\$ 14,470,959</b>	<b>\$ 4,251,357</b>	<b>\$ 4,712,551</b>	<b>\$ 4,832,444</b>	<b>\$ 4,967,074</b>	<b>\$ 5,104,613</b>	<b>\$ 37,758,855</b>
CAPITAL EXPENSES	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2022-31 Total
FTA Section 5307 Urbanized Areas	\$ -	\$ 405,724	\$ 325,758	\$ 475,682	\$ 387,959	\$ 1,595,123	\$ 340,306	\$ 340,306	\$ 340,306	\$ 350,516	\$ 350,516	\$ 3,317,073
FTA Section 5310 Senior and Persons with Disabilities	\$ 183,896	\$ 183,896	\$ 183,896	\$ 183,896	\$ 183,896	\$ 919,480	\$ 189,413	\$ 189,413	\$ 189,413	\$ 189,413	\$ 189,413	\$ 1,866,544
(50% Local Match)	\$ 183,896	\$ 183,896	\$ 183,896	\$ 183,896	\$ 183,896	\$ 919,480	\$ 189,413	\$ 189,413	\$ 189,413	\$ 189,413	\$ 189,413	\$ 1,866,544
FTA Section 5311	\$ -	\$ -	\$ 73,489	\$ 75,688	\$ 77,958	\$ 227,135	\$ 80,297	\$ 80,297	\$ 80,297	\$ 80,297	\$ 80,297	\$ 628,619
(50% Local Match)	\$ -	\$ -	\$ 73,489	\$ 75,688	\$ 77,958	\$ 227,135	\$ 80,297	\$ 80,297	\$ 80,297	\$ 80,297	\$ 80,297	\$ 628,619
FTA 5310 (CRRSAA)	\$ 210,301	\$ -	\$ -	\$ -	\$ -	\$ 210,301	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 210,301
FTA 5311 (CRRSAA)	\$ 181,076	\$ 181,076	\$ -	\$ -	\$ -	\$ 362,152	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 362,152
FDOT Block Grant	\$ 277,253	\$ 285,571	\$ 353,913	\$ 422,030	\$ 475,316	\$ 1,814,083	\$ 531,420	\$ 547,362	\$ 563,783	\$ 580,697	\$ 598,117	\$ 4,635,462
(50% Local Match)	\$ 277,253	\$ 285,571	\$ 353,913	\$ 422,030	\$ 475,316	\$ 1,814,083	\$ 531,420	\$ 547,362	\$ 563,783	\$ 580,697	\$ 598,117	\$ 4,635,462
TD Commission	\$ 578,728	\$ 578,731	\$ 578,731	\$ 578,731	\$ 578,731	\$ 2,893,652	\$ 596,093	\$ 596,093	\$ 596,093	\$ 596,093	\$ 596,093	\$ 5,874,117
(10% Local Match)	\$ 57,782	\$ 57,783	\$ 57,783	\$ 57,783	\$ 57,783	\$ 289,274	\$ 59,609	\$ 59,609	\$ 59,609	\$ 59,609	\$ 59,609	\$ 587,321
TD Grants Programs (Innovation Grant) 90%	\$ -	\$ -	\$ -	\$ -	\$ 325,000	\$ 325,000	\$ 301,275	\$ -	\$ -	\$ -	\$ -	\$ 626,275
(10% Local Match)	\$ -	\$ -	\$ -	\$ -	\$ 32,500	\$ 32,500	\$ 30,128	\$ -	\$ -	\$ -	\$ -	\$ 62,628
TD Commission Grants Programs (Shirley Conroy)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FDOT Service Development Grant	\$ -	\$ -	\$ -	\$ -	\$ 175,000	\$ 180,250	\$ 355,250	\$ 185,658	\$ 172,396	\$ 177,568	\$ 182,895	\$ 1,073,767
(50% Local Match)	\$ -	\$ -	\$ -	\$ -	\$ 175,000	\$ 180,250	\$ 355,250	\$ 185,658	\$ 172,396	\$ 177,568	\$ 182,895	\$ 1,073,767
Farebox	\$ 160,000	\$ 226,340	\$ 283,130	\$ 337,624	\$ 380,253	\$ 1,387,348	\$ 425,136	\$ 471,255	\$ 483,244	\$ 496,707	\$ 510,461	\$ 4,807,707
Advertising	\$ 35,000	\$ 35,000	\$ 35,000	\$ 36,050	\$ 36,050	\$ 177,100	\$ 60,000	\$ 60,000	\$ 60,000	\$ 61,800	\$ 61,800	\$ 480,700
Non-Matching Local Government Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Operating Revenue:</b>	<b>\$ 2,145,185</b>	<b>\$ 2,423,678</b>	<b>\$ 2,503,089</b>	<b>\$ 3,199,189</b>	<b>\$ 3,633,207</b>	<b>\$ 13,904,347</b>	<b>\$ 3,786,120</b>	<b>\$ 3,506,200</b>	<b>\$ 3,561,375</b>	<b>\$ 3,631,328</b>	<b>\$ 3,314,133</b>	<b>\$ 31,703,503</b>
Operating Surplus / Deficit	\$ (52,293)	\$ 160,275	\$ (328,216)	\$ (177,054)	\$ (169,324)	\$ (566,612)	\$ (465,237)	\$ (1,206,351)	\$ (1,271,070)	\$ (1,335,746)	\$ (1,790,479)	\$ (6,055,352)
Operating Rollover Surplus/Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (566,612)	\$ -	\$ -	\$ -	\$ -	\$ (566,612)
CAPITAL EXPENSES	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2022-31 Total
Replacement Vehicles - Existing FCPT Service	\$ 269,737	\$ 396,825	\$ 651,080	\$ 337,628	\$ 344,260	\$ 1,999,530	\$ 345,944	\$ 532,117	\$ 326,382	\$ 480,158	\$ 787,807	\$ 4,471,938
Expansion Vehicles: On-Demand/Same Day/Fixed Route Svc.	\$ -	\$ -	\$ -	\$ 168,814	\$ 172,130	\$ 340,944	\$ 259,458	\$ 178,161	\$ -	\$ -	\$ -	\$ 778,563
Modernization of Existing IT/Scheduling/Reservation Systems	\$ -	\$ 75,000	\$ 77,250	\$ 79,568	\$ 81,955	\$ 313,772	\$ 84,413	\$ 86,946	\$ 89,554	\$ 92,241	\$ 95,008	\$ 761,933
New Technology for Same-Day & On-Demand Service	\$ -	\$ -	\$ 75,000	\$ 25,000	\$ 25,000	\$ 125,000	\$ 25,750	\$ 26,523	\$ 27,318	\$ 28,138	\$ 28,982	\$ 261,710
New Mobile Ticketing/Trip-Planning App Pilot	\$ -	\$ -	\$ -	\$ 75,000	\$ 25,000	\$ 100,000	\$ 25,750	\$ 26,523	\$ 27,318	\$ 28,138	\$ 28,982	\$ 236,710
New Fixed Route Bus Stop Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ 250,000	\$ 307,500	\$ 51,500	\$ 53,045	\$ 54,636	\$ 866,681
New Transfer Location and Facility Upgrades	\$ -	\$ -	\$ -	\$ 100,000	\$ 103,000	\$ 203,000	\$ 106,090	\$ 109,273	\$ 112,551	\$ 115,927	\$ 119,405	\$ 766,246
New Miscellaneous Capital Purchases	\$ -	\$ -	\$ 75,000	\$ 77,250	\$ 79,568	\$ 231,818	\$ 81,955	\$ 84,413	\$ 86,946	\$ 89,554	\$ 92,241	\$ 666,925
New Maintenance Facility	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ -	\$ -	\$ 16,000,000
New Planning Studies	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 400,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 1,025,000
<b>Total Capital Expenses:</b>	<b>\$ 269,737</b>	<b>\$ 571,825</b>	<b>\$ 978,330</b>	<b>\$ 963,260</b>	<b>\$ 1,080,912</b>	<b>\$ 3,864,064</b>	<b>\$ 5,304,360</b>	<b>\$ 9,476,455</b>	<b>\$ 4,846,568</b>	<b>\$ 1,012,201</b>	<b>\$ 1,332,060</b>	<b>\$ 25,835,707</b>
CAPITAL REVENUES	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2022-31 Total
FTA Section 5307	\$ -	\$ 254,365	\$ 334,331	\$ 184,407	\$ 272,130	\$ 1,045,233	\$ 340,306	\$ 340,306	\$ 340,306	\$ 350,516	\$ 350,516	\$ 2,767,183
FTA Section 5310	\$ 215,790	\$ 215,790	\$ 222,264	\$ 222,264	\$ 228,932	\$ 1,105,039	\$ 228,932	\$ 235,800	\$ 242,874	\$ 250,160	\$ 257,665	\$ 2,320,470
(Local Match)	\$ 26,973	\$ 26,973	\$ 27,782	\$ 27,782	\$ 28,616	\$ 138,126	\$ 28,617	\$ 29,475	\$ 30,359	\$ 31,270	\$ 32,208	\$ 290,055
FTA Section 5311	\$ 39,289	\$ 39,289	\$ 40,468	\$ 40,468	\$ 41,682	\$ 201,195	\$ 42,932	\$ 44,220	\$ 45,547	\$ 46,913	\$ 48,321	\$ 429,128
(Local Match)	\$ 9,822	\$ 9,822	\$ 10,117	\$ 10,117	\$ 10,420	\$ 50,297	\$ 10,733	\$ 11,055	\$ 11,387	\$ 11,728	\$ 12,068	\$ 106,587
FTA Discretionary (5339/RAISE/TIGER/TBD)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 4,000,000	\$ 2,000,000	\$ -	\$ -	\$ 8,000,000
TD Commission	\$ -	\$ -	\$ -	\$ 84,407	\$ -	\$ 84,407	\$ 86,486	\$ -	\$ -	\$ 94,270	\$ -	\$ 265,163
Shirley Conroy Capital	\$ 24,908	\$ -	\$ -	\$ 27,150	\$ -	\$ 52,058	\$ -	\$ -	\$ 30,408	\$ -	\$ -	\$ 82,465
FDOT Block Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FDOT Service Development Grant	\$ -	\$ -	\$ -	\$ 84,807	\$ -	\$ 84,807	\$ -	\$ 89,080	\$ -	\$ -	\$ -	\$ 173,887
(50% Local Match)	\$ -	\$ -	\$ -	\$ 84,807	\$ -	\$ 84,807	\$ -	\$ 89,081	\$ -	\$ -	\$ -	\$ 173,888
<b>Total Capital Revenue:</b>	<b>\$ 316,782</b>	<b>\$ 546,239</b>	<b>\$ 634,961</b>	<b>\$ 766,208</b>	<b>\$ 581,779</b>	<b>\$ 2,845,969</b>	<b>\$ 2,738,006</b>	<b>\$ 4,839,017</b>	<b>\$ 2,700,881</b>	<b>\$ 784,515</b>	<b>\$ 700,437</b>	<b>\$ 14,608,826</b>
Capital Surplus / Deficit	\$ 47,045	\$ (25,586)	\$ (343,369)	\$ (197,052)	\$ (499,133)	\$ (1,018,094)	\$ (2,566,354)	\$ (4,637,437)	\$ (2,145,688)	\$ (227,685)	\$ (631,623)	\$ (11,226,881)
Capital Rollover Surplus/Deficit FY 2022-26	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,018,094)	\$ -	\$ -	\$ -	\$ -	\$ (1,018,094)
<b>TOTAL BUDGET SURPLUS/DEFICIT</b>	<b>\$ (5,248)</b>	<b>\$ 134,689</b>	<b>\$ (671,585)</b>	<b>\$ (374,106)</b>	<b>\$ (668,457)</b>	<b>\$ (1,584,708)</b>	<b>\$ (4,616,296)</b>	<b>\$ (5,843,789)</b>	<b>\$ (3,416,758)</b>	<b>\$ (1,563,432)</b>	<b>\$ (2,422,102)</b>	<b>\$ (17,282,233)</b>

