



# RTC

NORTHEAST FLORIDA  
REGIONAL  
TRANSPORTATION  
COMMISSION

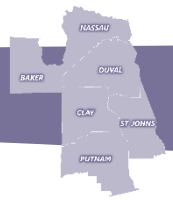


## REGIONAL TRANSIT ACTION PLAN 2016

## ACKNOWLEDGEMENTS

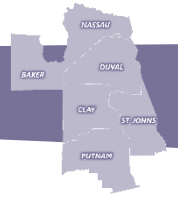
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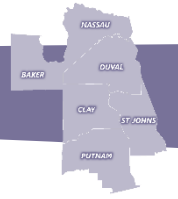
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## EXECUTIVE SUMMARY

The Regional Transit Action Plan (*Action Plan*) was initiated by the Northeast Florida Regional Transportation Commission (RTC) to identify best practices, strategies and projects for developing a coordinated regional transit network to enhance mobility in the region.

This *Action Plan* explains how recommendations were developed through a collaborative process utilizing existing data and resources which demonstrate the need for increased regional transportation coordination. Priority projects evolving from this *Action Plan* will be incorporated into the RTC's *Regional Multimodal Transportation Plan*.

Data supporting recommendations can be found in the appendix. Document sections include:

- » Section 1 – Introduction and Background
- » Section 2 – Planning Process
- » Section 3 - Regional Mobility Priorities
- » Section 4 - Recommended Organizational Structure
- » Section 5 - Implementation Plan
- » Appendix

To ensure region-wide representation, a Working Group was convened to review best practices, socio-economic data, current and planned transit services and existing transit plans. Working Group participation was open to all interested people and included representatives from transportation, planning, funding, governmental and social service agencies as well as members of the general public. The Working Group met six times over five months to evaluate input from various transportation partners, discuss data assembled by project staff and develop recommendations for consideration as regionally significant projects.

The Working Group identified multiple strategies and potential projects; however, the formalization of a mobility council, also known as a regional transit coordinating council was considered as the first and most important implementation strategy for further consideration.

The implementation strategies were categorized by priority and length of time to implement: Short term, mid-term and long-term. The list includes:

**Short-Term** projects to be implemented in less than a year with minimal costs:

- » Formalize a mobility council (aka Transit Coordinating Council) as a committee of the RTC
- » Establish a Mobility Network to provide an information sharing platform
- » Create a Regional Technology Sub-Committee to the mobility council
- » Expand the Travel Training Program
- » Study fare collection practices to ensure seamless service connectivity
- » Improve the joint procurement of support resources including technical assistance
- » Coordinate agency resources for grant writing for obtaining new sources of funding
- » Support park and ride lots that serve commuters and regional transit users



**Mid-Term Projects** anticipated to be implemented in one to four years; and may require new or increased funding to implement:

- » Develop a Regional Transit ITS Strategic Plan
- » Create a regional brand and marketing plan to create awareness of regional services
- » Develop employer/employee transit incentive programs
- » Implement a joint driver training program
- » Coordinate fleet availability and sharing program among counties and agencies
- » Support the development of express bus services between:
  - Hilliard, Callahan, Yulee and regional employment and health service centers
  - Fernandina Beach, Yulee and regional employment and health service centers
  - VA Medical Centers in Gainesville and Lake City and Northeast Florida cities
- » Support frequency enhancement of existing transit services between
  - Middleburg and Orange Park
  - Palatka, Green Cove Springs and regional employment and health service centers
- » Support new service, including express bus, in Fruit Cove and Julington Creek
- » Identify future transit corridors along existing and new transportation facilities as need is identified through planning and development reviews.

**Long-Term Projects** anticipated to be implemented in more than five years; and require new or increased funding for implementation:

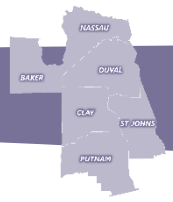
- » Create alternative modes that facilitate transit access
- » Implement consistent regional fare collection practices
- » Identify funding for veterans' transportation
- » Implement a regional trip broker and purchase of service system
- » Support the development of express bus services between:
  - St. Augustine, World Golf Village, Nocatee and regional employment and health service centers
  - Ponte Vedra Beach and regional employment and health service centers
- » Support service frequency enhancements of current services between Macclenny, Baldwin and regional employment and health service centers
- » Support new trolley service from Fernandina Beach to St. Augustine along S. R. A1A
- » Identify funding for site and service improvements to the St. Johns River Ferry to improve connectivity between Nassau and Duval Counties

The recommended *Regional Mobility Services and Facilities* are discussed in more detail in Sections 3 and 5; and also depicted on the map provided as Figure ES-1.



Figure ES-1: Regional Mobility Services and Facilities





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## 1.0 CONTEXT

The Northeast Florida region is faced with major transit challenges caused by increasing regional growth and demand for alternative transportation options. There are over 80 different federal programs within eight federal agencies that fund a variety of alternative transportation services. While some programs are transit focused, a vast majority of the programs did not have transit as the primary mission.

These fractured transportation funding programs instills the concept that the provision of transit services must be separated by jurisdictional, county, or programmatic specifications. This causes disparity in the level of transit services available for certain groups of people based on where they live, their special needs, or income level. It also drives up the costs of providing transit services.

Defining an appropriate and functional regional transit governance framework among providers is vital to improving regional mobility communication, cooperation, coordination, options and opportunities.

In 2010, the Florida Legislature recognized our region's mobility challenges when they created the *Northeast Florida Regional Transportation Study Commission (Study Commission)*. The Study Commission examined the regional infrastructure constraints and following nearly two years of study on the merits of regional transportation, the Study Commission recommended that a **well-connected** regional multimodal transportation system was needed for the region to be economically competitive.

The recommendations from the Study Commission included the need for the development of a regional transportation plan to identify regionally significant transportation projects, specifically, projects which cross county lines and coordinates transportation at a regional scale.

The Study Commission's recommendations led to creating the *Northeast Florida Regional Transportation Commission* with a regionally balanced board tasked with development and implementation of a regional multimodal transportation plan.

This *Regional Transit Action Plan* is one component in of the regional multimodal transportation plan, with a focus on the transit needs of the region.

*"We have 7 counties all sending buses to Shands Hospital. Seven busses all parked in a row waiting for passengers to finish their appointments. If we had a coordinated regional system, we can actually provide more services to our passengers and possibly reduce down time and fuel cost. We are now all on the same scheduling system and need to take the next step." – Jackie Wright, Executive Director of the Baker County Council on Aging*



## 1.1 Northeast Florida Regional Transportation Commission

On June 14, 2013, the Northeast Florida Regional Transportation Commission (Regional Transportation Commission) was established as the Florida Legislature adopted Chapter 343, Part I, based on recommendations of the Study Commission.

The Regional Transportation Commission board membership includes representatives from Baker, Clay, Duval, Nassau, Putnam, and St. Johns counties. A nine-member Board governs the Regional Transportation Commission which includes four representatives from Duval County and one for each of the other counties. Additionally, the Secretary of the Florida Department of Transportation (FDOT) appoints a non-voting representative as an advisor to the Regional Transportation Commission.

***“The express purposes of the commission are to improve mobility and expand multimodal transportation options for persons and freight throughout the six-county North Florida Region.”***

Florida Statutes Chapter  
343.1004 (1)

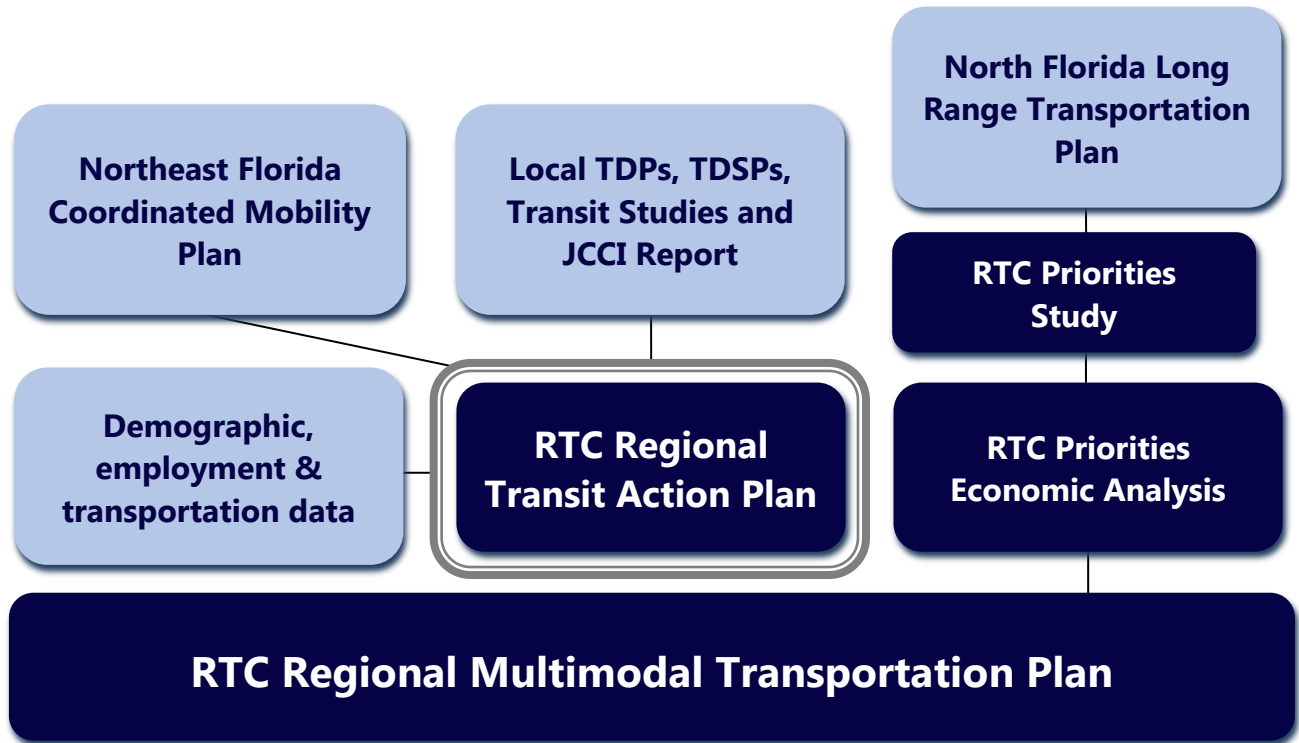
The Study Commission identified the following key objectives to be achieved by the Regional Transportation Commission:

- » Enhance regional economic competitiveness.
- » Provide a regional voice to compete for state, federal, and private funding.
- » Avoid duplication with, and leverage the use of, existing transportation entities for planning and implementation.
- » Coordinate and leverage regional resources to better attract funding.
- » Advance regionally significant multimodal projects, specifically including regional transit.

As referenced, the Regional Transportation Commission is responsible for the development of a *Regional Multimodal Transportation Plan* consisting of regionally significant projects embraced by the entity and its supporting counties. The *Regional Multimodal Transportation Plan* will include project recommendations and implementation components; and will include public hearings and county resolutions to solicit feedback on the importance of regional transportation coordination. The *Regional Multimodal Transportation Plan* will also identify strategies to coordinate and leverage regional resources to better attract funding.

As depicted in Figure 1, this *Regional Transit Action Plan (Action Plan)* is one component considered and incorporated into the development of the *Regional Multimodal Transportation Plan*. There are multiple planning documents and regional data gathering exercises which currently exist that are critical to the discussion of regional transportation needs and seen as important input into the *Action Plan*. These sources include studies prepared at the local level such as a county Transit Development Plan (TDP), as well as, efforts developed at a more regional scale such as the *Northeast Florida Coordinated Mobility Plan* and *North Florida Long Range Transportation Plan*. The following section provides a more details on the transportation needs of our region as defined through these planning documents and other resources.

Figure 1: Regional Multimodal Transportation Plan Development Components



## 1.2 Regional Transit Action Plan Objectives

This *Action Plan* builds upon the ongoing initiatives addressing the need for increased regional mobility coordination and regional transit services in Northeast Florida.

The primary goal of the *Action Plan* is to identify regionally significant transit projects for inclusion in the *Regional Multimodal Transportation Plan*. In addition to highlighting transportation needs emphasized in the documents referenced above, this *Action Plan* also includes an assessment of:

- » Regional commuter trip origins, destinations and travel preferences;
- » Transit service alternatives;
- » Existing transit plans and studies;
- » Best practices in mobility management;
- » Governance options for regional transportation coordination; and
- » Funding strategies to support regional transit services.