## Implementation Plan

This section details the Flagler Forward Implementation Plan. The Implementation Plan outlines the service, capital, and organizational/planning improvements and strategies identified as part of the 10-Year Transit Plan (Table 8-5). Key indicators for the Implementation Plan include:

- Need – grouped by category
- Planned Improvement – summary of planned improvements
- Implementation Year – estimated Year-of-Service (YOS) start date
- Annual Operating Cost – based on first YOS
- Annual Capital Cost – initial YOS capital cost for improvement
- Revenue Source – improvement may utilize existing (budgeted) or new (unfunded) revenue
- TDP Goal/Objective – associated goal & objective of the proposed improvement

**Table 8-5 TDP Implementation Plan**

Need	Planned Improvement	Implementation Year:						Implementation Phase	Annual Operating Cost	Initial Capital Cost	Revenue Source	TDP Goal/Objective
		FY 23	FY 24	FY 25	FY 26	FY 27	FY 28					
SERVICE	DEMAND RESPONSE SERVICE PRIORITIES											
	Maintain Existing Demand Response Service	✓	✓	✓	✓	✓	✓	Short-Term	\$2,263,402	\$396,825	Existing	1
	Expansion of Daily Hours		✓	✓	✓	✓	✓	Short-Term	\$400,000	\$0	New	3
	Expansion of Days (Weekend Service)			✓	✓	✓	✓	Mid-Term	\$110,000	\$0	New	3
	Same-Day Demand Response Pilot				✓	✓	✓	Mid-Term	\$325,000	\$172,130	New	3
	ON-DEMAND & FIXED ROUTE SERVICE PRIORITIES											
	On-Demand Service Pilot			✓	✓	✓	✓	Mid-Term	\$350,000	\$168,814	New	3
	Blue Route (Bunnell-Flagler Beach)					✓	✓	Long-Term	\$250,000	\$0	New	3
	Red Route (Palm Coast SW-Bunnell)						✓	Long-Term	\$275,000	\$0	New	3
CAPITAL & INFRASTRUCTURE	CAPITAL & INFRASTRUCTURE PRIORITIES											
	Replacement Vehicles - Existing Demand Response Service	✓	✓	✓	✓	✓	✓	Short-Term	\$0	\$396,825	Existing	1
	Fleet Expansion			✓	✓	✓	✓	Mid-Term	\$0	\$168,814	New	3
	Transfer Location & Facility Upgrades			✓	✓	✓	✓	Mid-Term	\$0	\$100,000	New	3
	Bus Stop Infrastructure Program				✓	✓	✓	Mid-Term	\$0	\$150,000	New	3
	Fleet Electrification						✓	Long-Term	TBD	TBD	New	3
	New Maintenance Facility						✓	Long-Term	\$0	\$16,000,000	New	1
INFORMATION TECHNOLOGY	INFORMATION TECHNOLOGY PRIORITIES											
	Modernization and Update of Scheduling-Reservation System	✓	✓	✓	✓	✓	✓	Short-Term	\$25,000.00	\$75,000.00	New	1
	Same-Day Service Scheduling-Reservation System		✓	✓	✓	✓	✓	Short-Term	\$25,000.00	\$75,000.00	New	3
	Mobile Ticketing/Trip Planning App/Vehicle Locator Pilot Project			✓	✓	✓	✓	Mid-Term	\$25,000.00	\$75,000.00	New	3
ORGANIZATIONAL, POLICY & PLANNING	OTHER PRIORITIES											
	Complete FTA Section 5307 Designated Recipient Process	✓						Short-Term	TBD	TBD	New	2, 4
	Travel Training Program Pilot Project	✓	✓	✓	✓	✓	✓	Short-Term	\$100,000	\$5,000	TBD	5
	Develop Programs & Policies to Retain & Expand Staffing	✓	✓	✓	✓	✓	✓	Short-Term	TBD	N/A	New	1, 3
	Planning Studies: PTASP, Bus Stop Infrastructure Program, New On-Demand Service, Marketing/Branding Study, New Fixed Route Service, Fleet Electrification, New Maintenance/Opertions Facility.	✓	✓	✓	✓	✓	✓	Short-Term	\$0	\$100,000	New	1, 3

## Unfunded Needs

As detailed in the Financial Plan and summarized in the Implementation Plan (Table 8-5), there are a number of needs that are unfunded based on the existing funding sources Flagler County has budgeted or will likely have access to. It is critical that Flagler County begin steps to access new funding sources if the Implementation Plan is to succeed.

### Formula Funding Programs

One of the key formula funding sources for Flagler County to consider is the Federal Transit Administration (FTA) Section 5307 Program. This program allows for funding to be used for both capital and operating expenses. 5307 funding is allocated by formula to every region, or Urbanized Zone Area

(UZA) in the United States. The US Census Bureau assigns Flagler County to the Palm Coast-Daytona Beach-Port Orange, FL UZA. In FFY 2021, the FTA allocated \$5,176,937 and \$8,022,200 in FFY 2022 to this UZA. Eligible expenses for 5307 funding include but are not limited to: the purchase of new vehicles, facility and bus stop upgrades, information technology (software and hardware), planning studies, mobility management programs, and preventative maintenance.

In order to be a Full Eligible Recipient for Section 5307 funding, Flagler County would have to take the necessary steps to become an FTA Designated Recipient. Steps to initiate and complete a New (Designated) Recipient Request with the FTA (see [New Recipient Handbook November 2020 \(dot.gov\)](#)) include:

1. Submit New Recipient Request Letter
  - a. Identify what types of activities (planning, capital, operations) FTA funds will be used for
  - b. Identify the type of funding being requested from FTA
  - c. Identify the Planning basis for funding request (i.e. transit development plan, state or metropolitan planning organization plans/programs)
  - d. Identify a point of contact within the agency to work with FTA
2. Demonstrate Legal Capacity
3. Demonstrate Financial Management and Capacity
4. Demonstrate Technical Capacity
5. Demonstrate Procurement Capacity
6. Comply with Civil Rights Policies
  - a. Title VI of the Civil Rights Act of 1964
  - b. Equal Employment Opportunity (EEO)
  - c. Disadvantage Business Enterprise (DBE) Plan and Triennial Goal
  - d. Americans with Disabilities Act of 1909 (ADA)
  - e. Environmental Justice

Before or near the time FTA eligibility is approved, Flagler County would also need verify an existing or draft a new written agreement with the other Designated Recipient in the UZA (VOTRAN) that demonstrates what portion of the UZA's allocation it will receive on an annual basis. In many UZA's, this allotment is distributed based on some ratio of service area population, total revenue hours, fleet size, and other factors.

An additional factor to consider with FTA Section 5307 funds is that as Flagler County adds new service, the formula amount will rise. This increase helps offset some of the costs of adding the new service.

In addition to FTA formula funds, Flagler County will receive additional State Transit Block Grant funds as new services are added. These funds are also based on a formula that weighs growth in population, service hours & miles, and ridership. These funds can only be used to offset operating expenses.

### *Discretionary Funding Programs*

Discretionary funding is generally considered on a competitive basis annually. FTA discretionary grants include Section 5339 for transit vehicles and facilities. In addition, new sources of FTA discretionary

grants appear on a somewhat regular basis and can be taken into consideration if there is a solid plan in place. Recent examples of this include the RAISE, TIGER, and ARRA grant programs from the last ten years.

State discretionary grants are also available for both capital and operating expenses in the Service Development and Transit Corridor programs. Service Development grants are awarded for innovative or highly prioritized service enhancements, including the introduction of fixed route or flexible mobility services. Service Development grant funds can cover up to 50% of the annual operating and capital costs for such expansion. Transit Corridor funding is tied more directly to transit service enhancements on major urban, constrained, and/or congested corridors.

### *Local Funding*

Local funding plays a critical role in funding Flagler County Public Transportation (FCPT) current service, as outlined in the Financial Plan/Summary. Local funding can be used as “Local Match”, which is required for most State and Federal grant programs. In addition, if FCPT adds any service aspect of the Implementation Plan, consideration should be given to changing/updating the fare structure/program. Such changes could add additional local revenue to assist with the expansion of new services.

### Marketing Program

It is a recommended best practice that transit agencies such as Flagler County Public Transportation (FCPT) develop and maintain a marketing program that raises awareness of the existing service and potential improvements of the agency. Such an effort can lead to more visibility among the community and demonstrate the important role(s) FCPT plays in the community. In addition, continued marketing and outreach also allows FCPT to adjust priorities based on public and community feedback. Often, such changes are common, and can be reflected in the TDP Annual Progress Reports that follow the passage of this Major TDP effort.

### Performance Monitoring

For this TDP, a Performance Monitoring program that tracks the progress of the TDP Goals & Objectives and Implementation Plan has been developed (see Table 8-6). In developing this program, careful consideration was given to the findings of previous TDP sections, with a particular focus on the Goals & Objectives (5.0) and the Implementation Plan (8.0). Overall, this Performance Monitoring system provides the following benefits to FCPT and its transportation partners:

- Institutionalizes a system that supports the advancement of the needs identified in the Goals & Objectives and Implementation Plan.
- Ties into many existing performance measures FCPT currently collects for local, state, and federal reporting.
- Provides a rated/graded system that FCPT can share with the public, its governing board, and partner agencies at the local, state and federal level.
- Provides a Performance Monitoring methodology that can be updated for each subsequent TDP Annual Progress Report.



The Performance Monitoring program (Table 8-6) will be updated annually as part of each Annual Progress Report.