### 1.3 Regional Transit Action Plan Working Group

The Regional Transit Action Plan Working Group (Working Group) was formed at the outset of this *Action Plan* to convene transportation professionals, transportation and service providers as well community representatives. The Northeast Florida Mobility Coalition participants were invited to be the initial participants of the Working Group based on known involvement in the regional transportation conversation, as well as, specific experience with providing transportation services locally and across county jurisdictions. The Working Group participants are recognized in the *Acknowledgements* section of this document.

The Working Group met to evaluate input from various transportation partners, discuss data assembled by the project team and develop recommendations for presentation to the Regional Transportation Commission.

Ultimately, the Working Group would identify regionally significant projects, focused on enhancing regional transit services, to be included in the *Regional Multimodal Transportation Plan*.



#### *Regional Transit Action Plan Working Group Meetings*

Meeting	Agenda
October 21, 2015 FDOT Urban Training Center	Regional Transit <i>Action Plan's</i> process Working and steering committee discussion Review of regional best practices Overview and discussion of maps and data
November 20, 2015 FDOT Urban Training Center	Review and prioritize best practices Identify and prioritize areas for potential regional commuter services Introduction to governance discussion
January 13, 2016 North Florida TPO Boardroom	Continue discussion from previous meetings regarding the best practices, regional commuter services, and governance
February 4, 2016 North Florida TPO Boardroom	Transit Planning 4 All grant opportunity Prioritize best practices, and regional projects
February 11, 2016 100 North Myrtle Ave	Continue discussion from previous meetings regarding governance and Transit Planning 4 All grant opportunity.
March 4, 2016 North Florida TPO Boardroom	Finalize governance and Transit Planning 4 All grant application.



## 2.0 NEEDS ASSESSMENT

The Working Group reviewed demographic, employment and travel demand maps; regional and local transportation plans; and best practices in mobility management to determine the transit needs in the region.

### 2.1 Existing Conditions and Demographics

Demographic data from the US Census Bureau was used to identify areas with populations that are likely to use traditional transit. Areas with higher densities of these key demographics would best be served by traditional transit. Low density areas may benefit more from alternative modes.

The Info USA data contains the locations of employers and number of employees to determine key employment areas. The analysis by industry was used to note employees in commercial and service industries which are more likely to get to work via transit than other industry.

Employment data by industry was used in conjunction with key demographic data to estimate the propensity for people to use transit. The Northeast Regional Planning Model (NERPM) developed by the North Florida TPO was used to determine the number of daily trips to key employment areas. This model provides a tabulation of trips into and out of each traffic analysis zone within the 6-county region. This dataset was the basis for the origin-destination maps.

Table 1 summarizes the various data sets and corresponding maps reviewed. These maps are also included in the appendix of this document.

*Table 1: List of Maps Reviewed by Working Group to Identify Transit Needs*

Map	Data
<b>Map 1 – 3</b>	Existing Transit Services
<b>Map 4</b>	Composite Transit Needs Index
<b>Map 5</b>	Zero Vehicle Households Density
<b>Map 6</b>	Households with Disabilities Density
<b>Map 7</b>	Senior Population Density
<b>Map 8</b>	Under 18 Population Density
<b>Map 9</b>	Limited English Proficiency Population Density
<b>Map 10</b>	Population Below Poverty Density
<b>Map 11</b>	Veteran Population Density
<b>Map 12</b>	Households Receiving Public Assistance Density
<b>Map 13</b>	Traditional Transit Propensity
<b>Map 14</b>	Population and Employment within 3 Miles
<b>Map 15</b>	Population and Employment Density
<b>Map 16</b>	Future Commuter Rail Corridors
<b>Map 17 – 38</b>	Origin-Destination Regional Trips

## 2.2 Existing Plans and Projects

There are numerous existing plans and projects that identify the need for enhanced and coordinated regional transit services. Therefore, this *Action Plan* focused on assembling data and recommendations from existing local transit plans rather than generating new material.

Two key documents which define transportation needs for the region and provide a foundation for this *Action Plan* are the *2020 Path Forward Long Range Transportation Plan* and the *Northeast Florida Coordinated Mobility Plan*. Additional plans reviewed include:

- » *Connecting Regionally for Success*
- » Nassau County Transit Study
- » Commuter Rail Focus Groups
- » Commuter Rail Feasibility Survey: Southeast Corridor
- » Clay Transit Vision Study
- » St. Johns County Transit Development Plan
- » JCCI – Re-Think Aging Report



## Summary of Key Findings from Literature Review

### Long Range Transportation Plan 2040 Path Forward (LRTP) – November 2014

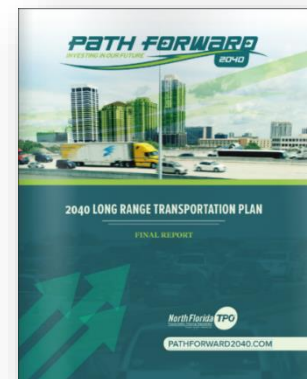
**Commissioned by:** North Florida Transportation Planning Organization (TPO)

**Coverage Area:** The *LRTP* adopted in November 2014 identifies regional and local transportation projects within the TPO's four county region of Clay, Duval, Nassau and St. Johns counties. With the support of the Regional Transportation Commission, transportation projects in Baker and Putnam counties were included in the *LRTP* for the first time.

The *LRTP* identified a wide range of transit needs for the six county region. These needs include local bus service improvements, park and ride lots, express bus service improvements, and Bus-Rapid Transit (BRT) needs. It also includes commuter rail, streetcar, and ferry service enhancements. Some of the specific transit projects identified include:

#### **Baker County Projects**

- » *Commuter Rail* - Baldwin to Macclenny
- » *Local Bus Service* - Downtown Jacksonville to Macclenny; Area wide
- » *Park and Ride Lots* - South of Glen St. Mary



**Clay County Projects:**

- » *Bus Rapid Transit - Wells Rd to Old Middleburg Rd*
- » *Commuter Rail - Downtown Jacksonville to Green Cove Springs; Green Cove Springs to Palatka*
- » *Local Bus Service - Area wide*
- » *Park and Ride Lots - Blanding at Tanglewood; Blanding at Old Jennings Rd; Blanding at Edson Dr; Blanding at Wells Rd; Blanding at Kingsley Ave; Blanding North and South of Bolton Rd; Doctors Inlet at Hollow Rd; Youngerman at Argyle Forest Blvd; Roosevelt at Wells Rd*

**Duval County Projects:**

- » *Bus Rapid Transit - Blanding Blvd to Normandy Blvd; Downtown to Edgewood Ave; Downtown Jacksonville to 103rd St; Avenues Mall to Lewis Speedway; Regency Square Mall to Avenues Mall; Gateway Mall to Jacksonville International Airport*
- » *Commuter Rail – Downtown to St. Augustine; Downtown to Baldwin; Downtown to Yulee; Downtown to Callahan; Downtown to Green Cove Springs*
- » *Express Bus Service – Downtown to Yulee*
- » *Park and Ride Lots - 103rd at Normandy Blvd; Beach West and East of Kernan Blvd; Blanding at Weconnett Blvd; Blanding North and South of Wilson Blvd; Blanding North and South of 103rd St; Drew at Center St; Duval at I-95; Lem Turner at Dunn Ave; Mayport at SR A1A; Roosevelt at San Juan Ave; SR A1A North and South of JTB (SR 202); Yellow Water North of I-10; Beach at San Pablo Rd; Blanding at 105th St; Blanding North of I-295; Lem Turner at Soutel; Lem Turner at I-295; New Kings at Timucuan DRI*
- » *Skyway Extension - Five Points/Core/Brooklyn – Central Station to Brooklyn Station; Southbank/San Marco - Kings Avenue Station to Southwest of Railroad Tracks (Southbank)*
- » *Streetcar - Downtown Sports Complex (Bay St and Main St to Jacksonville Municipal Stadium); Five Points/Core/Brooklyn (Bay St and Main St to Five Points); LaVilla/Core (Transportation Center to Duval St and Monroe St to Ocean); Riverside/Avondale (Five Points to Riverside); Southbank/San Marco (Kings Avenue Station to Baptist Hospital/MOSH and Atlantic Blvd); Springfield (FSCJ Station to 8th St/Medical Complex)*
- » *Transportation Center - Downtown Facility*
- » *Ferry Drydock Repairs, Slip Replacement, Site Improvements - St. Johns River Ferry*

**Nassau County Projects:**

- » *Commuter Rail - Downtown Jacksonville to Yulee; Yulee to Fernandina Beach; Downtown Jacksonville to Callahan*
- » *Express Bus Services - Downtown Jacksonville to Yulee*
- » *Local Bus Services - Area wide*
- » *Park and Ride Lots - SR A1A at I-95; SR A1A East of Yulee*
- » *Ferry Service - Cumberland Island Ferry (Fernandina to Cumberland Island)*

**Putnam County Projects:**

- » *Commuter Rail - Green Cove Springs to Palatka*
- » *Local Bus Service - Area wide*



**St. Johns County Projects:**

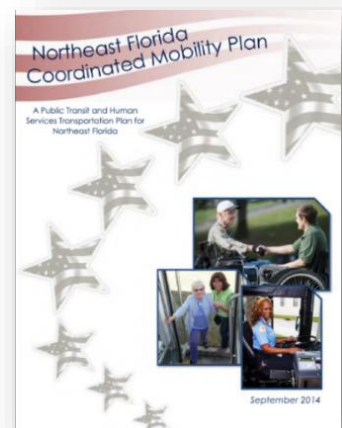
- » Commuter Rail - Downtown Jacksonville to St. Augustine; City of St. Augustine to Palm Coast
- » Local Bus Services - Area wide
- » Park and Ride Lots - Anastasia Island (Amphitheater); CR 210 East of US 1; Racetrack Rd at US 1; SR 16; SR 207; SR A1A at Palm Valley Rd; St. Augustine Airport; US 1 at Lewis Speedway Rd

*Northeast Florida Coordinated Mobility Plan - September 2014*

**Commissioned by:** The Northeast Florida Mobility Coalition and led by the JTA

**Coverage Area:** 12 counties in North Florida including: Alachua, Baker, Bradford, Clay, Columbia, Duval, Flagler, Nassau, Putnam, St. Johns, Suwannee, and Union.

**Key Findings or Recommendations:** The Mobility Coalition found that that the region must shift from its current silo model of separate agencies operating independent transportation services to a coordinated, mobility management model. This model focuses on coordinating a suite of transportation services to meet the mobility needs of the individual customer.



Additional goals and tasks recommended by the Coalition include:

**Goal #1 – Develop and sustain a customer-centered mobility management system that provides a full range of travel options that crosses county lines.**

- Task A: Establish a customer-centered regional organizational structure to guide coordination activities, advocate change, and secure funding for transportation.
- Task B: Integrate state-of-the-art information technologies to link partners and individual passengers in real time.
- Task C: Expand veteran and military resources to increase the availability of community transportation resources to veterans, service members, and military families.
- Task D: Implement a regional fare system to enable effortless and cost effective travel on multiple transportation modes and across county lines.

**Goal #2 – Expand the availability and accessibility of transportation options in the region.**

Improve specific segments of transportation service operation and delivery in a timely manner as funding is available and mobility management partners are able to put agreements into place.

- Task A: Develop innovative methods to transport people quickly through or around congested corridors, between counties, and within their own neighborhoods.
- Task B: Expand the diversity of transportation options available in the region.
- Task C: Enhance transportation accessibility through infrastructure improvements.

**Goal #3 – Market the Regional Mobility Management System in a manner to simplify customer understanding and recognition.**

- Task A: Educate customers, transportation coordinators, human service agency staff, veterans, and military families on the features the Regional Transportation Information System.
- Task B: Provide travel training programs to encourage people with disabilities, senior adults, and persons with low income to utilize available lower cost trip options.
- Task D: Coordinate bus stop signage to enhance the overall look of the system to increase the visibility, promotion, and utilization of services.

**Goal #4 – Coordinate functional areas associated with transportation service delivery to create efficiencies by sharing services and increasing purchasing power and resources.**

- Task A: Maximize operating efficiencies through policies and procedural changes that will allow the sharing of existing resources such as training, testing, planning, Geographic Information Systems (GIS) analysis, eligibility determinations, and technology.
- Task B: Establish collective purchasing agreements or open Request for Proposals (RFP) or bids to transportation providers in the region.
- Task C: Promote business partnerships such as shelter advertising, talking bus program, expanded bus advertising, and other sponsorship or naming rights opportunities.
- Task D: Expand financial relationships with other human service providers.
- Task E: Pursue a grant strategy that focuses on regional operational efficiencies.

### *Nassau County Transit Study - October 2015*

**Commissioned by:** North Florida Transportation Planning Organization (TPO)

**Coverage Area:** Nassau County

**Key Findings or Recommendations:** *Transit needs are concentrated to the heavily populated areas of Amelia Island, Fernandina Beach, and Yulee.*

*Nassau Transit's existing general public routes establish a baseline transit service that the county can build upon to develop a future public transportation system.*

*Key recommendations include providing more transit service coverage to Amelia Island and Fernandina Beach in the form of new transit routes, more frequency to existing services, and providing a direct connection to JTA's North First Coast Flyer service.*

Specific Transit Projects in Document:

**Modified Option 2:** *Recommended Cross County and Jacksonville Option – Provide more frequent service – Fernandina to Downtown Jacksonville; Yulee to Hilliard; Hilliard to North Jacksonville*

**Option 5:** *Recommended Fernandina Beach/Amelia Island – Amelia Island*

**Option 6:** *Recommended Seasonal, Weekend Beach Shuttle – Beach Shuttle*

### *Commuter Rail Focus Groups - September 2015*

**Commissioned by:** Jacksonville Transportation Authority (JTA)

**Coverage Area:** Northeast Florida

**Key Findings or Recommendations:** *The vision from the focus group for the Northeast Florida transportation system included an expandable interconnected system that branches out to key destinations (JIA and Beaches). The focus group envision commuter rail, light rail, an extended Skyway and trolleys in a coordinated, reliable system that fostered growth in the region.*

*Most participants showed interest in commuter rail for work, leisure, and its potential reduction of traffic on the roads. Concerns were raised in the focus group regarding ridership and need of commuter rail outside of commuting hours.*

*Transportation to and from commuter rail stops and reliability of the connecting public transit system was a common issue.*

Specific Transit Projects in Document: *Commuter Rail - Downtown Jacksonville to St. Augustine*

### *Commuter Rail Feasibility Survey: Southeast Corridor - June 2015*

**Commissioned by:** Jacksonville Transportation Authority (JTA)

**Coverage Area:** Duval County and St. Johns County

**Key Findings or Recommendations:** *58 % of respondents said they would be "very likely" to use it and 21 % would be "somewhat likely" - Avoiding traffic and stress of driving was the most common motivation for using commuter rail.*

*The number one issue among those with concerns was safety, security, and crime. The second biggest concern among respondents was transportation to and from the commuter rail stations.*

*94 % of the survey respondents were from St. Johns County with nearly a 50-50 split on male and female respondents. Major takeaway from the survey report was that commuter rail may be used be useful for commute and recreational trips. Many respondents believed that it would reduce stress of driving on congested interstate and highways. However, it would be important to ensure that public transportation to and from commuter rail station is also efficient and reliable.*

Specific Transit Projects in Document: *Commuter Rail - Downtown Jacksonville to St. Augustine*

## Clay Transit Vision Study - December 2012

**Commissioned by:** North Florida Transportation Planning Organization (TPO)

**Coverage Area:** Clay County

**Key Findings or Recommendations:** *The Clay County Council on Aging (CCCOA) is the public transportation service provide for Clay County. CCCOA provides both demand-responsive and flex route service. Clay County has five routes serving Orange Park, Middleburg, and Green Cove Springs.*

*In order to get more transit users, Clay County survey respondents suggested a need for better information and connections with adjacent transit systems.*

*Clay Transit has routes connection with Gainesville RTS, JTA, Ride Solutions, and Sunshine Bus.*

### Specific Transit Projects in Document

- » **Enhance Routes:** *Orange Park Circulator; Keystone to Gainesville; Middleburg to Orange Park; Penny Farms to Orange Park; Middleburg Circulator; Green Cove Springs to NAS*
- » **New Routes:** *Keystone to Middleburg; Orange Park to Oakleaf; Middleburg to Green Cove Springs; Green Cove Springs to Fleming Island; Commuter Rail – Jacksonville to Green Cove Springs*

## St. Johns County Transit Development Plan (2012-2021)

**Commissioned by:** St Johns County

**Coverage Area:** St. Johns County

**Key Findings or Recommendations:** *The document identifies the existing service provide by the Sunshine Bus Service and the St. Johns County Council on Aging (COA). The TDP also identifies potential proposed routes that would enhance the counties transit system and include coverage to World Golf Village, Nocatee, South St. Augustine, and Vilano Beach.*

*The report mentions that as the region continues to grow as a whole, it will be essential for St. Johns County to continue working with its regional partners and provide a reliable transit service.*

### Specific Transit Projects in Document

- » **Enhance Routes:** *Purple Route; to primarily serve the US 1 corridor and later expanded to Nocatee.*
- » **New Routes:** *SR 16 corridor to Outlet Malls later expanded to World Golf Village; Vilano Beach area; South St. Augustine area*

## Re-Think Aging - Fall 2015

**Commissioned by:** Jacksonville Community Council, Inc (JCCI)

**Coverage Area:** Northeast Florida

### Key Recommendations:

- » *JTA revises the Northeast Florida Coordinated Mobility Plan to increase mobility choices for older drivers and non-drivers. The Plan should identify specific steps to increase mobility choices through new and innovative solutions.*
- » *Northeast Florida Regional Council, JTA, North Florida TPO (Transportation Planning Organization), Transportation Disadvantaged providers, and ElderSource coordinate policy, planning, and funding to maximize the efficiency, ease of use, and affordability of services so that older adults and the transportation disadvantaged have a range of mobility choices. These entities and local governments should work together to ensure that the built environment is safe and comfortable for everyone to walk, bike, drive, and access the mobility option of choice.*
- » *Brooks Health expands the reach of its driver assessment opportunities and driver training aimed at older adults.*
- » *JTA and North Florida TPO convene local entrepreneurs, nonprofit service providers, and faith-based organizations to determine the feasibility of a membership service providing low-cost, safe rides in private vehicles by trained drivers.*
- » *Jacksonville's Citizen Planning and Advisory Councils (CPACs) and similar entities throughout Northeast Florida support the identification of dangerous crosswalks, utilizing neighborhood associations and their resident members. Those crosswalks should be communicated to Jacksonville's Crosswalk Coalition and similar responsible parties in Northeast Florida for consideration of corrective action.*

## Planning Report & County Workshop Projects - 2012

**Commissioned by:** Regional Transportation Study Commission

**Coverage Area:** Northeast Florida (Baker, Clay, Duval, Flagler, Nassau, Putnam & St. Johns)

### Key Findings or Recommendations:

*The RTSC process identified Regional Transit/Public Transportation as one of the four types of Project Modes and Categories that could be supported by a regional entity, such as the RTC. The RTSC also highlighted in its analyses that it was important to "plan, fund and/or construct and operate regional transit".*



## 2.3 Best Practices in Regional Mobility

Lessons learned from reviewing best practices within the industry are most valuable for efficiency and cost effectiveness. Best practices in regional mobility include a variety of practices that coordinate and share services, costs, administrative and operational functions. Application of technology such as regional one-call/one-click transportation resource centers, mobile ride-sharing applications, real-time trip booking and electronic payment capabilities facilitate the implementation of these and other creative strategies.

In Northeast Florida, several such best practices in regional mobility management are already solidly in place. Through the initial meetings, the Working Group considered other best practices and coordination opportunities for further improving mobility within the region. The following list summarizes the best practices favored by the Working Group.



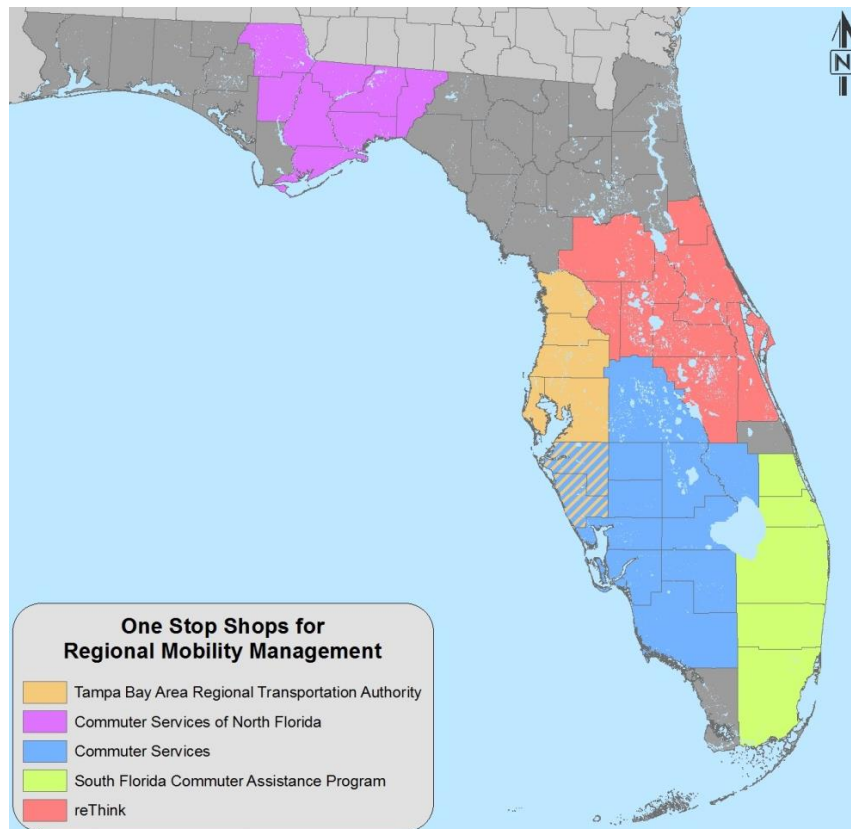
**TransPortal** is a national model for regional coordination using technology. Northeast Florida's transportation providers share scheduling and dispatch software which is connected to a website ([www.TransPortal.net](http://www.TransPortal.net)) to allow passengers to explore all potential modes for their trip and book their trips with one click.

### Regional Best Practices

- » Mobility Manager Network - Effective Mobility Managers require training and ongoing technical support to best manage and administer their mission critical functions. It is particularly important that regional Mobility Managers stay abreast of each other's efforts, successes, failures and emerging advancements in the practice of mobility management.
- » Technology Integration - The key to transformative technology is the real time link between transit partners providing service and individual passengers conveniently utilizing these services.
- » Travel Training - Standardizing a robust Travel Training program will create a more efficient and effective regional system that offers more individually tailored solutions across the region.
- » Regional Branding and Marketing - A coordinated appearance of transit vehicles, bus stops, shelters and other amenities can increase the appearance of a cohesive system and increase the visibility, promotion and utilization of services.
- » Regional Fare Collection - Fare coordination identifies opportunities to make it easier for customers to pay for travel on various transit systems with a single transaction or fare instrument.
- » Regional Trip Broker and Purchase of Service - Purchase of service from one transit service provider by another minimizes unproductive time, maximizes vehicle capacity and satisfies unmet demand. One of the most common forms for coordinating excess capacity is a transportation brokerage.

- » Joint Driver Training - A joint driver training program would save administrative costs, standardize driver training and procedures, and facilitate greater acceptance of shared-ride programs serving travel across multiple counties and providers.
- » Joint Procurement of Support Resources - Joint procurement and sharing support resources allows participating agencies to lower costs through high volume purchases and by splitting common support expenses between two or more independent agencies. Examples of support resources commonly shared include insurance, maintenance services, bulk fuel, and contracted staff, such as volunteers and grant writers.
- » Vehicle Sharing Programs - Reduces unnecessary vehicle capital and operating expenses. Vehicle sharing can also make accessible vehicles available to a wider range of passengers.
- » One Stop Shop for Mobility Management - Regional mobility appears to be most successful when multimodal options are housed within one regional agency. Each major metropolitan area in Florida has one agency that operates multiple mobility management methods from carpooling to transit coordination, except Northeast Florida.

*Illustration 1: Florida counties map with One Stop Shops*



## Summary

The best mobility management practices examples were selected in part for their potential application to defining and instituting a formal Northeast Florida Regional Mobility Management organization. Excellent management tools like TransPortal, paired with cooperative regional programs like travel training and vehicle sharing, are opportunities that will succeed only to the extent that regional trust, understanding and strong inter-local working relationships create real mutual benefits for regional transit partners and the population that they serve.