**Table 8-6 TDP Performance Monitoring Goals, Measures, & Targets**

Strategy	Performance Measure	Target	Current Performance	Status
<b>Goal 1: Maintain &amp; Improve Existing Public Transportation</b>	1.01	Maintain Existing Demand Response (DR) Svc.	Maintain Annual Revenue Hrs. of Svc.	TBD (On Target)
	1.02	Maintain Preventative Maintenance (PM)	Sustain Annual PM \$ Investments	TBD (Neutral)
	1.03	Maintain Useful Life of Vehicles	% of Vans & Cutaway Vehicles that Meet ULB Benchmark	TBD (Off Target)
	1.03	Maintain Useful Life of Equipment	% of Non-Revenue Vehicles that Meet ULB Benchmark	TBD
	1.03	Maintain Useful Condition of Facilities	% of Facilities (Admin.& Maint.) With Rating Below 3.0	TBD
	1.04	Utilize State Consortium Contract to Purchase New Veh.	Use of State Contract/Vendor for New Vehicle Purchase	TBD
	1.05	Meet Agency Safety Plan (ASP Targets)	*find/report on established annual targets	TBD
	1.06	Increase Staff Professional Training Opportunities	Annual Increase in Training Hrs. Provided & Utilized	TBD
	1.07	Enhance Existing IT Systems	Investment/Upgrade of Existing IT Systems	TBD
	1.08	Demand Response Ridership	Annual Increase in Existing DR Service Ridership	TBD
	1.08	Demand Response On-Time Performance (OTP)	Annual Increase in Existing DR Service OTP	TBD
<b>Goal 2: Actively Participate in Municipal, County, and Regional Planning Activities</b>	1.08	Demand Response Customer Complaints	Annual Decrease in Existing DR Service Logged Complaints	TBD
	1.09	Farebox Recovery	Annual Increase in Farebox Recovery %	TBD
	1.09	Increase Annual DR Fare Revenues	% Increase in Annual Fare Revenue Collected	TBD
	1.09	Cost Per Trip (DR)	% Annual Decrease in Cost Per Unlinked Trip Existing DR	TBD
	1.10	Develop a Public Transportation Oversight Cmte.	Explore Development of a Committee w/Admin. & BOCC	TBD
		Performance Measure	Target	Current Performance
	2.01	Participation in Transportation Coordination Mtgs.	Annual Increase in Meetings Attended	TBD (On Target)
	2.02	Participate in TPO Planning Process	Attend Annual TPO Board & Committee Mtgs.	TBD (Neutral)
	2.03	Incorporate FCPT projects into UPWP & TIP	Add 1 new FCPT project to UPWP & TIP	TBD (Off Target)
	2.04	Provide staff comments on comp. or dev. plans	At least 1 plan annually	TBD
	2.05	Support Multimodal Accessibility & Mobility Projects	Participate/Provide Comments on 1 Plan Annually	TBD
	2.06	Annual Monitoring of Concurrence Mgmt. Program	Annual Review of a Development Order/Plan	TBD
<b>Goal 3: Develop and Pursue New Transportation Options for Flagler County</b>		Performance Measure	Target	Current Performance
	3.01	Assess Service Area Demographics Every Two Yrs.	Provide demographic analysis in two Annual Progress Report	TBD (On Target)
	3.02	Expansion of Existing DR Daily Hours	Daily hrs. of service increased	TBD (Neutral)
	3.02	Expansion of Existing DR to Weekends	Weekend service added	TBD (Off Target)
	3.03	Study New Public Transportation Alternatives	# of new service plans or studies	TBD
	3.04	Initiate Same-Day On-Demand Pilot	Start of Pilot Project	TBD
	3.04	Initiate Fixed Route (Blue & Red) Service	New Fixed Route Services	TBD
	3.04	Initiate Deviated/On-Demand Service Pilot	Start of Pilot Project	TBD
	3.04	Invest in New Ticketing/Trip Planning App	New IT System or App	TBD
	3.05	Institute Cost Efficient Service Options	New Svc. w/Lower Cost Per Trip than Existing DR	TBD
	3.06	Participate in a FDOT D5 Commuter Assistance Program	Partnership with FDOT D5 on one Commuter Assistance Acti	TBD
<b>Goal 4: Secure Adequate Funding from Local, State, &amp; Federal Sources</b>		Performance Measure	Target	Current Performance
	4.01	Maintain Existing Federal Transit Funding Sources	Maintain or Increase Existing Funding Levels	TBD (On Target)
	4.02	Maintain Existing State Transit Funding Sources	Maintain or Increase Existing Funding Levels	TBD (Neutral)
	4.03	Maintain Existing Federal Transit Funding Sources	Maintain or Increase Existing Funding Levels	TBD (Off Target)
	4.01	Increase New Federal Transit Funding Sources	Increase in New Federal Funding for FCPT	TBD
	4.02	Increase New State Transit Funding Sources	Increase in New State Funding for FCPT	TBD
	4.03	Increase New Federal Transit Funding Sources	Increase in New Federal Funding for FCPT	TBD
	4.04	Seek Public/Private Partnerships in New Projects	One new Public/Private Partnership	TBD
	4.05	Conduct Fare Analysis	Conduct Fare Analysis Before New Services Begin	TBD
	4.06	Update Service & Capital Improvement Program	Update Capital & Service Plan for Annual Progress Reports	TBD
	4.07	Maintain Legislative Funding Program	Actively Engaged with Annual County Legislative Program	TBD
<b>Goal 5: Educate the Community &amp; Solicit Support for FCPT</b>		Performance Measure	Target	Current Performance
	5.01	Increase Public Involvement Activities	Annual Increase in Community Meetings & Programs	TBD (On Target)
	5.06	Develop and Distribute Design Standards	Development and circulation to partner agencies	TBD (Neutral)
	5.07	Develop Pilot Travel Training Program	New Pilot Program by FY 2028	TBD (Off Target)



## TDP Coordination & Implementation

This section addresses the important additional steps that must be taken to effectively coordinate and implement the findings from this TDP. This includes integrating the plan with existing local, state, and regional plans and associated partners.

TDP Coordination & Implementation	TDP Rule Required	Best Practice	Page
Post-adoption TDP outreach		<input checked="" type="checkbox"/>	9-168
Consistency with key state & local plans	<input checked="" type="checkbox"/>		9-168
Consistency with regional transportation goals & objectives	<input checked="" type="checkbox"/>		9-169
Coordinate with FDOT Work Program	<input checked="" type="checkbox"/>		9-171
Coordination with other local plans	<input checked="" type="checkbox"/>		9-171

### Post-Adoption Outreach

The completion and subsequent adoption of this TDP offers Flagler County an excellent opportunity to include TDP findings and needs into future public involvement, outreach, or marketing efforts. In particular, efforts to continue to reach out to senior, low-income, and other transit-dependent populations offers immediate benefits to these communities while also allowing FCPT staff to be able to gauge and update the priorities of this TDP on an annual basis. Likewise, post-adoption outreach to non-traditional transit markets allow FCPT to gauge interest in the potential for new mobility services and technologies, even as pilot programs.

### Consistency with Key State and Local Plans

The Flagler Forward FY 2022-2031 TDP is a comprehensive plan that identifies areas of strength and needed growth for public transportation services in Flagler County. As such, the plan also attains consistency with a number of local and state plans. As a multi-modal and comprehensive TDP, Flagler Forward is consistent with the following local and state plans:

- Local comprehensive plans
- Transportation Disadvantaged Service Plan (TDSP)
- Flagler County Capital Improvement Plan (CIP)
- FCPT Transit Asset Management Plan (TAM)
- River to Sea TPO Long Range Transportation Plan (LRTP)
- River to Sea TPO Transportation Improvement Program (TIP)
- Florida Transportation Plan (FTP)
- FDOT State Transportation Improvement Program (STIP)
- FDOT District 5 Work Program (WP)

One of the more immediate needs from the Implementation Plan is to for FCPT to complete Public Transportation Agency Safety Plan (PTASP) that includes required federal (49 C.F.R. Part 673) and state

(14-90) safety guidelines. Once a PTASP is developed and adopted, it is important that FCPT report on and update annual performance targets of the PTASP. In addition, FCPT should share these updated PTASP targets annually with the River to Sea TPO and FDOT for adoption and inclusion into the annual updates to the Transportation Improvement Program (TIP) and/or FDOT Work Program. This effort will satisfy the need for FCPT to be compliant as a Full FTA Designated Recipient and also ensures consistency with the TPO and FDOT.

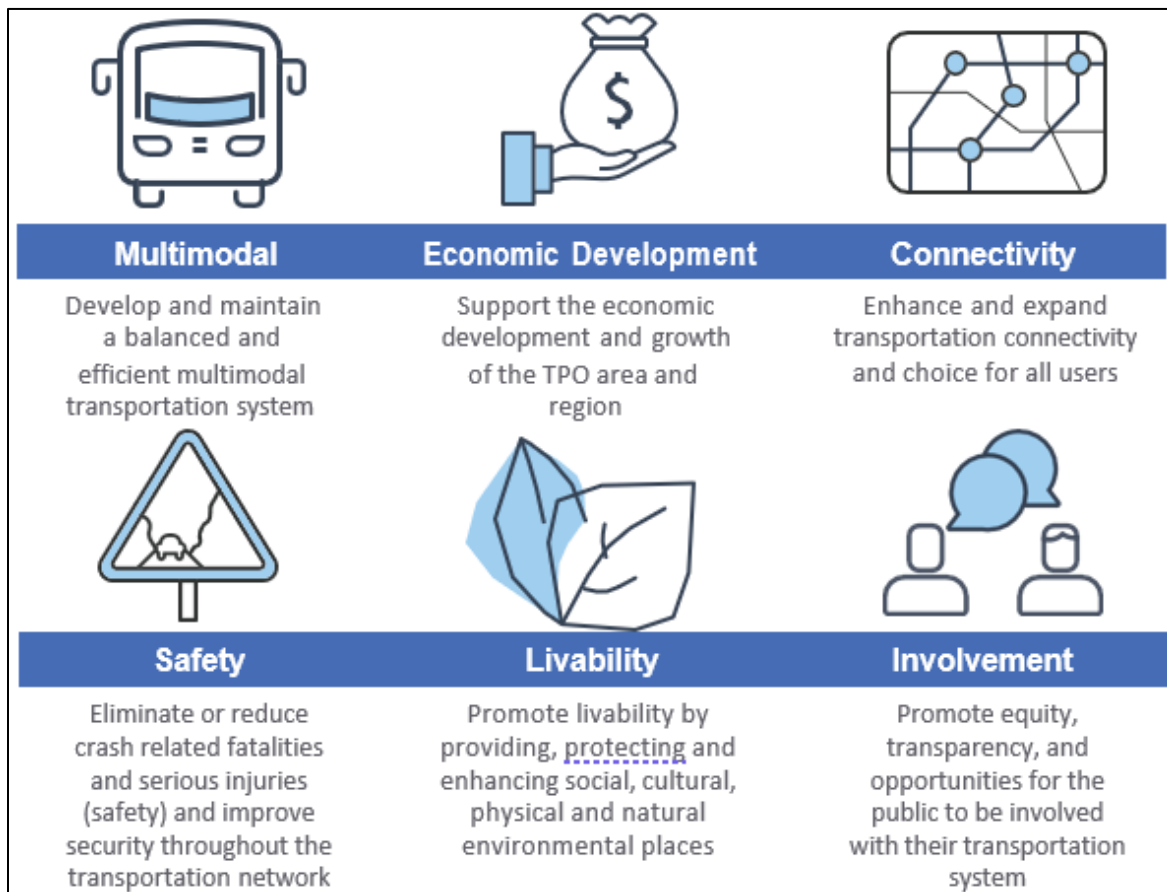
## Consistency with Regional Transportation Goals & Objectives

As described in the previous sections, many findings and needs identified in the Flagler Forward TDP are consistent with the region's transportation goals & objectives.

### *River to Sea Transportation Planning Organization (TPO) Long Range Transportation Plan (LRTP)*

The Flagler Forward TDP aligns constructively with the River to Sea Transportation Planning Organization (TPO) 2045 *Connect 2045* Long Range Transportation Plan (LRTP), which was adopted in 2020 and was amended in 2021. As part of the development of *Connect 2045*, six goals were developed that remain relevant to the TDP:

**Figure 9-1 Connect 2045 Goals**



Source: River to Sea TPO Connect 2045 LRTP

In addition, *Connect 2045* developed a number of Objectives that also tie directly to many of the findings and needs identified in the Flagler Forward TDP:

- **Objective 1.1** Develop a multimodal transportation system that improves accessibility and mobility to economic centers for all users (including motor vehicles, bicycle, pedestrian, transit) as well as the movement of goods.
- **Objective 1.3** Provide public transit systems that serve diverse populations and deliver efficient and convenient transit services.
- **Objective 1.4** Develop a plan that maximizes the use of all available existing and alternative revenue sources and is financially feasible.
- **Objective 1.6** Adequately fund preservation of transportation assets (...Transit Assets).
- **Objective 2.1** Develop a transportation system that supports diverse economic growth, advances tourism, and improves the economic competitiveness of the region.
- **Objective 2.3** Improve connectivity and access to rail, port, bus, and airport facilities.
- **Objective 2.4** Support funding of transit service that improves access to employment activity centers.
- **Objective 3.1** Provide a range of transportation alternatives to improve mobility for all residents and visitors which includes addressing the unique needs of the elderly, people with disabilities, and those unable to drive.
- **Objective 3.2** Maximize the interconnectivity of roadways, sidewalks, bicycle facilities, trails, transit, and other transportation components to provide safe and convenient pedestrian, bicycle, transit, and motor vehicle mobility.
- **Objective 3.3** Enhance regional connectivity to employment, education, health, entertainment, and other major activity centers.
- **Objective 3.4** Enhance transportation connectivity between local government jurisdictions within the region.
- **Objective 4.3** Enhance the safety and security of transit systems and other modes such as airports through appropriate design, monitoring, and enforcement programs.
- **Objective 5.1** Promote compact, walkable, mixed-use development and redevelopment opportunities that encourage a range of transportation options and maximize the effectiveness of the transportation system.
- **Objective 5.2** Develop a transportation plan with components planned and designed to preserve and enhance existing urban areas and communities.
- **Objective 5.5** Develop and support a multimodal transportation system that maintains or reduces vehicle greenhouse gas emissions and reduces or mitigates stormwater impacts.
- **Objective 6.1** Provide opportunities for public transportation that are open, inclusive, and accessible for all citizens; and develop outreach programs to engage citizens in all jurisdictions as well as the traditionally underserved and underrepresented.
- **Objective 6.3** Support the transportation investments that improve public transit services for low income and transit-dependent populations to gain access to jobs, schools, health services, and other need services.