## 3.0 REGIONAL MOBILITY PRIORITIES

Following the Needs Assessment, the Working Group separated regional mobility priorities into two categories to simplify the discussion of the recommendations. These two categories include:

- » Regional transit mobility operational **programs**, which focus on regional coordination and operational processes to enhance the coordination of transit services in the region. The proposed programs are discussed in Section 3.1.
- » Regional mobility **services** and **facilities** which are more specific projects recommended to enhance transit service availability and accessibility throughout the region. The proposed services are described Section 3.2.

Following the identification of regionally important programs, projects and services, a process was utilized to rank the proposed recommendations. This process for ranking the recommended programs and projects was adopted from the *Coordinated Mobility Plan* criteria for consistency. These criteria include:

- » Supports regional transit service and regional connectivity.
- » Supports regional coordination and connectivity.
- » Develops innovative methods to transport people.
- » Expands diversity and accessibility of transportation.

### 3.1 Regional Mobility Operational Programs

Regional mobility programs for Northeast Florida were identified through an examination of regional best practices for mobility management as discussed in Section 2.3. Table 2 identifies the mobility programs as well as the Working Group’s estimated timeline and prioritization for the implementation of these programs. The group defined the prioritization for each best practice or program based on critical need to succeed and the impact on regional transit services resulting from implementing the best practice or program.

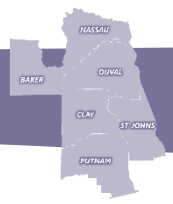
To establish reasonable implementation timelines, programs were classified within the following groups:

- » Less than one year (< 1 year)
- » One to four years (1 – 4 years)
- » Five or more years (5 + years)

Program prioritization categories were defined as:

- » 1 = Urgent and critical need





- » 2 = Highly beneficial, but not urgent
- » 3 = Has value, but not critical to success

Table 2: Regional Mobility Program Priorities

Best Practices	Action Steps	Timeline	Priority
<b>Mobility Manager Network</b>	Produce a Regional Mobility Management Newsletter.	< 1 year	2
	Create a regional transportation interactive website.	< 1 year	1
<b>Technology Integration</b>	Create a Regional Mobility Technology Committee.	< 1 year	1
	Develop Regional Transit ITS Strategic Plan.	1–4 years	1
<b>Travel Training</b>	Add Travel Training information and events to the website.	< 1 year	1
<b>Regional Branding and Marketing</b>	Develop a regional brand and marketing plan with service providers and elected officials.	1–4 years	2
<b>Regional Fare and Fare Collection</b>	Conduct a Regional Fare Best Practices and Feasibility Study.	< 1 year	1
	Implement the Regional Fare Best Practices recommended by the Feasibility Study.	5 + years	1
<b>Coordinated Veterans Services</b>	Add veteran fares to Regional Fare Study.	< 1 year	1
	Pursue funding sources for veteran trips.	5 + years	1
<b>Joint Driver Training</b>	Work with FDOT to develop a regional driver training program based on the new 14-90 training requirements.	1–4 years	2
<b>Joint Procurement of Support Resources Including Technical Assistance</b>	Verify that standard assignability ('piggyback') language with all regional partners is included in all bid documents.	< 1 year	1
	Establish a process to notify partners before issuing a request for proposals.	< 1 year	1
	Establish a database of open procurement opportunities.	< 1 year	1
<b>Coordinated Funding and Grant Writing</b>	Coordinate resources for grant writing and development.	< 1 year	2
<b>Vehicle Sharing Programs</b>	Coordinate contingency fleet availability and sharing program.	1–4 years	2
<b>One Stop Shops for Regional Mobility Management</b>	Develop provider network.	< 1 year	1
	Develop innovative methods to transport people.	1–4 years	2
	Expand diversity & accessibility of public transportation.	1–4 years	1
	Enhance quality of customer experience.	1–4 years	1
<b>Regional Trip Broker and Purchase of Service</b>	Standardize operational processes/procedures.	5 + years	1
	Facilitate interlocal agreements as needed to implement a trip brokerage program.	5 + years	1

### 3.2 Regional Mobility Services and Facilities Prioritization

Through the Needs Assessment, the Working Group reviewed regional transit data along with projects and recommendations from other studies, as discussed in Section 2.1 and 2.2, to identify and prioritize regional mobility services and facilities projects. Table 3 summarizes the recommended projects and Figure 2 displays the locations of these initiatives on a map. The projects were categorized into three priority categories: urgent and critical need; highly beneficial, but not urgent; and has value, but is not critical to success.



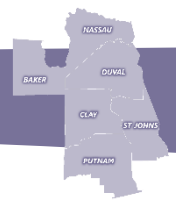
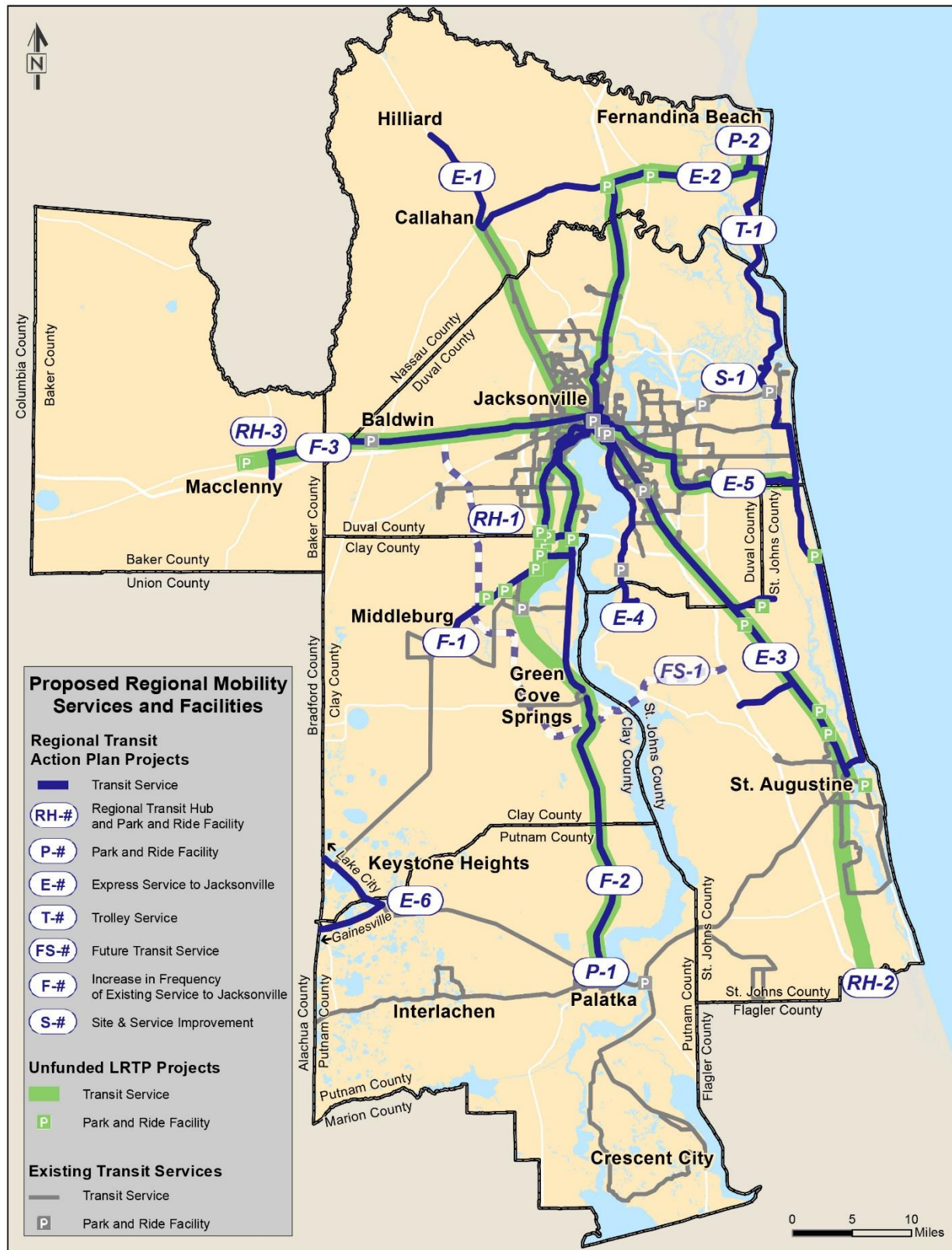


Table 3: Regional Mobility Services and Facilities

Goal	Map ID	Regional Projects	Source	Priority
<b>Support regional transit service and regional connectivity</b>	RH-1	Regional Transit Hub at Cecil Commerce Ctr Pkwy in Oakleaf - connections to Duval, Clay & Baker Counties	WG	1
	RH-2	Regional Transit Hub at US 1 & I-95 in south St Johns County at the Flagler County line	WG	1
	RH-3	Regional Transit Hub in Macclenny in Baker County	WG	1
	P-1	Park and Ride at US 17 & SR 19 in Putnam County	WG	1
	P-2	Park and Ride at SR A1A in Fernandina Beach in Nassau County	WG	1
			Support development of local Park and Rides lots serving regional express services	L RTP
<b>Support regional coordination &amp; connectivity</b>	E-1	Express service between Hilliard, Callahan, Yulee and regional employment and health service centers	Nassau	1
	E-2	Express service between Fernandina Beach, Yulee and regional employment and health service centers	Nassau	1
	E-3	Express service between St. Augustine, World Golf Village, Nocatee and regional employment centers	WG	2
	E-4	Express and/or local service between Fruit Cove, Julington Creek and regional employment centers	WG	1
	E-5	Express service between Ponte Vedra Beach and regional employment and health service centers	WG	3
<b>Develop innovative methods to transport people</b>	E-6	Express service to VA Medical Centers in Gainesville & Lake City	WG	1
	F-1	Increase frequency of express and local service between Middleburg, Orange Park and regional employment	Clay Vision	1
	F-2*	Increase frequency and coordination of service between Palatka, Green Cove Springs, and regional employment	WG	1
<b>Expand transportation diversity &amp; accessibility</b>	F-3*	Increase Frequency and capacity of service between Macclenny, Town of Baldwin and regional employment	WG	1
	FS-1	Future transit service along new or existing transportation facilities	RTC	1
	S-1	Site and service improvements to the St Johns River Ferry to provide connectivity between Nassau and Duval Counties	WG	1
	T-1	Seasonal trolley service from Fernandina Beach to St. Augustine via SR A1A	RTC	3
<p>* Indicates proposed service to build foundation/market for future commuter rail service.                      WG = Working Group recommendation      Nassau = Nassau County Transit Study                      L RTP = Long Range Transportation Plan 2040      RTC = Regional Transportation Commission</p>				

Figure 2: Regional Mobility Services and Facilities



## 4.0 RECOMMENDED ORGANIZATIONAL STRUCTURE

One of the objectives of this *Action Plan* was to provide an overview of regional governance best practices and recommend an optimal regional organizational structure to advance the regional transportation coordination programs and projects in Northeast Florida.

This objective is consistent with the recommendations in the *Coordinated Mobility Plan* which also recommended several initiatives under Goal 1, Task A to establish a customer centered regional organizational structure.

Here, we build on these recommendations and outlines more detailed strategies for an organizational structure envisioned to ensure regional coordination.

### 4.1 Regional Mobility Governance Models

The Working Group examined a series of regional mobility governance models including Georgia’s regional and state elements, Transportation Management Associations, Regional Transit Authorities and Transit Coordinating Councils.

In Georgia, a state mobility management committee was created from the Department of Transportation, the Department of Human Services, and the Department of Community Health. This state-wide committee was formed to streamline state program requirements to meet federal requirements and facilitate cross program mobility. Additionally, a regional mobility manager position was created in each of the 12 regional commissions, to work with mobility programs and service providers to foster regionally coordinated services.

Transportation Management Associations (TMA) are established throughout the U.S. They are typically non-profit member-controlled quasi-public entities created to address transportation issues that span multiple jurisdictions. TMAs can provide transit services to area residents and employers directly, via contract, or via coordination with area service providers.

Other options considered included the formation of a regional transit authority within an existing transportation entity such as the JTA, the North Florida TPO, the RTC, and the Northeast Florida Regional Council. A regional transit authority is typically the financial and oversight body for one or more agencies and/or an agency serving multiple jurisdictions.

Transit Coordinating Councils (TCCs) are becoming more prevalent throughout the U.S. as a solution to regional coordination. These councils are typically inclusive advisory groups with members ranging from transit providers to government official and social service agencies as well as members of the general public.

#### ***Coordinated Mobility Plan Action Items – Goal 1, Task A:***

- » *Secure cooperative arrangements to reduce barriers to coordinated service delivery*
- » *Advocate for the elimination of regulations that inhibit coordination of transit services*
- » *Create policies and plans that lead to greater mobility*
- » *Measure and report on success*

Based on the examination of potential regional governance models, the Working Group reached consensus that a Transit Coordinating Council model may be the best solution for Northeast Florida. The Transit Coordinating Council model can be formed quickly without legislative action and has a structure similar to the Northeast Florida Mobility Coalition with additional authority and opportunities.

## 4.2 Transit Coordinating Councils

The Working Group reviewed TCCs from three different regions including:

- » Mid-America Regional Transit Coordinating Council
- » Capital Area Regional Coordinating Committee
- » Three Rivers Regional Transit Coordinating Council.

These regional TCCs were selected because of their similarities to the Northeast Florida region.

### Mid-America Regional Transit Coordinating Council

The Mid-America Regional TCC serves as an advisor to the Mid-America Regional Council (MARC) and the Kansas City Area Transportation Authority (KCATA). The Mid-America Regional TCC holds bi-monthly meetings to address regional transit planning, coordination, and implementation of transit priorities. The roles and responsibilities for the Mid-America Regional TCC include:

- » Providing a forum for communication to support regional coordination of transit operations and services, planning and related transit activities
- » Advising on technical and policy to existing KCATA, MARC and local groups
- » Improving alignments between federal, KCATA and MARC
- » Supporting governance and structural changes to the regional transit services over time.

The Mid-America Regional TCC consists of 18 members including representatives from: regional transportation service providers; organizations serving underserved populations; selected individuals who ride or use such services and key funding partners.

### Capital Area Regional Transit Coordinating Committee (Capital Area RTCC)

The Capital Area Regional Transit Coordinating Committee serves a 10 county area in Austin, Texas. The mission of the Capital Area RTCC is to eliminate duplication, increase coordination, and address service gaps to achieve a seamless, efficient, regional public transportation system. The Capital Area RTCC meets quarterly and roles and responsibilities include:

- » Improving the delivery of transportation services
- » Generating efficiencies in operation that can lead to increased levels of service
- » Enhancing customer service and satisfaction
- » Encouraging cooperation and coordination

The Capital Area RTCC consists of 30 voting members and one non-voting member. The membership structure is distributed among public transit service providers, planning

organizations, Texas Department of Transportation, health and human service agencies, local government and elected officials, transit users and the private and business sectors.

### Three Rivers Regional Transit Coordinating Council

The Three Rivers Regional TCC serves the Western Colorado Region. The mission and vision of the Three Rivers TCC is to facilitate cost effective transit services that improve access to employment, health services, and recreational opportunities. The roles and responsibilities of the Three Rivers TCC include:

- » Maintaining regular communication on issues among stakeholders and users of all forms of transit in the region
- » Establishing a shared vision among stakeholders to coordinated resources and services
- » Developing and proposing plans and policies to increase cost effective ridership opportunities
- » Reviewing transit services and proposing ideas to improve access and increase customer satisfaction.
- » Reducing single vehicle commutes, fuel consumption, road surface impacts, and improving air quality.

The Three Rivers Regional TCC membership includes eight local stakeholders in government, transit, developmental disabilities services, schools, area agency on aging, economic development, housing authorities, chamber of commerce, and workforce centers.

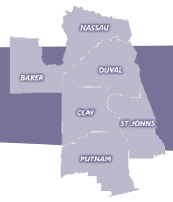
## 4.3 Recommended Governance Structure

Based upon the review of other TCCs, the Working Group determined that a formalized TCC in Northeast Florida could serve as an advisory committee to the Regional Transportation Commission and would work with the North Florida TPO, the Northeast Florida Regional Council as well as the transportation providers and county governments in the region.

Benefits of having a formalized TCC include potential grant funding opportunities, as well as an increased operational, fiscal, and customer focus on regional services. Creating a more holistic and operationally focused perspective on regional mobility needs, program priorities, demand, services, and service gaps will help maximize existing and future investments. This is especially true in the current period of rapid change in the transportation industry stemming from impacts, positive and negative, of technology and transportation network companies on the potential access to and availability of mobility opportunities for all.

The Working Group agreed by consensus to formalize itself as a TCC. The Working Group accepted the responsibilities of the TCC from the *Northeast Florida Coordinated Mobility Plan*.





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## 5.0 IMPLEMENTATION PLAN

The *Action Plan* demonstrates a strong need for increased regional transportation coordination and enhanced transit service accessibility and connectivity. Further coordination, especially as it relates to regional service operation, cost allocation and reimbursement for shared trips is dependent on a more formal structure to succeed. The Working Group identified the formalization of a Transit Coordinating Council, as discussed in Section 4, as one of the first and most important implementation steps. The implementation actions to create this formalized group and other regional mobility programs and projects are outlined in this section.

The implementation strategy descriptions focus first on high priority, short-term projects and then, on mid- and long-range projects. Detailed implementation steps with anticipated budget and funding sources are presented in sections 5.1 – 5.3.

**Short-Term** projects to be implemented in less than a year with minimal costs include:

- » Formalize a transit coordinating council as a committee of the RTC
- » Establish a Mobility Network to provide an information sharing platform
- » Create a Regional Technology Sub-Committee to the transit coordinating council
- » Expand the Travel Training Program
- » Study fare collection practices to make it easier for customers to pay for travel on various transit systems with a single transaction or fare instrument
- » Improve the joint procurement of support resources including technical assistance
- » Coordinate agency resources for grant writing for obtaining new sources of funding
- » Support park and ride lots that serve commuters and regional transit users
- » Participate in a Regional Park and Ride and Regional Transit Hub Feasibility Study

**Mid-Term Projects** anticipated to be implemented in one to four years; and may require new or increased funding to implement:

- » Develop a Regional Transit ITS Strategic Plan
- » Create a regional brand and marketing plan
- » Implement a joint driver training program
- » Coordinate fleet availability and sharing program
- » Support the development of express bus services between:
  - Hilliard, Callahan, Yulee and regional employment and health service centers
  - Fernandina Beach, Yulee and regional employment and health service centers
  - VA Medical Centers in Gainesville and Lake City and Northeast Florida cities
- » Support frequency enhancement of existing transit services between
  - Middleburg and Orange Park
  - Palatka, Green Cove Springs and regional employment and health service centers
- » Support new service, including express bus, in Fruit Cove and Julington Creek
- » Identify future transit corridors along existing and new transportation facilities as the need is identified

**Long-Term Projects** anticipated to be implemented in more than five years; and require new or increased funding for implementation:

- » Create alternative modes that facilitate transit access
- » Implement consistent regional fare collection practices
- » Identify funding for veterans' transportation
- » Implement a regional trip broker and purchase of service system
- » Support the development of express bus services between:
  - St. Augustine, World Golf Village, Nocatee and Jacksonville
  - Ponte Vedra Beach and regional employment and health service centers
- » Support service frequency enhancements of current services between Macclenny, Baldwin and regional employment and health service centers
- » Support new trolley service from Fernandina Beach to St. Augustine along S. R. A1A
- » Identify funding for site and service improvements to the St. Johns River Ferry to improve connectivity between Nassau and Duval Counties

## 5.1 Short-Term Strategies

The short-term projects are anticipated to be implemented in less than a year with minimal costs by leveraging existing staff and resources among various partnering organizations.

1. **Regional Transit Coordinating Council:** A new inclusive regional transit coordinating council (TCC) should be developed to reflect the highly collaborative nature of LCBs, the Coalition and other regional partners. The formalized group will create an environment where members will be able to play lead roles in planning and implementing regional mobility projects. Once formalized, the council will:
  - » Provide an open forum for discussion and information exchange among transportation providers, planning organizations, social service and governmental agencies.
  - » Coordinate regional mobility planning.
  - » Influence transportation policy to improve regional mobility.
  - » Identify, prioritize and implement regional mobility programs and projects.
  - » Advocate for new funding and regulations that facilitate coordination of regional mobility options.

The formalized TCC will serve as an advisory committee to the RTC and will work with the North Florida Transportation Planning Organization and the Northeast Florida Regional Council as well as the transportation providers and county governments in the region. An entity such as the TCC, working with the RTC, will have a more holistic perspective on regional mobility needs, demand, services, and service gaps which are critical to enhancing existing and future mobility and associated investments

Status: An analysis of potential governance structures of TCCs was completed as a part of this Regional Transit Action Plan.

Implementation Recommendations: It is recommended that the RTC continue efforts begun during the TP4A grant application process to create a TCC.

Estimated Budget and Funding Sources: The cost of creating the TCC can vary from a few hundred dollars to \$30,000 depending on the level of effort put into its development. The costs may include a TCC brand and marketing plan including surveys and focus groups to raise awareness of the activities and opportunities with the TCC.

2. **Mobility Network:** Mobility Managers serve as administrators, planners, trainers, trip schedulers and travel navigators. Effective Mobility Managers require training and ongoing technical support. It is particularly important that Mobility Managers stay abreast of each other's efforts, successes, failures and emerging advances in the practice of mobility management. Communication among Mobility Managers is critical to achieving success.

The implementation of a Northeast Florida Mobility Network will be achieved by developing multimedia collaboration platforms including:

- » A Regional Mobility Newsletter
- » Interactive website which will include collaboration portals, events calendars, training opportunities and document sharing
- » Regular meetings and events with web streaming and telephone conferencing capabilities

Status: The RTC currently has a SharePoint website hosted by the JTA. However, it lacks the capability necessary for this project. Web streaming and telephone conferencing capabilities have also been set up by the JTA for the RTC's use. A newsletter template has been created and the first edition is anticipated to be published by August 2016.

Recommendations: It is recommended that the RTC establish their own web streaming and telephone conferencing capability by the end of 2016 to ensure that the capability is available for all RTC events.

A fully interactive website should be created using a platform other than SharePoint. It can continue to be hosted on the JTA servers to reduce annual operational costs.

The RTC should schedule events to bring Mobility Managers with specific roles together (e.g., Executive Directors and administrators, planners, schedulers or trainers).

Estimated Budget and Funding Sources: The initial capital cost of this project is estimated at \$35,000 for the creation of the website. Ongoing operational cost for a website administrator and hosting may be covered through in-kind support from one or more regional partners. There will also be an annual cost for the web and telephone conferencing capability of approximately \$300 a year.

3. **Regional Technology Sub-Committee:** Information technology is recognized as a key to regional coordination, operational efficiencies and passenger satisfaction. Developments

in trip-booking and scheduling and electronic tracking of services provided allow service providers to deliver mobility more efficiently and cost-effectively. Transit agencies are shifting their focus and spending priorities to these and other technological tools, including fare collection, mobile computing, social media, GPS and data analytics. This Sub-Committee should report to the mobility council.

Status: Northeast Florida’s TransPortal program is already a national model for regional coordination using technology. The transportation providers in Northeast Florida share the same scheduling and dispatch software, connected through a website ([www.TransPortal.net](http://www.TransPortal.net)) that allows passengers to explore all potential modes for their trip and even book their trips with one click. However, technology changes daily and more technological tools are needed by transportation providers to continually improve coordination and ease of use of their services.

Recommendations: It is recommended that the RTC lead the effort to create a Regional Technology Sub-Committee to identify the technological needs and opportunities for the region. This Sub-Committee will then lead the efforts to create the Regional Transit ITS Strategic Plan described in Mid-Term Strategies.

Estimated Budget and Funding Sources: RTC staff or other in-kind support from a regional partner will be necessary to convene and assist the Sub-Committee.

4. **Travel Training Program Expansion:** Travel training programs are a low-cost, high impact strategy for expanding transit use, especially fixed route transit and flexible services among older adults and people with disabilities.

Status: The JTA currently contracts with a sub-contractor to provide a Regional Travel Training Program named “On The Move”. This program teaches riders how to use TransPortal and various travel modes. However, information about this program and events are not regularly shared with other regional transportation providers.

Recommendations: It is recommended that the RTC publish Regional Travel Training information on their website and share information about Travel Training events and opportunities.

Estimated Budget and Funding Sources: The cost of this service should be included in the regional collaboration website funded through action item #2. No additional expenditures are anticipated.



5. **Regional Fare Feasibility Study:** Fare coordination identifies opportunities to make it easier for customers to pay for travel on various transit systems with a single transaction or fare instrument. Implementing a common fare payment system for use on all transit systems in the region provides the following benefits:
  - » Enhanced customer experience and satisfaction through increased convenience, ease of fare payment and protection of fare value.
  - » Stimulated intermodal travel.
  - » Increased use and flexibility of automated transit benefits.
  - » Enhanced planning data on travel patterns.
  - » Expanded opportunities to partner with non-transit organizations such as parking and other purchases

Status: A Unified Planning Work Program project has been established using Section 5307 funds to conduct the Regional Fare Feasibility Study. RS&H will conduct the study under contract with the JTA.