Connect 2045 also identified a number of transit needs as part of the development of the plan as detailed in the plan's Long Range Transit Element (see summary in Table 9-1). As noted in this table, a number of transit capital and new service projects (including Fixed Route and On-Demand Services) were listed as long term (2031 and beyond) needs. These needs were not included as part of the LRTP's Cost Feasible Plan but seen as "Aspirational" goals for 2031-2045. In the development of the Flagler Forward TDP, a more attainable service plan was developed for the next ten years (FY 2022-2031) that differs slightly from this "Unfunded" portion of the LRTP. It is recommended that the TPO amend the LRTP to include the service and capital priorities identified in the Flagler Forward TDP.

In addition, it is commendable that the LRTP's Cost Feasible Plan concludes that both FCPT and VOTRAN can maintain existing transit service, but that the TPO will continue to seek any additional transportation strategies that support efforts to expand transit service in the area. The Flagler Forward TDP Implementation Plan offers an excellent opportunity for Flagler County, the TPO, and FDOT District 5 to begin to partner and strategize on new and different ways to begin to plan, fund, and implement new services and technologies in Flagler County in the short and longer term.

**Table 9-1 Connect 2045 Long Range Transit Element for Flagler County**

FLAGLER COUNTY PUBLIC TRANSPORTATION									
N/A	Maintain Existing Paratransit Service	Maintain Existing Paratransit Service	Flagler	TDP - 2016-2025	Existing	\$ 33,668,000	\$ 8,132,000	\$ 8,318,000	\$ 8,512,000
N/A	Capital Needs - Existing Services	Replacement Vans - Paratransit Service	Flagler	TDP - 2016-2025	Existing	\$ 19,764,089	\$ 3,290,000	\$ 3,444,861	\$ 3,859,667
4	Capital Needs - New and Improved Services	Expansion - Fixed Route	Flagler	Aspirational	Aspirational	\$ 7,528,151			\$ 3,253,680
4	New Transit Service - Local	Route 1 - Blue Route: Cypress Point Walmart - Bunnell via Belle Terre Parkway/SR 100	Flagler	Aspirational	Aspirational	\$ 4,207,072			\$ 1,948,373
4	New Transit Service - Local	Route 2 - Red Route: Advent Health Hospital - Flagler Beach via SR 100	Flagler	Aspirational	Aspirational	\$ 4,207,072			\$ 1,948,373
4	New Transit Service - Local	Route 3 - Green Route: Cypress Point Walmart - Matanzas High School via Old Kings Road	Flagler	Aspirational	Aspirational	\$ 4,207,072			\$ 1,948,373
4	New Transit Service - Local	Route 4 - Black Route: Cypress Point Walmart - Matanzas High School via Belle Terre Parkway	Flagler		Aspirational	\$ 3,487,441			\$ 1,615,099
4	New Transit Service - Local	Route 5 - Yellow Route: Cypress Point Walmart - Matanzas High School via Palm Harbor Drive	Flagler	Aspirational	Aspirational	\$ 3,487,441			\$ 1,615,099
4	New Transit Service - Local	Route 6 - Orange Route: Cypress Point Walmart - Matanzas High School via Florida Park Drive	Flagler	Aspirational	Aspirational	\$ 3,487,441			\$ 1,615,099
4	New Transit Service - On-Demand Zone	Zone - Palm Coast NE	Flagler	Aspirational	Aspirational	\$ 3,487,441			\$ 1,615,099
4	New Transit Service - On-Demand Zone	Zone - Palm Coast NE	Flagler	Aspirational	Aspirational	\$ 4,207,072			\$ 1,948,373
4	New Transit Service - On-Demand Zone	Zone - Palm Coast SW	Flagler	Aspirational	Aspirational	\$ 4,207,072			\$ 1,948,373
4	New Transit Service - On-Demand Zone	Zone - Palm Coast NW	Flagler	Aspirational	Aspirational	\$ 719,630			\$ 333,274
4	Planning Studies	Flagler Beach Multi-Modal Hub Study	Flagler	Aspirational	Aspirational	\$ 150,000			\$ 386,356

Source: River to Sea TPO Connect 2045 LRTP, Appendix D – Long Range Transit Element

## Coordination with FDOT Work Program

As discussed in the TPO/LRTP section above, the Flagler Forward TDP Implementation Plan offers an excellent opportunity for the County, FDOT District 5, and TPO staff to strategize on planning, funding and implementing some of the near-term projects. By partnering and prioritizing projects with FDOT (Work Program process) the TPO (TIP process), Flagler County can begin to take the steps needed to access existing and potentially new State and Federal funding sources. This will require Flagler County to examine local funding (matching) options as well.

## Coordination with Other Local Plans

Flagler County must make continual efforts to coordinate the TDP with other local plans, such as local Concurrence Plans/Program, comprehensive plans, and other planning efforts at the local government level. In addition, FCPT must take steps to coordinate with other Divisions of Flagler County in order to maximize shared investments or plans that share similar goals. This may include but is not limited to annual plans developed for capital improvement, fleet/maintenance, budgeting/finance, and human resources. This is particularly important as it allows Flagler County as a whole to invest consistently in transportation projects (i.e. service, sidewalks, bike lanes/trails) that meet both local and regional goals.

## Appendix 1: Plans and Studies Review

### Local, Regional and State Plan

Local, regional, and state plans contain the vision for the future growth of mobility services within Flagler County. The content contained within these plans is the result of the collective efforts of many entities attempting to define transportation needs and opportunities in the short, mid and long - term time planning horizons. Those elements that are pertinent to facilitating public transportation services are outlined below.

Plan	Agency	Year	Key Findings
Flagler County Comprehensive Plan 2010 – 2035	Flagler County	2010	<p>The Comprehensive plan identifies goals that are supportive of public transit service delivery. Highlights include:</p> <ul style="list-style-type: none"> <li>• expand the opportunities and use of multimodal transportation systems.</li> <li>• promote the use of bicycles and walking</li> <li>• update the Land Development Regulations (LDRs) to allow developer provision of certain multimodal improvements, e.g., transit bays and shelters</li> </ul>
City of Flagler Beach Comprehensive Plan	City of Flagler Beach	2015	<p>The City's comprehensive plan targets accessibility to multimodal transportation through the development of infrastructure investments that support public transportation users.</p> <ul style="list-style-type: none"> <li>• Develop and maintain an integrated and multi-modal transportation system, which provides both accessibility and mobility for pedestrians, bicyclists, transit users, and motorized-vehicle users</li> <li>• provision of sidewalks, bikeways, transit stops, or other facilities to support alternative modes of travel.</li> <li>• Parking management systems and park and ride facilities linked to public transit.</li> </ul>
City of Bunnell Comprehensive Plan	City of Bunnell	2011	<p>The City's comprehensive plan identifies infrastructure investments, land development regulations and intergovernmental coordination that support the development of public transportation in the county.</p> <ul style="list-style-type: none"> <li>• Mixed use developments, whether infill or rural clusters shall provide pedestrian-friendly street design</li> <li>• Developments shall provide interconnected street grid networks to disperse traffic and encourage walkability.</li> <li>• Provide additional multi-modal transportation facilities, including sidewalks and bicycle paths/lanes and the expansion of transit service to include a circulator route in the City and vicinity if warranted by ridership and vehicular usage trends.</li> </ul>

			<ul style="list-style-type: none"> <li>Upgrade existing and provide new transit facilities as warranted such as park and ride lots, future bus stops with shelters and signage</li> </ul>
Northeast Florida Strategic Regional Policy Plan 2014	Northeast Florida Regional Council	2014	<p>The council recognizes the importance of multimodal transportation systems with supporting development and infrastructure.</p> <ul style="list-style-type: none"> <li>The Region supports more compact development connected by transportation corridors</li> <li>Promote alternatives to single-occupancy vehicle commuter trips and high-speed connectivity between job and housing centers.</li> <li>Encourage developers and local governments to promote mixed-use communities that provide alternative forms of transportation, such as sidewalks, bike paths, and transit stops in locations with highest density.</li> <li>technology that improves the transportation system or can otherwise benefit quality of life in the Region</li> </ul>
Flagler County Transportation Disadvantaged Service Plan 2020-2025	Northeast Florida Regional Council	2019	<p>The Transportation Disadvantaged Service Plan accents the importance of reaching more clients, with greater efficiencies through partnerships, promotion and outreach activities while exploring alternative transportation solutions.</p> <ul style="list-style-type: none"> <li>maintain operations of deviated fixed-route systems</li> <li>Increase number of clients/riders served</li> <li>Increase coordination with other counties and surrounding communities as appropriate</li> <li>Maximize the multi-loading of vehicle trips as practical and to reduce cost per trip and maximize efficiency</li> <li>Promote service availability to agencies and consumers through advertising efforts, social media, partnerships, the distribution of flyers to social service agencies and consumers, and to the general public at County events</li> </ul>
Connect 2045 – River to Sea TPO Long Range Plan	2020		<p>The TPO's Long Range Plan promotes public transportation services through outreach activities and focusing on mobility to all residents while focusing on access to employment with connectivity to multimodal systems.</p>



			<ul style="list-style-type: none"><li>• Develop a multimodal transportation system that improves accessibility and mobility to economic centers for all users (including motor vehicle, bicycle, pedestrian, transit)</li><li>• Support funding of transit service that improves access to employment activity centers.</li><li>• improve mobility for all residents and visitors which includes addressing the unique needs of the elderly, people with disabilities, and those unable to drive.</li><li>• develop outreach programs to engage citizens in all jurisdictions as well as the traditionally underserved and underrepresented.</li></ul>
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## Flagler County Transportation Disadvantaged Service Plan 2020-2025

### **Goal 1:** Coordination of Transportation Disadvantaged Services

#### **Objective 1.1:** Contract with agencies purchasing transportation using public funds

**Strategy 1.1.1:** Utilize executed Purchase of Service Agreements (POS) as necessary with all agencies purchasing transportation services with public funds prior to service being initiated. Such POS Agreement shall specify the service and cost of each type of transportation service to be provided (fixed, direct, indirect, per mile etc.)