Recommendations: It is recommended that the RTC and the TCC help guide the study activities to assure fair and equitable outcomes for all partners.

Estimated Budget and Funding Sources: The budget for the Regional Fare Feasibility Study is less than \$100,000 and is currently funded through the Section 5307 program.

6. **Joint procurements:** High volume purchases and sharing common support resources allows participating agencies to reduce costs while maintaining access to specialized services when needed. Examples of support resources commonly shared include fleet vehicle parts, fuel, bus shelters, insurance, and contracted staff such as information technologists and trainers. In many cases, shared support resources are facilitated by a regional coordinating agency. In Northeast Florida, the Regional Transportation Commission or TCC are the logical bodies to take the lead.

Status: The JTA has standard assignability (piggyback) clauses in most invitations to bid and requests for proposals issued by the agency to allow regional partners to use any negotiated rates.

Recommendations: It is recommended that the RTC work with the agencies in the region to identify potential procurements necessary and publish items and their negotiated rates on a password protected webpage. This page should also include any items that have exceeded their useful life and may be released or auctioned by the agency. The RTC should seek agreements from all partners to allow other partners to bid on or otherwise acquire obsolete items prior to that item being placed on a public auction block.

Estimated Budget and Funding Sources: The cost of this service should be included in the regional collaboration website funded through action item #2. No additional expenditures except for staffing costs are anticipated.

7. **Coordinated Grant Writing:** Coordinated funding and grant writing reduces the amount of time spent by individual agencies on writing competing grants, establishes relationships between a lead grant writing agency and granting partners, provides for uniform management of grant funds, and creates unique opportunities for leveraging existing funds to meet grant matching requirements.

Coordinated grant writing requires that participating agencies address priorities for funding and agree upon how grant funds will be shared before submitting a unified application. By coordinating grant writing, agencies are able to access a wider range of funding programs and local match opportunities, as well as reducing the cost for pursuing grants.

Status: The JTA took the lead role, with support from the Coalition, on regional grant requests in the past.

Recommendations: It is recommended that the RTC continue to take the lead role in submitting and managing regional grants, where applicable and where matching funds and staff resources are available.

Estimated Budget and Funding Sources: RTC staff or other in-kind support from a regional partner will be necessary to identify, submit and manage regional grant opportunities

8. **Local park and ride facilities:** Both regional and local transportation services are often enhanced when local park and ride facilities are available.

Status: The North Florida TPO's *Long Range Transportation Plan* identified several locations for local park and ride facilities in each county.

Recommendations: It is recommended that the Regional Transportation Commission (RTC) advocate for the funding and construction of local park and ride facilities.

Estimated Budget and Funding Sources: RTC staff will be necessary to work with the TPO and staff from other partnering agencies to help prioritize and advocate for funding and construction of these local facilities. No other expenses are anticipated for this action item.

9. **Regional Park and Ride and Regional Transit Hub Feasibility Study:** A new study should be completed with emphasis on potential regional transit hub sites at: Cecil Commerce Center Parkway in Oakleaf Plantation; south St. Johns County near the Flagler County line; Fernandina Beach on SR A1A; US 17 and SR 19 in Palatka; and in Macclenny.

Recommendations: It is recommended that the RTC seek funding and resources to complete a Regional Park and Ride and Regional Transit Hub Feasibility Study within the next two years.

Estimated Budget and Funding Sources: The RTC should enlist the assistance of the JTA staff to conduct the study. With the cooperation of these regional partners the cost is estimated near \$50,000.

## 5.2 Mid-Term Strategies

Mid-term projects are anticipated to be implemented in one to four years and will need new or increased funding for implementation. Detailed implementation steps with anticipated budget and funding sources are provided below.

1. **Regional Transit ITS Strategic Plan:** The North Florida TPO, in partnership with the JTA, FDOT and other members of the North Florida ITS Coalition developed a Regional Intelligent Transportation Systems Master Plan in 2007. This plan was last updated in 2010 to evaluate ITS accomplishments, identify and prioritize ITS needs and plan for future technologies. Transit technologies included in the plan were Transit Signal Priority, bus automatic vehicle location (AVL), automatic passenger counter (APC), on-board bus cameras, smart card fare collection, information kiosks, parking integration and direction signage. Technology has advanced significantly since 2010: Another plan update or addendum to include, or even focus on, transit technologies in general and smaller, non-fixed route vehicle types in particular.

Recommendations: It is recommended that the RTC help the Regional Technology Committee to work with the North Florida ITS Coalition to complete a Regional Transit ITS Strategic Plan.

Estimated Budget and Funding Sources: A complete Regional Transit ITS Strategic Plan is estimated to cost between \$100,000 and \$200,000. Metropolitan and Statewide Planning grants (Sections 5303, 5304 and 5305) may be used to fund this project.

2. **Regional brand and marketing plan:** A coordinated appearance of transit vehicles, bus stops, shelters and other amenities can increase the appearance of a cohesive regional system and increase the visibility, promotion and utilization of services. Each county in the Northeast Florida area provides general public transportation services. However, according to recent surveys, few residents in the neighboring counties other than Duval and St. Johns Counties are aware of the services. Most specifically, many residents perceive that their local transit services are available only to some riders rather than to the general public.

Recommendations: It is recommended that the RTC facilitate the implementation of a regional branding and marketing plan. The brand should contain the same color palette and characteristics as the RTC logo.

Estimated Budget and Funding Sources: Consultant services should include surveys and focus group meetings to gain a consensus on the branding and its applications. The total cost should include the costs of manufacturing and applying the logo as well as marketing the brand. The total cost could vary according to the marketing techniques used and is estimated range between \$150,000 and \$300,000. A variety of grants may fund this project

including: FDOT Service Development or Commuter Assistance grants or Federal funds from Sections 5307.

3. **Joint driver training program:** Coordinated driver training programs are most commonly administered by a lead entity that provides combined training to multiple transportation providers. Well-trained drivers positively affect the consistency of service quality more than any other factor, which can translate to lower insurance premiums over time. Driver training can also promote regional consistency and coordination because all the different providers are operating in the same manner. Consistent driver training is likely to lead to consistent policies and procedures as well.

Recommendations: The RTC should facilitate efforts to coordinate driver training to save administrative costs, standardize driver training and procedures, and facilitate greater acceptance of shared-ride programs serving travel across multiple counties and providers. The actual training resources are likely to be provided by existing transit agencies. Training opportunities should be published on the RTC website and distributed to partners on a regular basis.

Estimated Budget and Funding Sources: The budget for the coordination of a joint driver training program includes staff time to identify needs and opportunities, coordinate services and publish the opportunities. It could also include course materials, instructors, as well as travel and time reimbursements to the students, their employers and instructors. FTA’s Innovative Public Transportation Workforce Development Program (Ladders of Opportunity Initiative) was continued through the FAST Act. This innovative workforce development program has a focus on the frontline transit workforce. The FAST Act also authorizes formula grant recipients to use a percentage of their funds to support workforce development programs.

4. **Coordinated and Shared Contingency Fleet:** Vehicle sharing can be accomplished in several ways. An agency might own and maintain a fleet of vehicles that are used by other organizations paying for their share of the vehicle used. Two agencies could agree to share a single vehicle or agree to share access to back-up vehicles. Shared vehicles can be rented on an ongoing or one-time basis and may fill a number of different needs, including temporary increased demand or temporary decreased supply (due to out of service vehicles).

This strategy typically brings together providers with complementary vehicle requirements to share vehicles – for example, an agency that needs to use vehicles in the peak periods can be paired with one needing vehicles during mid-day periods or on weekends. This can reduce unnecessary vehicle capital and operating expenses and ideally will result in a total fleet that is the right size for the region. Vehicle sharing can also make accessible vehicles available to a wider range of passengers as it enhances existing community transportation resources.

Recommendations: It is recommended that the RTC further explore the feasibility and best practices of coordinated and shared contingency fleet programs and develop an implementation plan.

Estimated Budget and Funding Sources: The initial cost of this program will include RTC staff to interview agencies with shared fleet programs and develop an implementation plan. Other implementation costs will be determined following the initial investigation.

5. **Express bus services:** Additional express bus services are in demand by the residents in Nassau County and the veterans in all of the counties in the Northeast Florida region. Specifically, service has been requested between:
  - » Hilliard, Callahan, Yulee and regional employment and health service centers
  - » Fernandina Beach, Yulee and regional employment and health service centers
  - » VA Medical Centers in Gainesville and Lake City and Northeast Florida cities

Recommendations: It is recommended that the RTC seek funding and negotiate with current transit providers to implement and market these express route services in the near term. It could also be productive to involve the management of the Veterans Administration (VA) Medical Centers in Gainesville and Lake City to schedule services in a manner that would maximize the grouping of trips and minimize deadhead mileage.

Estimated Budget and Funding Sources: The express service from Hilliard and Callahan to Yulee and Jacksonville is estimated at \$704,000 annually. Express service from Fernandina Beach and Yulee to Jacksonville is estimated at \$411,000 annually. Express service to the VA Medical Centers in Gainesville and Lake City are estimated at \$880,000 annually. Funding for these services may be found through FDOT Service Development or Commuter Assistance programs, by local taxes or federal Job Access and Reverse Commute (Section 5307 or 5311) programs. The issue of required local match to federal programs that will have to be addressed on a case-by-case basis as specific funding options are pursued.

6. **Frequency enhancements of current services:** Additional frequency (number of trips) has been identified as a near term demand in:
  - » Middleburg and Orange Park
  - » Palatka, Green Cove Springs and regional employment and health service centers

Recommendations: It is recommended that the RTC advocate for additional funding and encourage current transit providers to increase the frequency of these services in the near term.

Estimated Budget and Funding Sources: The following estimates are based on round trip mileage, assumed speed, assumed number of trips and current cost of mile and per hour of JTA bus services plus 20% overhead costs. The increased frequency of service between Middleburg, Orange Park and into Jacksonville is estimated at \$528,000 annually. The



increased frequency of the service from Palatka, Green Cove Springs to Jacksonville is estimated at \$739,000 annually. Funding for these services may be found through FDOT Service Development or Commuter Assistance programs, by local taxes or federal Job Access and Reverse Commute (Section 5307 or 5311) programs. These grant programs require a local 50% match from sources other than the Department of Transportation. Typically, matching funds are provided by the local government which the route serves. Local match may also be provided by grants from the Departments of Health, Justice, Veterans Affairs and others.

7. **New service:** The residents in the Fruit Cove and Julington Creek (Town of St Johns) areas have requested transit service. This area is located in St. Johns County and is within the Jacksonville Urbanized Area.

Recommendations: It is recommended that the RTC further explore the feasibility, advocate for or seek funding and negotiate with current transit providers and local governments to facilitate provision of new services in this area.

Estimated Budget and Funding Sources: New service from Fruit Cove and Julington Creek to the Marbon Park and Ride is estimated at \$35,000 annually. Due to the high number of older adults in this area, the new service may be funded through the federal Section 5310 program. This grant program requires a local 50% match from sources other than the Department of Transportation. Typically, matching funds are provided by the local government which the route serves. Local match may also be provided by grants from the Departments of Health, Justice, Veterans Affairs and others.

8. **Identify future transit corridors along existing and new transportation facilities:**

Significant investment has been made by the FDOT along existing and new transportation facilities.

Status: FDOT is constructing a First Coast Expressway from Interstate 10, through Clay and St Johns Counties to Interstate 95. This new road is anticipated to drive new home construction and employment opportunities.

Recommendations: It is recommended that the RTC should continue to monitor future transit corridors as existing and new facilities drive transit demand.

Estimated Budget and Funding Sources: There are no costs associated with monitoring the existing and new transportation facilities. Cost of providing additional transit services and facilities along these facilities are to be determined.

### 5.3 Long-Term Strategies

Long-Term Projects are anticipated to be implemented in more than five years and may need substantial funding secured for implementation. These long-term projects include:

9. **Regional Fare System:** Based on the Regional Fare Feasibility Study recommended as a short term strategy, funding will be solicited to create a regional fare system that will:
  - » Enhanced customer experience and satisfaction through increased convenience, ease of fare payment and protection of fare value.
  - » Increased intermodal travel.
  - » Increased use and flexibility of automated IRS transit tax benefits.
  - » Enhanced planning data on travel patterns.
  - » Expanded opportunities to partner with non-transit organizations such as parking and other purchases.