### **Goal 2:** Focus on Consumer Choice and Efficiency

#### **Objective 2.1:** Arrange transportation services to maximize consumer choice and vehicle efficiency

**Strategy 2.1.1:** As funding permits, maintain operations of deviated fixed-route systems

**Strategy 2.1.2:** Using Trapeze, analyze current service delivery and demand for service to develop consumer travel patterns

**Strategy 2.1.3:** Survey transportation system users for potential ridership levels and develop routes accordingly

**Strategy 2.1.4:** Increase number of clients/riders served

**Strategy 2.1.5:** Maximize the multi-loading of vehicle trips as practical and to reduce cost per trip and maximize efficiency

**Strategy 2.1.6:** As the State and County allow, and as the CTD develops a mechanism to authorize and fund rides from transportation network companies or other providers, utilize the range of services that make sense in Flagler County or regionally to maximize efficiency and choice

#### **Objective 2.2:** Market the system within Flagler County and regionally

**Strategy 2.1.1:** Promote service availability to agencies and consumers through advertising efforts, social media, partnerships, the distribution of flyers to social service agencies and consumers, and to the general public at County events

### **Goal 3:** Accountability: Utilize the Transportation Disadvantaged Trust Fund Non-sponsored grant monies efficiently

#### **Objective 3.1:** Adhere to strict budget and non-sponsored funding to prevent over-spending or under-spending of non-sponsored trip monies at the end of grant cycle year

**Strategy 3.1.1:** Delineate budget utilizing non-sponsored monies with monthly allocation. Provide report to the Local Coordinating Board (LCB) on status of these funds each meeting

**Goal 4:** Utilize the Expertise of the Local Coordinating Board

**Objective 4.1:** Complete all reports in a timely fashion which require LCB approval and/or review including all reports requested by the LCB

**Strategy 4.1.1:** Final draft preparation of reports will be completed prior to the quarterly meeting and presented to the Board for their review

**Strategy 4.1.2:** Provide a written overview of ridership totals, vehicle miles, costs and revenue at each quarter, with a comparison to the same quarter of the previous year

**Strategy 4.1.3:** Provide and present the Annual Operating Report to the LCB prior to its submittal to the CTD on or before September 15

**Strategy 4.1.4:** Present rate calculations for LCB approval

**Strategy 4.1.5:** Information on grants applied for will be provided to the LCB for their approval for incorporation into this plan

**Goal 5:** Customer Satisfaction

**Objective 5.1:** The LCB shall monitor the quality of service provided by the Community Transportation Coordinator

**Strategy 5.1.1:** The CTC shall report complaints to the LCB

**Strategy 5.1.2:** The CTC will respond to grievances as specified by the bylaws of the LCB

**Goal 6:** Maintain and Plan for a Safe and Adequate Fleet

**Objective 6.1:** Develop and maintain a transit capital acquisition/replacement plan with an emphasis on safety

**Strategy 6.1.1:** Identify vehicles due for replacement during the budget process at the start of each CTC fiscal year

**Strategy 6.1.2:** Utilize all available Federal, State and local grant funding sources including but not limited to FDOT Section 5310, 5311(f), and 5339 as well as FDOT Service Development program funds for procurement of vehicles for either replacement or expansion purposes as necessary

**Goal 7:** Support Regional Transit

**Objective 7.3:** Increase coordination with other counties and surrounding communities as appropriate

**Strategy 7.3.1:** Coordinate multi-county trips and service enhancements between Flagler County and other counties by cooperating and working with nearby counties and the Community Transportation Coordinators that serve them

## Comprehensive Plans

Local government comprehensive plans contain elements that both directly and indirectly guide development of the transportation system. These plans create a transparent and fundamental process of planning, design, permitting, funding, constructing and maintaining transportation infrastructure for a fixed timeframe. The goals and objectives directly related to public transportation can be viewed in context with other transportation supportive policies to understand the City and County governmental approach to managing transportation facilities.

### *Flagler County Comprehensive Plan 2010 – 2035*

The Flagler County Comprehensive Plan 2010-2035 provides for the planning of the unincorporated areas of Flagler County. Areas under the jurisdiction of municipalities are not bound by the goals, objectives and policies established in the Flagler County Comprehensive Plan, unless otherwise directed by an adopted and approved joint planning agreement, interlocal agreement, memorandum of understanding, multi-jurisdictional development agreement or any other formally adopted agreement.

**Objective B.1.3: Flagler County will strive to expand the opportunities and use of multimodal transportation systems.**

**Policy B.1.3.1:** Flagler County will continue to maintain and enforce a Concurrency Management System (CMS) that monitors existing and projected roadway operating conditions on the County's Major Roadway Network for compliance with the adopted Level of Service (LOS) standards.

**Policy B.1.3.2:** To ensure adequate transit service provision, Flagler County will, upon completion of the Transit Development Plan (TDP), utilize information provided by the TDP and continue to provide information in Annual Operating Reports (AORs) regarding the number of passengers served by trip purpose.

**Policy B.1.3.3:** Flagler County shall use the recommendations of the Transit Development Plan (TDP) and other professional sources in order to establish numerical indicators that measure the mobility of the County's multimodal transportation system and, where appropriate, incorporate these into the Concurrency Management System (CMS).

**Policy B.1.5.7:** Flagler County shall assess new development an equitable pro rata share of the costs to provide roadway improvements that are necessary to serve the new development in a manner consistent with the proportionate fair share provisions of the Land Development Regulations (LDRs).

**Policy B.1.5.8:** Flagler County will update the Land Development Regulations (LDRs) to allow developer provision of certain multimodal improvements, e.g., transit bays and shelters, multi-use trails, etc., to be credited toward proportionate fair share costs.

**Objective B.1.7:** Flagler County will study and recommend Transportation System Management (TSM) improvements and travel demand management measures in order to increase roadway capacity, reduce peak hour congestion, reduce greenhouse gas emissions, and improve roadway safety.

- **Policy B.1.7.1:** Flagler County shall utilize Transportation System Management (TSM) improvements including, but not limited to, turn lanes, synchronization of signals, and intersection improvements, to maintain road capacity and function and thereby eliminate unacceptable levels of traffic congestion. Site-specific Transportation System Management (TSM) studies will be conducted as needed and recommended improvements will be implemented through the development review process and/or the capital improvement planning process.
- **Policy B.1.7.2:** Flagler County will work internally and with private sector employees to reduce the number of work-related vehicle trips and peak hour congestion by providing incentives for carpooling, bicycling and public transit use, promoting conference calls and videoconferencing, implementing flex time policies, and co-locating public facilities.
- **Policy B.1.8.3:** Flagler County will support the implementation of seamless and safe multimodal facilities and services in the transportation network by coordinating across agencies and integrating planned transit, pedestrian and bicycle facilities with roadway widening projects, intersection improvements, and resurfacing projects. Multimodal facilities and services will improve transportation choices, provide for underserved populations, reduce congestion, and reduce per capita greenhouse gas emissions. Facilities may include marked crosswalks, intersection improvements to enhance pedestrian safety, wider sidewalks, multiuse trails, bicycle lanes, and secure bicycle parking.

**Objective B.1.10:** Flagler County will promote the use of bicycles and walking by providing adequate facilities for pedestrians and bicyclists.

- **Policy B.1.10.1:** By 2013, Flagler County will develop an integrated County-wide Pedestrian, Bicycle, and Multi-Use Trail Master Plan that is coordinated with the plans of the incorporated municipalities within Flagler County and the surrounding counties. The plan will be implemented concurrent with land development and public roadway improvement projects.
- **Policy B.1.10.5:** Flagler County will require that new development include the installation of pedestrian facilities for access to public transit routes consistent with the Pedestrian, Bicycle, and Multi-Use Trail Master Plan, Land Development Regulations (LDRs), the Park and Recreation Capital Improvement Program, and the Transit Development Plan (TDP).

**Objective B.1.11:** Flagler County will prepare a detailed mass transit study to evaluate the need for future fixed route transit service and prepare and update a Transit Development Plan (TDP) to document public transportation services that will be economically feasible and implemented when there is demand for the services and the County qualifies for federal transit funds.

**Policy B.1.11.1:** Flagler County will consider fixed route public transportation services when service demand and Federal financial subsidy produce economic feasibility.

**Policy B.1.11.2:** At such time fixed route public transportation services are demanded by the public and are economically feasible, Flagler County will establish a public transportation facility that supports future transit operations and maintenance. The County will seek federal funds and all other appropriate funds to assist in establishing such a facility.

**Policy B.1.11.3:** Flagler County will establish measures for the preservation of right-of-way to accommodate existing and planned transit services and stop locations in right-of-way protection policies.

**Policy B.1.11.4:** Flagler County will create provisions within the Land Development Regulations' (LDRs') site and building design standards that provide accessibility to public transportation for new development. The County will require future developments to plan for public transit facilities, including the provision of facilities such as covered shelters, bus bays, and park-and-ride lots, based on the overall size of the development and proximity to existing and planned transit routes. The additional impervious area required for the public transportation facilities shall not be included in the calculation for maximum impervious area, as required by the Flagler County Land Development Regulations.

**Policy B.1.11.5:** Flagler County will identify land use policies and transit incentives, mix of uses, and minimum density requirements that promote the use of public transportation in fixed route corridors. The provision of public transportation will be used to relieve conditions of traffic congestion or constrained roadway segments when warranted based on travel patterns.

**Policy B.1.11.6:** Public transportation will be used to relieve conditions of traffic congestion and constrained roadway segments when warranted based on travel patterns.

**Policy B.1.11.7:** All providers of transportation services for the disadvantaged shall ensure compliance with the requirements of the Americans with Disabilities Act (ADA).

**Policy B.1.11.8:** Service provision for the transportation disadvantaged shall be monitored to ensure that this segment of the population has adequate mobility. Flagler County shall maintain an annual monitoring program that evaluates the demand for transportation disadvantaged services.

## *City of Palm Coast – 2035 Comprehensive Plan*

The Palm Coast Comprehensive Plan reflects the City's vision by maintaining suburban residential character and providing opportunities for mixed-use development with goods, services, and employment for residents. In this manner, the Comprehensive Plan ensures that appropriately situated commercial and office areas that help to create a full-service city enhance the existing residential character of the City. The City will provide areas for appropriate commercial and industrial uses for business and economic development opportunities. Strategies are proposed to preserve natural resources and open space; enhance public facilities, infrastructure and traffic circulation, and maintain an attractive community image. Additionally, provisions have been made for the enhancement of public safety and health, educational opportunities, and diversified cultural opportunities for citizens and visitors to maintain and improve the quality of life associated with Palm Coast.

Transit supportive elements of the City of Palm Coast's Comprehensive Plan are shown below.

### **GOAL 1.1: ESTABLISHMENT OF FUTURE LAND USE DESIGNATIONS AND THE ZONING DISTRICTS -**

Preserve the character of residential communities, prevent urban sprawl and protect open space and environmental resources, while providing a mix of land uses, housing types, services, and job opportunities in mixed use centers and corridors.

- **Objective 1.1.1 - Future Land Use Map Designations and Zoning Districts -** The City's Future Land Use Map (FLUM) shall provide areas for mixed use development in identified commercial centers and corridors while maintaining the established suburban residential development pattern in single family areas and protecting the community's environmental resources
  - **Policy 1.1.9.16 –** Development of transportation network in the Planning Area shall include an overall pedestrian/bicycle facility system to facilitate alternative mode of transportation within and into the Planning Area.

**GOAL 1.8: NORTHWEST CORRIDOR OVERLAY AREA (NCOA) -** The City established the Northwest Corridor Overlay Area (NCOA) based on a coordinated policy framework to properly plan for long term potential growth in an area that contains sensitive natural habitats. The City wants to ensure that the area develops as a showcase community. The development should be composed of mixed-use neighborhoods served by a regionally significant interconnected transportation network and public facilities, a community that provides energy efficient and diverse housing opportunities, promotes enhanced opportunities for further economic growth in the City, and establishes a template for preservation, conservation, and protection of the natural environment to provide a high quality of life for residents.

- **Objective 1.8.1 – Primary Land Use Implementation Standards** Urban development within the NCOA shall comprise a mix of diverse land use types to promote a development form of greater variety than is presently available in the rest of the community, provide job opportunities proximate to housing, and strive to ensure that commercial centers include civic, cultural, and recreational uses.



- Policy 1.8.1.6 – Mixed-use developments shall provide for a functional mix of land uses which are compact in form and will accommodate multi-modal transportation systems.
- Objective 1.8.2 – Transportation and Circulation. The NCOA will require new developments to be connected by roadways, multi-purpose paths, and pedestrian systems that encourage efficient and non-vehicular travel between neighborhoods. Consistent with the Goal of the NCOA, development, within the NCOA shall be designed to support future transit and the interconnectivity of the major thoroughfare system of the City and the region. The purpose of this objective is to achieve a reduction in vehicle miles of travel per person and provide alternative modes of transportation.

Policy 1.8.2.3 – Any mixed-use development in the NCOA shall plan to accommodate future transit demands by providing pullouts, stops, and shelters, including facilities to support the use of electric vehicles and alternative modes of transportation.

**GOAL 1.9 –NEOGA LAKES DEVELOPMENT OF REGIONAL IMPACT** - In furtherance of the Goals, Objectives and Policies of the City Comprehensive Plan and in particular in furtherance of the Goals, Objectives and Policies of Goal 1.8, establishing the Northwest Corridor Overlay Area, the City shall continue to manage its growth through the development of the Neoga Lakes property as a compact, mixed use and multi-modal community which respects and conserves valuable natural and historical resources, provides for a wide range of employment, housing, retail and recreational opportunities, and results in a more energy and resource efficient community than traditional suburban development.

- Objective 1.9.2 - Urban Form The Neoga Lakes DRI shall contain an Urban Village comprised of residential, commercial, office, industrial and institutional uses in an energy efficient land use pattern.
  - Policy 1.9.2.1 – The Urban Village shall be a mixed-use community which provides for compact development of the following uses:
    - A. ? Residential Neighborhoods: Residential Neighborhoods shall provide a variety of residential densities and housing types organized around the Village Center and Neighborhood Centers. Development shall be designed using compact land use patterns that are conducive to walking or bicycling. All neighborhoods shall be served by a highly connected transportation network suitable for pedestrians, bicycles and motorized vehicles. Streets shall be designed to encourage slower vehicular travel speed and accommodate future bus transit.

**GOAL 2.1: STREET NETWORK LOS** - Expand and maintain the City street system that provides safe accessibility and mobility to all residents, businesses, and visitors and maintains an acceptable level of service.

- Objective 2.1.4 - Transportation Improvements City of Palm Coast 2035 Comprehensive Plan – The City has developed Short-Range (5 years) and Long-Range (25 years) Transportation Plans that identify current and future transportation deficiencies and identifies improvements in the

roadway network based on the adopted FLUM. Develop strategies, including corridor studies, to address and identify deficiencies.

- Policy 2.1.4.1 – The Transportation Plan shall address the short- and long-range needs of City residents for streets, public transit, pedestrian and bicycle facilities, including potential funding sources and assigns responsibility for future construction.
- Policy 2.1.4.5 – Based on the Transportation Plan, the City has identified the arterial and collector roadways within its jurisdiction that have of the potential to fail in 2015 and 2035. Using this information, corridor studies on roadways determined to fail within the next 25 years shall be scheduled, as needed. These corridor studies shall focus on methods to improve projected LOS on the roadways through the use of Intelligent Transportation Systems (ITS), transit, intersection improvements, travel incentives/disincentives, construction options, or mitigation methods considered appropriate to reduce travel demand.
- Policy 2.1.4.8 – The City shall identify transit alternatives and parking strategies for the City that will reduce the rate of growth in traffic congestion by 5% and assist in meeting the City's future transportation needs.
- Objective 2.1.10 - Development of Transportation Alternatives Working with Flagler County, the City will identify transit alternatives for the City that will encourage energy efficient land use patterns to serve current and future land uses and population needs, reduce congestion and vehicle miles travelled and meet its future transportation needs.
  - Policy 2.1.10.1 – Within five (5) years of adoption, the City will coordinate with Flagler County in the development of a Mass Transit Development Plan which assesses the need for a Mass Transit program that includes fixed route/deviated route bus services, paratransit services, ride share, and van pooling.
  - Policy 2.1.10.2 – In coordination with Flagler County, the City will assist with the development of Mass Transit Development Plan to address the following issues and topics:

A. Need/demand for services and public support;

B. Projected utilization and passenger patronage;

C. Organization, administration and management of a program;

D. Route development and design;

E. Technology and capital needs;

F. Estimated planning, capital and operating costs;

G. Methods of funding services;

H. Encourage transit use and ride sharing; and

I. Reduce the use of single-occupant vehicles

- Objective 2.1.11 – Reduce Commuting Demand on the Strategic Intermodal System Support the development of strategic mixed-use centers and provide opportunities for employment growth to maintain jobs within the City.
  - Policy 2.1.11.2 Provide opportunities for transit service by concentrating employment opportunities within strategic mixed-use centers.

GOAL 7.4: TRANSPORTATION MOBILITY Maintain and enhance the mobility of roads and all other modes of transportation and traffic circulation.

- Objective 7.4.1 – Coordinated Transportation Planning - Enter into intergovernmental agreements and coordinate planning activities, at a minimum, with FDOT, Flagler County, River to Sea TPO, and the Flagler County Legislative Delegation to improve traffic circulation and provide other modes of transportation in addition to automobile travel.
  - Policy 7.4.1.1 - The City shall coordinate, at a minimum, with Flagler County and the Florida Department of Transportation (FDOT) to:

C. Identify transit alternatives and funding sources, and the development and funding of a mass transit development plan with the Flagler County Community Transportation Coordinator.

D. Participate and coordinate with FDOT, Flagler County, Volusia County and St. Johns County in regional transportation decision-making and to ensure appropriate and functional Emergency Evacuation Routes.

H. Through coordination with State agencies, the Flagler County Legislative Delegation, and DRI developers work toward development of a passenger rail station on the State's north-south rail corridor within the proposed Palm Coast Park DRI, or in another suitable location.

- Policy 7.4.1.3 – The City shall provide input to Flagler County relative to the need for any particular desirable routes and services which may be of benefit to the citizens of Palm Coast with regard to potential or available mass transit systems or other systems of alternative transportation modes.

## *City of Bunnell Comprehensive Plan*

The City of Bunnell Comprehensive Plan reflects the City's future vision and direction. Several elements of the City's Comprehensive plan are supportive of public transportation options. Guiding future development with pedestrian friendly elements, such as denser development patterns in rural clusters and infill. Further, walkability with interconnected street grid is supportive of public transportation services as every transit rider is also a pedestrian. From land use policy and intergovernmental coordination that promotes transit friendly design and provides for the development of multi-modal transportation facilities, Bunnell's preparing to support more mature public transportation services.

### *Future Land Element*

#### *9.4.2.3.1.1 FLU Objective 5.2*

##### *9.4.2.3.1.1.1 9J-5.006(3)(b)10*

New development in the City shall comply with "Smart Growth" principles that minimize the emission of greenhouse gases and reduce vehicle miles of travel as opposed to conventional development standards that encourage urban sprawl. The following policies shall be incorporated into the City's land development regulations after the adoption of the updated Comprehensive Plan.

#### *9.4.2.3.1.2 FLU Policy 5.2.1*

##### *9.4.2.3.1.2.1 9J-5.006(3)(c)5*

Mixed use developments, whether infill or rural clusters shall provide pedestrian-friendly street design (buildings close to street; porches, windows and doors; tree-lined streets; hidden parking lots; garages in rear; narrow, slow-speed streets).

#### *9.4.2.3.1.3 FLU Policy 5.2.29*

##### *9.4.2.3.1.3.1 J-5.006(3)(c)4*

New development, as well as infill development where feasible, shall provide interconnected street grid networks to disperse traffic and encourage walkability. Developments may include a hierarchy of narrow streets, boulevards and alleys; high-quality pedestrian networks; designs that encourage a greater use of bicycles, rollerblades, scooters and walking as daily transportation; connectivity; and a land use mix that demonstrates reduced external trips by encouraging internal trips.

### *Traffic and Congestion Element*

#### *9.4.2.3.2.1 TC Policy 1.4.3*

The City shall coordinate with Flagler County and adjacent municipalities to:

- Participate in a marketing campaign to promote bicycle, pedestrian and other non- motorized transportation options.
- Provide additional multi-modal transportation facilities, including sidewalks and bicycle paths/lanes and the expansion of transit service to include a circulator route in the City and vicinity if warranted by ridership and vehicular usage trends.
- Upgrade existing and provide new transit facilities as warranted such as park and ride lots,

future bus stops with shelters and signage, as well as, transit-oriented development in the vicinity of the railroad tracks related to the potential reestablishment of a rail stop in Bunnell.

## *City of Flagler Beach Comprehensive Plan*

The 2035 City of Flagler Beach Comprehensive Plan contains 8 elements that incorporate goals, objectives, and policies to guide the community's vision of future development. The goals and objectives in the Transportation Element and are relevant to transit are listed below.

**Goal B.1: Develop and maintain an integrated and multi-modal transportation system, which provides both accessibility and mobility for pedestrians, bicyclists, transit users, and motorized-vehicle users while conserving energy, and being sensitive to the environment, cultural, and historic resources of the City.**

**Objective B.1.1:** The City shall provide for a safe, convenient, and efficient motorized and non-motorized transportation system by correcting all existing multi-modal deficiencies and maintain acceptable operating conditions in the future. Further, the City shall balance the needs of residential neighborhoods and the downtown district with the operating and mobility needs of the respective city, county, and state transportation systems.

**Objective B.1.5:** The City shall consider the creation of a Mobility Plan. The purpose of the plan would be to recognize the need for assessing proposed development based on its potential to impact the ability of residents, businesses, tourists, and others to move freely and safely in the City, regardless of their chosen mode of travel.

- **Policy B.1.5.1** The provision of sidewalks, bikeways, transit stops, or other facilities to support alternative modes of travel.
- **Policy B.1.5.2** Parking management systems and park and ride facilities linked to public transit.

**Goal C.1: The City shall provide safe and adequate housing for all of the City's current and projected populations through the application of regulatory activities and the pursuit of intergovernmental housing assistance programs.**

**Objective C.1.3:** The City shall ensure adequate sites for low and moderate-income households and for mobile homes.

- **Policy C.1.3.4** The City shall locate uses for which land is not available on the barrier island, such as affordable housing, on the mainland and shall support improved transit to and from the barrier island to allow for access.

**Goal E.2: The City has the goal of conserving, protecting, and appropriately managing its natural resources to ensure the highest environmental quality possible. The following objectives and policies are established to meet this goal:**

- **Objective E.2.1** The City shall meet or exceed the minimum air quality levels established by the Florida Department of Environmental Protection.
- **Policy E.2.1.2** The City shall work to minimize the adverse effects of automotive emissions by continuing to promote alternative transportation.

#### *Northeast Florida Strategic Regional Policy Plan 2014*

The NEFRC mission is to be a dynamic network of local governance, providing visionary leadership, advocacy, and coordination between counties and local, state, and federal governmental agencies to preserve and enhance the quality of Northeast Florida's economic, natural, built, and social environment.

The Northeast Florida Regional Council created the not-for-profit Regional Community Institute of Northeast Florida (RCI) for the purpose of determining the current State of the Region and establishing a vision for growth and development in the seven - county region for the next fifty years.

The RCI created The Strategic Regional Policy Plan (SRPP) to serve as a guidebook on coordinated steps to achieve the goals for Northeast Florida included in First Coast Vision. The Plan contains goals, policy guidelines and recommendations to achieve regional coordination. Excerpts from the SRPP that pertain to public transportation and mobility are shown below.