Recommendations: It is recommended that the RTC advocate for and seek funding of a regional fare system based on the recommendations from the Regional Fare Feasibility Study (Short-Term Action Item #5). Due to the rapid changes in fare collection media and associated costs, we are unable to identify a potential cost at this time. Several FTA discretionary grant programs may be used to fund this project including the Public Transportation Innovation, Section 5312 program. This program provides funding to develop innovative products and services assisting transit agencies in better meeting the needs of their customers.

10. **Veterans' Transportation:** Many veterans are unable to obtain necessary services available to them because they are unable to access transportation or lack the funds to afford transportation to those services. Veteran fare discounts and the requirements to obtain those discounts vary by agency and are often confusing.

Recommendations: It is recommended that the RTC advocate for a more consistent and equitable structure for veteran transportation eligibility and seek funding for increased transportation discounts for these veterans.

11. **Regional trip broker and purchase of service system:** Purchase of service from one transit service provider by another minimizes unproductive time, maximizes vehicle utilization and satisfies unmet demand. One of the most common forms for coordinating the use of excess capacity is a transportation brokerage. A transportation brokerage is simply a mechanism to match trip requests with available transportation resources among participating service providers.

Recommendations: It is recommended that the RTC facilitate the negotiation of equitable inter-agency rates through inter-local agreements that leverage the technology currently available through the TransPortal web-based scheduling system to create a regional trip

broker system. This web-based scheduling system, with such inter-local agreements in place, allows trips to be booked across providers and jurisdictions based on mobility needs. This, in turn, realizes greater cost-effectiveness than multiple individual trips on multiple vehicles.

This project may be funded through FTA's Pilot Program for Innovative Coordinated Access and Mobility. This program provides funding for innovative projects that improve the coordination of multimodal transportation services with non-emergency medical transportation services.

12. **Express bus services:** Additional express bus services are in demand by the residents in St Johns County between:

- » St. Augustine, World Golf Village, Nocatee and regional employment and health service centers
- » Ponte Vedra Beach and regional employment and health service centers

Recommendations: It is recommended that the RTC advocate for, seek funding and negotiate with transit providers and local governments to implement these services.

Estimated Budget and Funding Sources: The following estimates are based on round trip mileage, assumed speed, assumed number of trips and current cost of mile and per hour of JTA bus services plus 20% overhead costs. The express service from St. Augustine, World Golf Village, Nocatee and Jacksonville is estimated at \$469,000 annually. The express service from Ponte Vedra Beach to Jacksonville is estimated at \$270,000 annually. Funding for these services may be found through FDOT Service Development or Commuter Assistance programs, by local taxes or federal Job Access and Reverse Commute (Section 5307 or 5311) programs. These grant programs require a local 50% match from sources other than the Department of Transportation. Typically, matching funds are provided by the local government which the route serves. Local match may also be provided by grants from the Departments of Health, Justice, Veterans Affairs and others.

13. **Frequency enhancements of current services:** Additional frequency (number of trips) has been identified as a long term demand between Macclenny, Baldwin and Jacksonville.

Recommendations: It is recommended that the RTC seek funding and negotiate with transit providers to increase the frequency of this service within the next five years.

Estimated Budget and Funding Sources: The increased frequency of service between Macclenny, Baldwin and Jacksonville is estimated at \$100,000 annually. This estimate is based on the annual cost of the current service provided by the Baker County Council on Aging. Funding for this service may be found through the federal Job Access and Reverse Commute (Section 5311) program currently funding this service. This grant program requires a local 50% match from sources other than the Department of Transportation. Typically, matching funds are provided by the local government which the route serves.

Local match may also be provided by grants from the Departments of Health, Justice, Veterans Affairs and others.

14. **New Service:** A new seasonal trolley service has been proposed to operate between Fernandina Beach and St. Augustine along SR A1A.

Recommendations: It is recommended that the RTC assess funding options, negotiate with local governments and current transit providers and engage the private sector to further explore the feasibility of this new trolley service.

Estimated Budget and Funding Sources: This new trolley service is estimated at \$182,000 annually if operated only on the weekends during peak season. Additional days of operation or span of service will increase this cost. Specific funding sources are not readily apparent for this new service without the above recommended effort.

15. **St. Johns River Ferry Site and Service Improvements:** The St. Johns River Ferry has served as an important community asset for North Florida since 1949, providing a vital link for Highway A1A. Site and operational improvements are necessary within the next five years. In addition, the ferry vessel is required to be overhauled two times every five years per Coast Guard requirements. This recurring expense ranges from \$1-2 million for each respective vessel overhaul period.

Status: JTA obtained a Federal Passenger Ferry Grant and State funds for a total of \$4.9 million for Phase I of the fender system (slip wall) rehabilitation and \$836,755 in FHWA funds to be applied to the seawalls and terminal bridges. The JTA is currently awaiting award announcement for additional funding to complete the Phase II improvements.

Recommendations: It is recommended that the RTC advocate for future funding of the St Johns River Ferry, including specifically for the remaining Phase II fender rehabilitation work as well as the reconstruction of the bulkheads and terminal bridges. The RTC should develop strategic partnerships with entities such as the Florida Department of Transportation, the National Park Service, the Friends of the Ferry, East Coast Greenway, and the A1A Scenic Highway to increase the potential for future capital and O&M funding.

Estimated Budget and Funding Sources: One potential funding source for capital improvements is FTA's Passenger Ferry Grant Program (5307(h)). The Federal Lands Access Program (FLAP), established in 23 U.S.C. 204 to improve transportation facilities that provide access to, are adjacent to, or are located within Federal lands is another option that has been successful in the past.

Table 4: Regional Mobility Services and Facilities Cost Estimate Summary

Map ID	Regional Project	Estimated Cost
RH-1	Regional Transit Hub at Cecil Commerce Center Pkwy in Oakleaf	\$450,000
RH-2	Regional Transit Hub at US 1 & I-95 in south St. Johns County at the Flagler County line	\$450,000
RH-3	Regional Transit Hub (local to Express) in Macclenny in Baker County	\$450,000
P-1	Park and Ride at US 17 & SR 19 in Putnam County	\$450,000
P-2	Park and Ride at SR A1A in Fernandina Beach in Nassau County	\$450,000
E-1	Express Service between Hilliard, Callahan, Yulee and regional employment and health service centers	\$704,000
E-2	Express Service between Fernandina Beach, Yulee and regional employment and health service centers	\$411,000
E-3	Express Service between St. Augustine, World Golf Village and regional employment and health service centers	\$469,000
E-4	Local Service in St Johns (Fruit Cove and Julington Creek)	\$35,000
E-5	Express Bus Service between Ponte Vedra Beach and regional employment and health service centers	\$270,000
E-6	Express Bus Service to VA Medical Centers in Gainesville & Lake City	\$880,000
F-1	Increase Frequency of Local Service in Middleburg and Orange Park	\$528,000
F-2	Increase Frequency of Express Service between Palatka, Green Cove Springs and regional employment and health service centers	\$739,000
F-3	Increase Frequency and Capacity of Service from Macclenny and Town of Baldwin to Jacksonville (Extend current Wild Cat shuttle to Macclenny)	\$100,000
T-1	New Seasonal Trolley from Fernandina Beach to St. Augustine	\$182,000
S-1	St. Johns River Ferry Site and Service Improvements	TBD
FS-1	Future Transit Corridors	TBD

The estimated costs are generalized and calculated based on assumptions described below. The actual costs may vary significantly.

**Park and Ride** – a single cost is assumed for all park and ride projects. The assumed \$450,000 includes assumptions for planning, design, and construction. Planning budget is assumed to be \$50,000 and the design budget is assumed to be \$25,000. The construction budget is assumed to be \$375,000 based on the construction costs for the Baldwin Park and Ride.

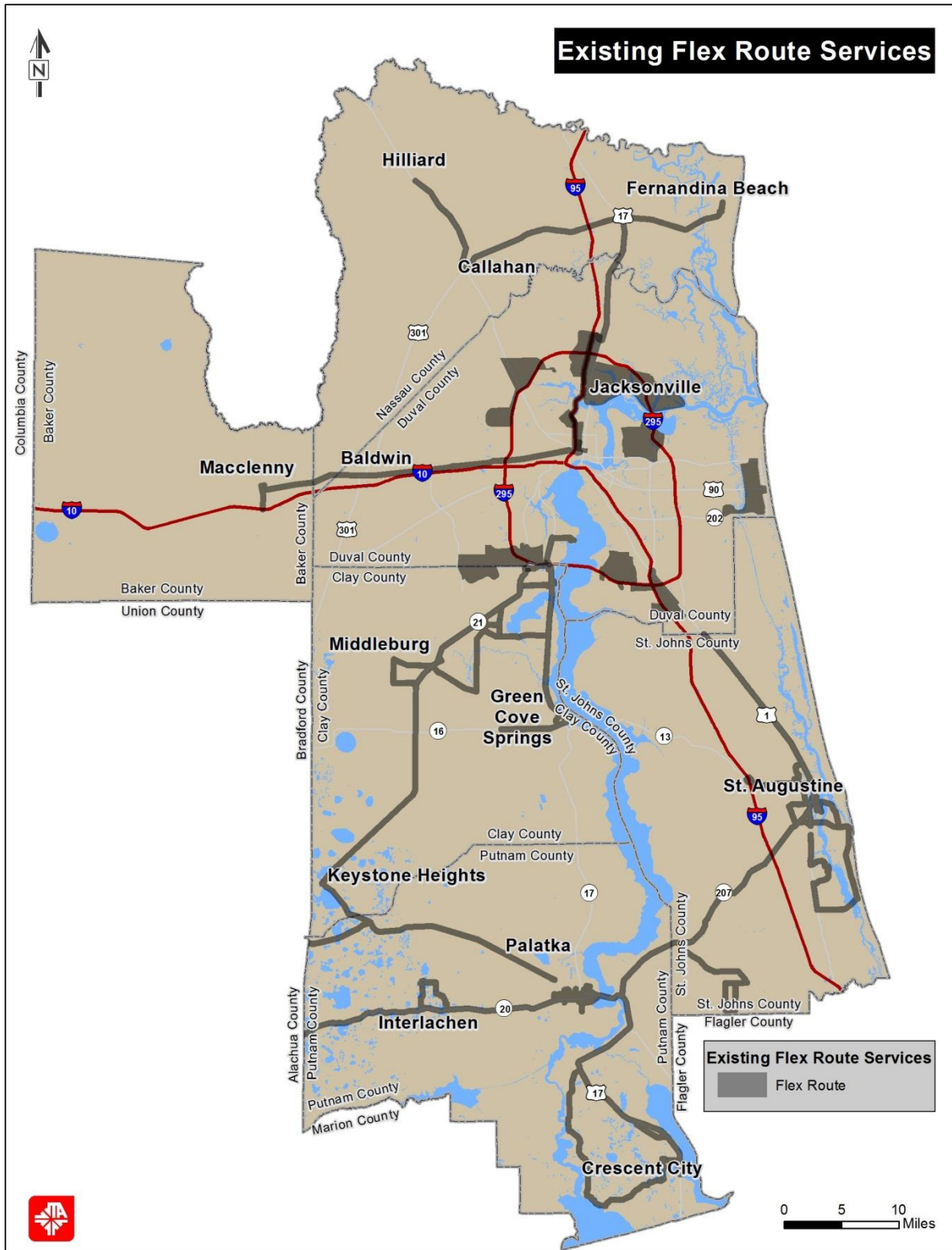
**Express Bus Routes** – the annual cost is estimated based on round trip mileage, assumed speed, assumed number of trips, and current JTA costs per mile and per hour.