#### **DEMOGRAPHICS AND EQUITY**

**Goal: Progress toward achieving our goals should have a positive impact on the ability of all Counties in the Region to prosper and all of the residents in the Region to achieve their personal goals. We will look for residents of modest means to spend less of their incomes on housing and transportation, and for mobility for all to access jobs and those things that impact quality of life.**

- **OBJECTIVE: A REGION WHERE ALL PEOPLE CAN THRIVE**
  - **Policy 4:** Non-compact development patterns and limited mobility options are a barrier to success for all, and have a greater impact on low-income residents, seniors and those with disabilities or health challenges. The Region supports more compact development connected by transportation corridors

#### **COMMUNITIES AND AFFORDABLE HOUSING**

**Goal: Each local government is encouraged to take the lessons learned from visioning, the public preference for multiple growth centers, the corridor map from the Regional Transportation Study Commission, the opportunities and challenges raised by resources of regional significance and the**

desires of their residents and determine where new growth should go, ideally in locations allowing it to take advantage of existing infrastructure, be mixed use, compact and connected to other centers. These mixed-use growth and redevelopment centers are supported in all seven Counties and have the potential to increase transit ridership, reduce car dependency, maintain water and air quality and conserve water. Once these locations are chosen, governments should do all they can to support quality development there that will appreciate in value and achieve multiple community and economic goals.

- **OBJECTIVE:** IMPROVE QUALITY OF LIFE AND PROVIDE QUALITY PLACES IN NORTHEAST FLORIDA
  - **Policy 6:** The Region encourages the creation of housing and supportive infrastructure for all of our citizens, including our aging population, veterans, and those with special needs. When such development is designed, it recognizes the linkage between the location of these facilities, access to mobility options and community building that ensures that these facilities are part of the community and not isolated from it.

## ECONOMIC DEVELOPMENT

**Goal:** View all policy through the lens of the Six Pillars of Florida's Future Economy. Each of the policies in this plan and all of the actions of the NEFRC will be reviewed based on their relevance to our future, and this includes a broad definition of the assets that drive our regional economy. We will not create a new plan for economic development, but will join the region in support of the goals and policies identified by Innovate Northeast Florida and the Comprehensive Economic Development Strategy.

**Goal:** Northeast Florida's economic development strategies, consistent with Federal guidelines, are set with partners and new policy is not set by NEFRC. NEFRC's goal is to ensure that the Comprehensive Economic Development Strategy is a five-year strategy that reflects economic development planning on a regional and county level, and that the region is always positioned to collaborate to maximize funding opportunities.

- **OBJECTIVE:** IMPROVE QUALITY OF LIFE & QUALITY PLACES
  - **Policy 61C:** Using the theme of a multiple growth center scenario, strive to achieve the following: Create a sustainable, full-service region. Create a job/housing balance within each county. Ensure that there is an equitable distribution of infrastructure and support facilities, including schools, hospitals, and libraries, throughout the Region. Promote alternatives to single-occupancy vehicle commuter trips and high-speed connectivity between job and housing centers.

## HEALTH



**Goal:** The Region supports local and regional efforts to ensure that the region's residents have access to a healthy lifestyle and good health care. NEFRC supports our partners in seeking improvement in health outcomes throughout the region.

- **OBJECTIVE:** THE REGION PROVIDES OUR RESIDENTS WITH GREAT PLACES TO WALK TO SAFELY
  - **Policy 8:** Encourage developers and local governments to promote mixed-use communities that provide alternative forms of transportation, such as sidewalks, bike paths, and transit stops in locations with highest density.
  - **Policy 12:** Support a Regional transit system, transit-oriented development, and more compact development patterns to reduce vehicle miles traveled and reduce the Regional carbon footprint

## **NATURAL RESOURCES OF REGIONAL SIGNIFICANCE**

**Goal:** Northeast Florida recognizes that some resources have the potential to impact more than one jurisdiction, and their viability is of concern to the Region. NEFRC promotes the protection of these resources, as contained on the Natural Resources of Regional Significance list. **Goal:** The Regional Green Infrastructure is an interconnected system of natural and built infrastructure, undeveloped lands and incorporates natural resource areas, recreational lands, and working lands. The Region recognizes the value of the Regional Green Infrastructure and measures it, and consistent with the spirit of green infrastructure, incorporates commercially viable forest land, cropland, natural resources and recreational facilities into this category, which is an important part of the fabric and future of Northeast Florida.

- **OBJECTIVE:** LAND USE PATTERNS THAT SUPPORT NATURAL RESOURCES AND PEOPLE
  - **Policy 12:** The Region strives for consistent public and private land use policy that supports a Regional land use pattern that creates a healthy mix of uses in growth and redevelopment centers in all seven Counties, increases mobility options, reduces car dependency, and maintains air quality.

## **REGIONAL TRANSPORTATION**

**Goal:** In order to promote a diversified and vibrant regional economy, the Region supports an efficient multi-modal transportation framework to move people and goods, and NEFRC and its partners support over time the infrastructure investments needed to make it work. The framework maintains an environment that includes mobility options to move goods and people to support business and industry.

- **OBJECTIVE:** ECONOMIC COMPETITIVENESS: A MULTI-MODAL TRANSPORTATION NETWORK FOR RESIDENTS AND BUSINESSES

- **Policy 9:** To promote a diversified and vibrant Regional economy, the Region supports an efficient multi-modal transportation network to move people and goods, and NEFRC and its partners support infrastructure investments needed to make it work. The network includes mobility options to move goods and people to support business and industry.
- **Policy 10:** The Region will develop a multi-modal transportation network within the Regional Transportation Study Commission's Regional Corridors (Map H9), and will seek to prioritize projects that enhance mobility along these corridors, increase connectivity
- **Policy 11:** NEFRC and its partners commit to a multi-modal transportation network for the Region. All agree to review it frequently to take advantage of changes in technology and practice but also agree to maintain the commitment until the network is completed and the system is built.
- **Policy 12:** The multi-modal transportation network, as it is created, is considered with transportation priorities, natural resource priorities and neighborhood context.
- **Policy 13:** The multi-modal transportation network supports the wide range of lifestyle choices available to First Coast residents. Dense, transit-oriented communities are spread throughout the Region in locations that are supported by local governments and residents. These centers offer a diversity of jobs, schools, homes, civic, cultural, and faith-based uses, recreation, services and amenities.
- **Policy 14:** The Region wants employers to be satisfied with their ability to be competitive in attracting and maintaining business and workforce, because intermodal connections are frequent and efficient and allow for the easy movement of freight and people between modes.
- **Policy 15:** The Region seeks to create and maintain a transportation system that is efficient and cost effective. As transportation plans are made, NEFRC and its partners assess, using frequently reviewed methodologies, the true costs of transportation in general and transit in particular, to determine cost effectiveness to the taxpayer, to the rider and to the economic development of the Region
- **Policy 16:** NEFRC and its partners collaborate to make transit, of whatever modes are found to be appropriate, a viable choice for workers in the Region.
- **Policy 17:** The Region will prioritize improvements to the transportation network that have the potential to lessen the number of car, bicycle and pedestrian traffic accidents
- **OBJECTIVE: INTEGRATED PLANNING: THE LINK BETWEEN LAND USE, RESOURCES AND MOBILITY**
  - **Policy 18:** Government and other leaders at the Regional and local levels are consistent in their policy to guide public and private land use toward a Regional land use pattern

that creates a healthy job to housing ratio in mixed use growth centers, enhances the efficiency of the transportation system and maintains air quality. Local governments choose to locate growth in locations that recognize these linkages.

- **Policy 19:** The Region supports strategies identified by the Regional Community Institute as they worked on First Coast Vision, including:
  - Balance between land use and parking policies;
  - Giving residents great places to walk to safely. Encouraging developers and local governments to promote mixed-use communities that provide alternative forms of transportation, such as sidewalks, bike paths and transit stops in locations with highest density;
  - Provision of reliable transit options; and
  - Designation of areas for Transit Oriented Development (TOD) and the offering of cost-effective incentives within them for development that is affordable, dense, and/or green.
- **OBJECTIVE: IMPLEMENTATION RESOURCES: FUNDING MOBILITY AND MAINTAINING CAPACITY**
  - **Policy 20:** Transportation funding in the Region is reliable, equitable, efficient and affordable, and considers all needs and all modes.
  - **Policy 21:** NEFRC supports local governments and stakeholders of the Region as they coordinate funding efforts to maximize efficiencies that create mobility choices for residents of the Region. This includes collaboration on maintenance and operation of a Regional multi-modal transportation system that serves the suburban and urban parts of the Region, with ways to connect for rural residents.
  - **Policy 22:** NEFRC acknowledges that transportation concurrency is a local issue that each local government must decide for itself. NEFRC will be a resource for local governments by being a clearinghouse for methodologies and by measuring the status of Regional roadways and transit.
  - **Policy 23:** The Region supports a safe, efficient, well-funded, and well maintained Regional road network that meets the requirements of population and economic growth, and meets the challenges of transition away from fossil fuels to alternative energy. The road network should be designed and maintained to be complementary to the Regional transit network, and to all modes of transport and travel, including safe walking and biking.
  - **Policy 24:** Northeast Florida aspires to a safe transportation network that gives pedestrians and bicyclists equal priority with motor vehicles, with roadways that are

designed to minimize conflicts between motor vehicles and bicycles or pedestrians, therefore resulting in safe travels regardless of transportation mode.

- **Policy 25:** The Region supports:
  - Transportation costs that are reasonable to users;
  - Reliable revenue sources in place for transportation improvements and maintenance; and
  - A transportation sector that takes full advantage of public/private partnerships.
  - Make existing roadways more efficient.
- **OBJECTIVE: MAKING FULL AND TIMELY USE OF TECHNOLOGY**
  - **Policy 26:** Northeast Florida is receptive to technology that improves the transportation system or can otherwise benefit quality of life in the Region. If technology can help us to improve quality of life in the Region, we embrace it.
    - Transportation planning decisions that are always made in the context of changing technology and a Regional multi-modal network that is flexible so as to benefit from the opportunities provided by technology; and
    - Intelligent Transportation Systems (ITS) as part of the multi-modal transportation network.
- **OBJECTIVE: CLARITY ON THE DEFINITION OF TRANSPORTATION FACILITIES OF REGIONAL SIGNIFICANCE.**
  - Regionally significant transportation facilities are those facilities used to provide transportation between municipalities located both within and outside the region and other specially designated facilities. Regional facilities and resources provide an interconnected system for the movement of people, goods and services between the cities, counties and states in the Region. The regional road network is comprised of connecting interstate, intrastate and U.S. highways, state roads and county roads, airports, ports, train and transit facilities. In addition, regionally significant facilities include any roadway that currently or as proposed and funded provides direct access to a regional facility or resource.

## *Connect 2045 - River to Sea TPO Long Range Transportation Plan*

The River to Sea TPO is a federally authorized agency responsible for planning and programming federal and state transportation funds for the TPO Metropolitan Planning Area. This area includes Volusia County and portions of Flagler County inclusive of Flagler Beach, Beverly Beach, and portions of Palm Coast and Bunnell.

Connect 2045 is the long-range transportation plan (LRTP) developed by the River to Sea Transportation Planning Organization (TPO) to reflect and meet the future transportation needs of our changing community.

The goals and objectives established during the development of Connect 2045 are shown below.

**Goal 1:** – Develop and maintain a balanced and efficient multimodal transportation system

**Objective 1.1** Develop a multimodal transportation system that improves accessibility and mobility to economic centers for all users (including motor vehicle, bicycle, pedestrian, transit) as well as the movement of goods.

**Objective 1.2** Minimize congestion/delay and maintain travel time reliability on roadways and intersections through projects that improve capacity, provide for the more efficient use and operation of existing transportation facilities, and reduce transportation demand.

**Objective 1.3** Provide public transit systems that serve diverse populations and deliver efficient and convenient transit service.

**Objective 1.4** Develop a plan that maximizes the use of all available existing and alternative revenue sources and is financially feasible.

**Objective 1.5** Incorporate measures that give priority to projects that provide high benefit-to-cost value.

**Objective 1.6** Adequately fund preservation of transportation assets

**Objective 1.7** Address incident management including improving response and mitigating impacts through development of alternative routes and other solutions.

**Goal:** Support the economic development and growth of the TPO area and region

- **Objective 2.1** Develop a transportation system that supports diverse economic growth, advances tourism, and improves the economic competitiveness of the region.
- **Objective 2.2** Identify and support safe and efficient truck routes and other facilities that improve the movement of freight and goods.
- **Objective 2.3** Improve connectivity and access to rail, port, bus, and airport facilities.
- **Objective 2.4** Support funding of transit service that improves access to employment activity centers.

**Goal 3:** Enhance and expand transportation connectivity and choice for all users

- **Objective 3.1** Provide a range of transportation alternatives to improve mobility for all residents and visitors which includes addressing the unique needs of the elderly, people with disabilities, and those unable to drive.
- **Objective 3.2** Maximize the interconnectivity of roadways, sidewalks, bicycle facilities, trails, transit, and other transportation system components to provide safe and convenient pedestrian, bicycle, transit, and motor vehicle mobility.
- **Objective 3.3** Enhance regional connectivity to employment, education, health, entertainment, and other major activity centers.
- **Objective 3.4** Enhance transportation connectivity between local government jurisdictions within the region.
- **Objective 3.5** Plan for transportation infrastructure resiliency to maintain and ensure system connectivity.

**Goal 4:** Eliminate or reduce crash-related fatalities and serious injuries (safety) and improve security throughout the transportation network.

- **Objective 4.1** Identify and prioritize improvements to reduce the frequency and severity of motorized vehicle crashes, and eliminate fatalities and serious injuries
- **Objective 4.2** Identify and implement safety programs, enhancements, and innovations to improve the safety of pedestrian and bicycle facilities.
- **Objective 4.3** Enhance the safety and security of transit systems and other modes such as airports through appropriate design, monitoring, and enforcement programs.
- **Objective 4.4** Develop a transportation plan that supports emergency evacuation, response, and post-disaster recovery, and improves national, state, and local security and emergency management functions.

**Goal 5:** Promote livability by providing, protecting and enhancing social, cultural, physical and natural environmental places

- **Objective 5.1** Promote compact, walkable, mixed-use development and redevelopment opportunities that encourage a range of transportation options and maximize the effectiveness of the transportation system.
- **Objective 5.2** Develop a transportation plan with components planned and designed to preserve and enhance existing urban areas and communities.
- **Objective 5.3** Support local visioning and planning principles by developing a plan that is consistent with local government comprehensive plans to the maximum extent feasible.

- **Objective 5.4** Locate and design transportation facilities to avoid or minimize the impact to natural resources including environmentally sensitive areas and critical lands, waters, and habitats.
- **Objective 5.5** Develop and support a multimodal transportation system that maintains or reduces vehicle greenhouse gas emissions and reduces or mitigates stormwater impacts.
- **Objective 5.6** Locate and design transportation facilities to avoid or minimize impacts to **historic and cultural assets**.

**Goal 6:** Promote equity, transparency, and opportunities for the public to be involved with their transportation system

- **Objective 6.1** Provide opportunities for public participation that are open, inclusive, and accessible for all citizens; and develop outreach programs to engage citizens in all jurisdictions as well as the traditionally underserved and underrepresented.
- **Objective 6.2** Include provisions to identify the needs of low income and minority populations and ensure that projects in the plan do not disproportionately burden these populations, and include measures to avoid, minimize, or mitigate adverse impacts.
- **Objective 6.3** Support transportation investments that improve public transit services for low income and transit-dependent populations to gain access to jobs, schools, health services, and other needed services.

## *2025 Florida Transportation Plan*

The Florida Transportation Plan (FTP) is the single overarching plan guiding Florida's transportation future. Updated every five years, the FTP is a collaborative effort of state, regional, and local transportation partners. The Policy Element, the core of the FTP, defines goals, objectives, and strategies to guide the Florida Department of Transportation (FDOT) and partners as we develop and implement policies, plans, and programs. Although the FTP identifies interrelated goals and strategies for Florida's entire transportation system, the following are excerpts from the plan specific to the public transportation network.

**GOAL: TRANSPORTATION SOLUTIONS THAT STRENGTHEN FLORIDA'S ECONOMY** Our transportation system will be designed to connect workers to jobs, visitors to attractions, and businesses to suppliers, consumers, and partners. We will provide connectivity for workforce, visitors, and commerce at all levels, global to local, to support an increasingly diverse economy. Our workers and visitors also need safe, affordable, and reliable ways to travel to, from, and through Florida.

**GOAL: TRANSPORTATION SOLUTIONS THAT ENHANCE FLORIDA'S COMMUNITIES** Our transportation system will strengthen diverse communities across the state, from large cities to small towns and rural areas. Prior plans emphasized the importance of supporting quality places. This vision reminds us that our ultimate measure of success is how well we reflect the values and preferences of the millions of Floridians our system serves each day.



**GOAL: TRANSPORTATION SYSTEMS THAT ENHANCE FLORIDA'S ENVIRONMENT** The sustainability of our environment and natural resources will be at the forefront of our decisions. This means more than just conserving water and energy, reducing emissions, and avoiding and mitigating impacts on conservation lands. It means proactively taking steps to enhance and restore natural systems, so they are preserved for future generations. These seven goals are the building blocks of the FTP. They are interrelated and best accomplished as a set. Enhancing safety cannot be fully achieved without reducing congestion and providing safe alternatives to driving, such as transit, bicycling, and walking. Improving our transportation choices begins with ensuring they are safe and reliable. Enhancing our communities makes them more attractive to workers, visitors, and businesses.

**GOAL: SAFETY AND SECURITY FOR FLORIDA'S RESIDENTS, VISITORS, AND BUSINESSES** Florida will put every effort toward achieving zero fatalities and serious injuries related to our transportation system. This will be a primary emphasis of all modes of transportation, from driving to bicycling and walking. While the large number of roadway fatalities remains our highest priority, the FTP increasingly emphasizes safety, security, and reduction of risks across all modes.

**GOAL: AGILE, RESILIENT, AND QUALITY INFRASTRUCTURE** Florida's emphasis continues to expand from maintaining existing infrastructure to providing agile and resilient infrastructure. Our infrastructure will adapt to changing customer needs, business models, mobility options, technologies, and energy sources. Our definition of infrastructure also is broader – it's not just concrete and steel, but also the communications backbone, sensors, and other technologies that enable the system to function.

**GOAL: CONNECTED, EFFICIENT, AND RELIABLE MOBILITY FOR PEOPLE AND FREIGHT** Florida will provide reliable travel times across all modes of transportation. We will work together to alleviate bottlenecks on highways, at curbs, and in queues at hubs and terminals; manage responses to crashes, special events, and other disruptions so the system returns to normal quickly; get real-time information out to customers so they can adapt travel to avoid unexpected delays; and make regulatory processes as efficient as possible for all customers. We also will provide seamless mobility on end-to-end trips. Both people and freight will be able to move efficiently from origin to destination, with easy transfers between modes, services, and systems. Customer, schedule, and financial information will flow seamlessly between these systems as well. Florida's residents, visitors, and businesses will efficiently travel within and between communities, including multiple options for reliable travel between our regions and between Florida and other states and nations.

**GOAL: TRANSPORTATION CHOICES THAT IMPROVE EQUITY AND ACCESSIBILITY** We've learned that the range of choices is more than just cars, bicycles, and buses. As innovation empowers new options like e-scooters and air taxis, we've learned it is not enough to simply provide more choices. Instead, we need to provide universal accessibility to all Floridians; safe, affordable, and convenient ways for everyone to access

#### **Strategies:**

- Reduce disparities in transportation safety and other public health outcomes among socioeconomic groups.

- Expand our vision of zero fatalities to encompass all transportation modes, including rail, transit, shared mobility, and micromobility.
- Expand use of emerging technologies to increase driver and vehicle safety. Continue to integrate safety into all aspects of transportation planning and decision making. ›
- Improve the agility of the transportation system during emergencies and disruptions by expanding real-time information sharing, enhancing system management, providing more multimodal options, and supporting greater redundancy for critical infrastructure.
- Identify and implement approaches for coordinating environmental management, land use, and urban design decisions to improve overall infrastructure and community resilience.
- Update emergency management plans covering preparedness, response, recovery, and mitigation to reflect the increasing intensity and severity of extreme weather events and other risks; shifts in Florida's population, development patterns, and travel choices; and increasing use of technologies such as automated and electric vehicles.
- Transform passenger terminals into mobility hubs with a wide range of modal options and first/last mile connections for Florida's residents and visitors.
- Develop next-generation transportation corridors that include multiple modes and uses and incorporate emerging technologies such as broadband, electrification, and other alternative fuel infrastructure. ›
- Provide efficient, reliable travel choices between Florida regions, particularly between urban and rural areas.
- Deploy surface transportation infrastructure to support automated, connected, electric, and shared vehicles (ACES) and other emerging technologies, such as deployment of roadside sensors and communication systems, electric vehicle charging stations, electronic payment, and positive train control technologies.
- Support smart region/city initiatives to leverage transportation technology and data to support economic development, public health and safety, and quality of life goals. › Identify, respond to, and mitigate cybersecurity and data security threats related to transportation systems.
- Integrate multiple modes and systems to support efficient and reliable end-to-end mobility choices for Florida residents, businesses, and visitors at local, regional, and statewide levels, including first/last mile options.
- Help local governments rethink how they manage streets, curb, parking, and transit stops to support emerging mobility solutions such as transportation network companies and micromobility providers.

- Improve customer awareness of existing and emerging mobility options, and regularly conduct market research to understand customer needs and preferences.
- Develop and enhance performance measures and design standards to focus on mobility and accessibility, in addition to traditional measures such as vehicle throughput and level of service.
- Identify how the role and function of FDOT, MPOs, and other partners should evolve to help manage mobility and accessibility for all Floridians.
- Provide better access for residents of all ages and abilities to jobs, health care, education, and other services through a combination of transportation and high-speed communications.
- Improve the affordability of transportation and coordinate transportation and housing decisions to provide more attainable options for lower-income residents.
- Enhance transportation service to traditionally underserved communities and socioeconomic groups, focusing on rural areas, urban core areas, and other neighborhoods with accessibility gaps.
- Focus on removing barriers to transportation for persons with disabilities, low income, and limited English proficiency, such as improved signage and wayfinding; enhanced coordination of services across jurisdictions and between public and private partners; and technology solutions for more efficient scheduling and payment.
- Leverage technology to improve access to transportation services and information for all customers.
- Ensure customers who do not have access to broadband, a smart device, or a bank account or credit card have options to obtain transportation information and services
- Develop, implement, and regularly update regional and community visions addressing land use, development, environmental stewardship, public health, and transportation decisions. Adopt these visions into regional and local plans
- Incorporate community context and land use plans as a key determinant of transportation planning and investment decisions.
- Strengthen the transportation element of local government comprehensive plans and enhance consistency between local comprehensive plans and long-range transportation plans.
- Encourage transportation plans and projects that support efficient use of land and infrastructure, diverse and affordable housing choices, and community health and wellness.
- Enhance transportation connectivity to strategic economic development sites consistent with local government comprehensive plans. › Integrate community development and multimodal

transportation decisions to prepare for areas anticipated to experience a significant increase in development and travel, as well as areas where existing street, curb, and parking space could be repurposed for other uses.

- Strengthen major corridor planning processes to balance statewide connectivity and commerce needs with community visions and priorities while protecting Florida's environment.
- Reduce the footprint of Florida's transportation system by optimizing the use of existing infrastructure and combining multiple modes and multiple forms of infrastructure into corridor rights of way.
- Support more efficient system management, multimodal options, and clean energy alternatives that reduce net energy consumption and associated emissions of air quality pollutants and greenhouse gases and contribute to improved public health.