## APPENDIX: MOBILITY SERVICES AND FACILITIES MAPS

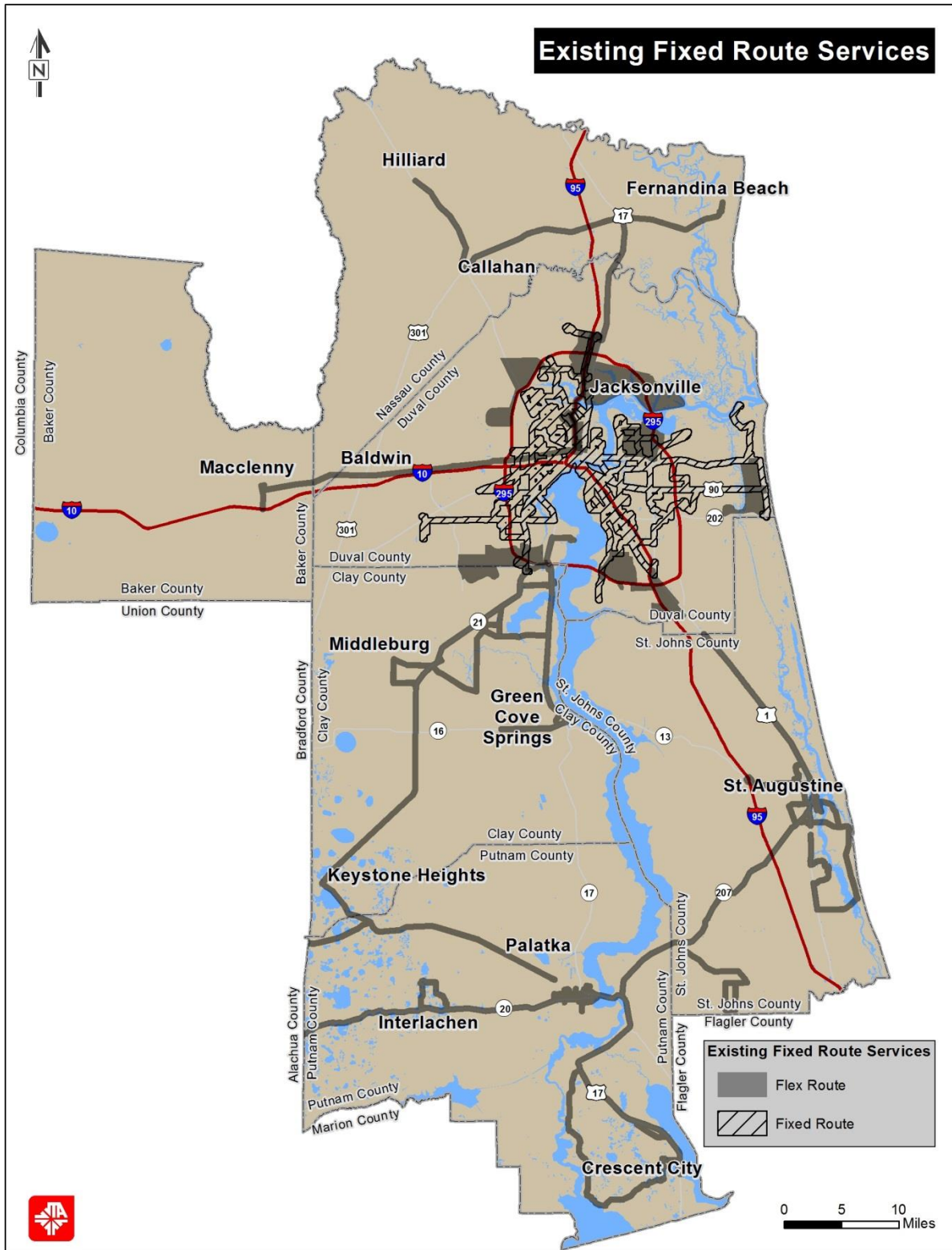
Map	Data
<b>Map 1 – 3</b>	Existing Transit Services
<b>Map 4</b>	Composite Transit Needs Index
<b>Map 5</b>	Zero Vehicle Households Density
<b>Map 6</b>	Households with Disabilities Density
<b>Map 7</b>	Senior Population Density
<b>Map 8</b>	Under 18 Population Density
<b>Map 9</b>	Limited English Proficiency Population Density
<b>Map 10</b>	Population Below Poverty Density
<b>Map 11</b>	Veteran Population Density
<b>Map 12</b>	Households Receiving Public Assistance Density
<b>Map 13</b>	Traditional Transit Propensity
<b>Map 14</b>	Population and Employment within 3 Miles
<b>Map 15</b>	Population and Employment Density
<b>Map 16</b>	Future Commuter Rail Corridors
<b>Map 17 – 38</b>	Origin-Destination Regional Trips

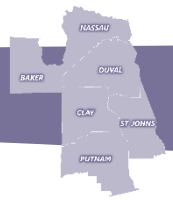


**Map 1 Existing Flex Transit Services:**

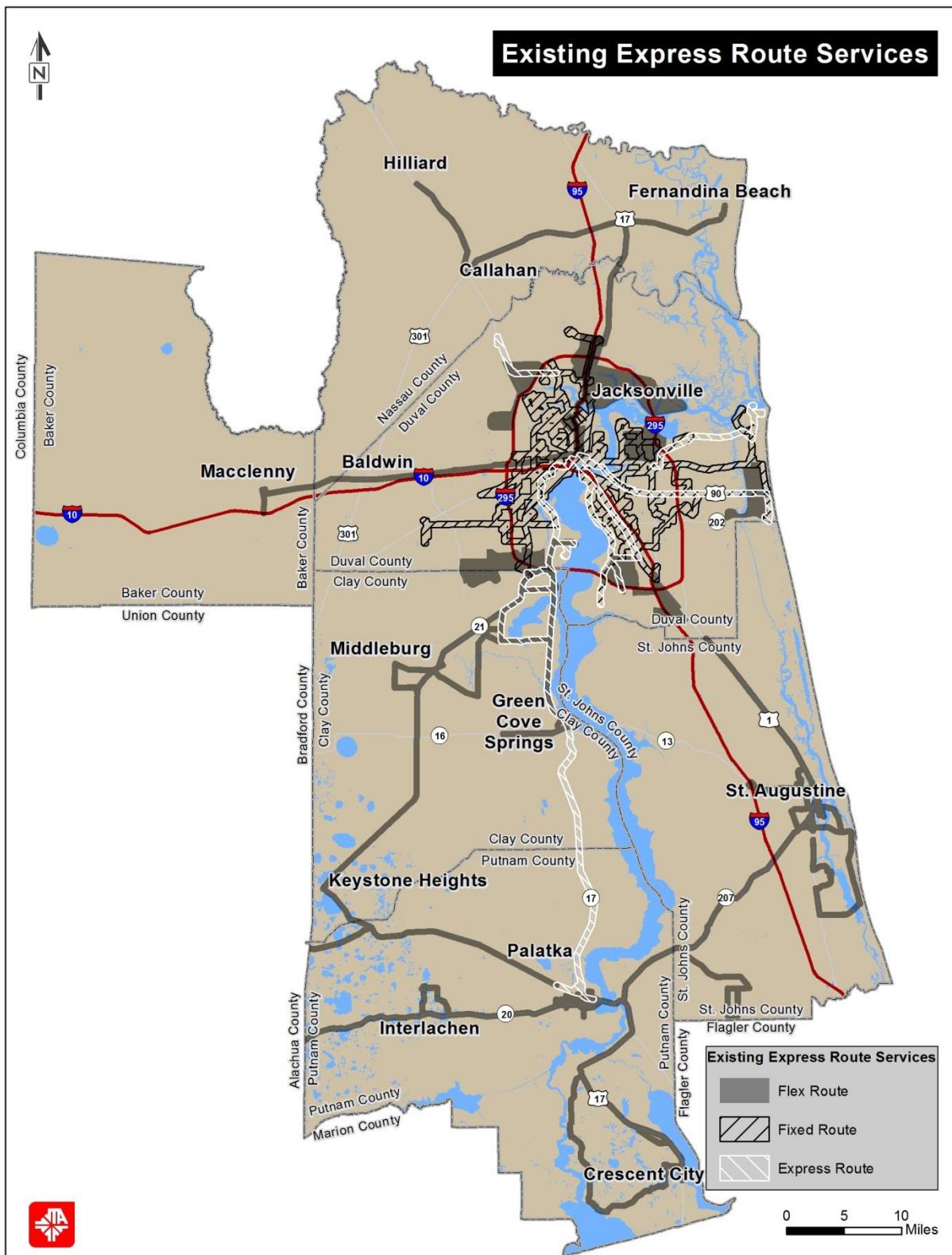


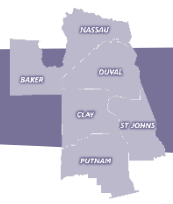
**Map 2 Existing Fixed Transit Services:**





### Map 3 Existing Express Transit Services:



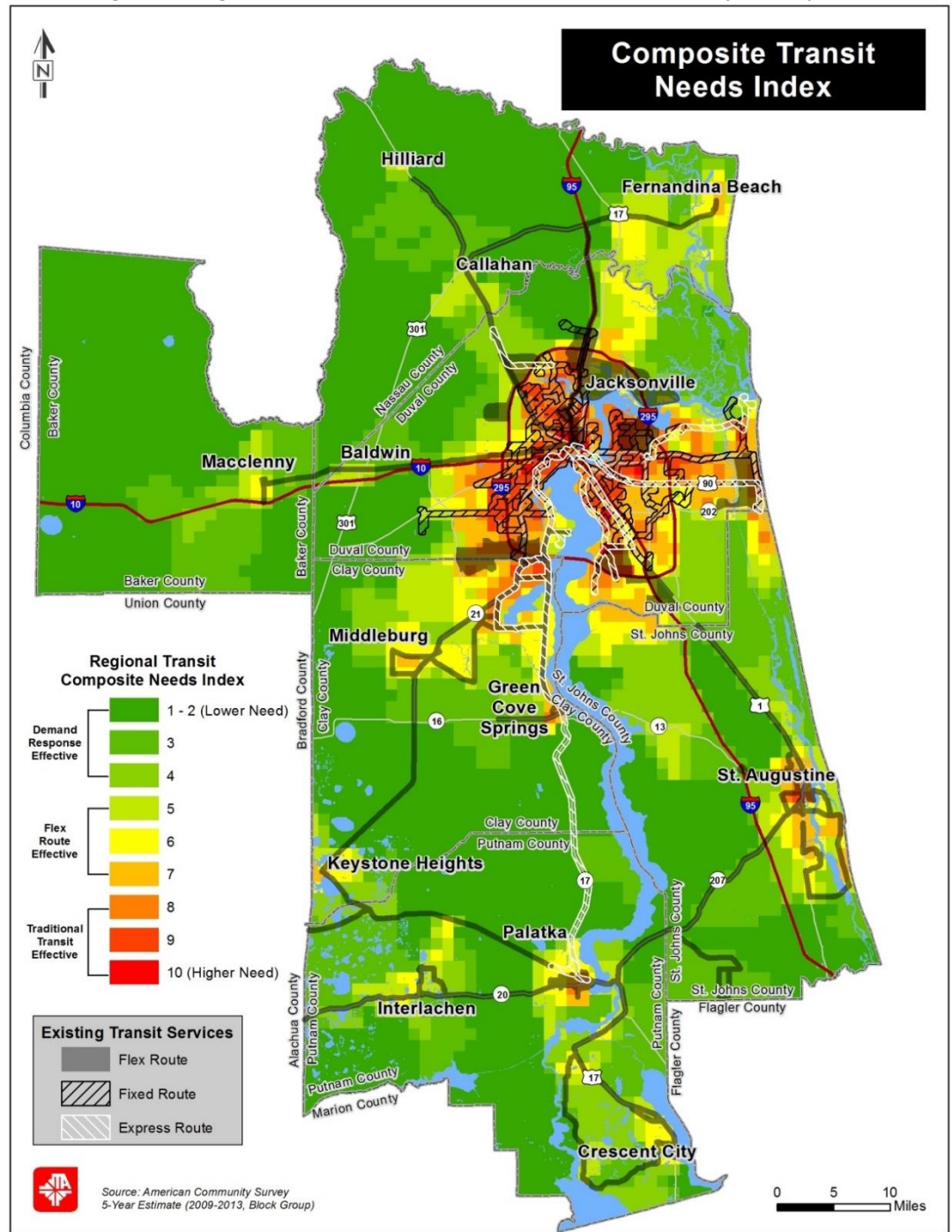


**Map 4 Composite Transit Needs Index:** Map used to identify areas that may benefit from an increased level of existing or new transit service. It shows the density of transit dependent populations. Traditional transit is more effective in the areas with high densities of these populations (shaded orange to red). The low density areas shown in yellow and green are more likely to benefit from alternative modes.

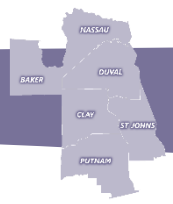


The index was calculated using 8 demographic factors from the American Community Survey. The data from each factor was assigned an index value of 1 through 10 using Jenks Natural Data Breaks. The index values were averaged (equal weighting) by 1 square-mile grid cells to calculate the composite transit needs index. These factors included:

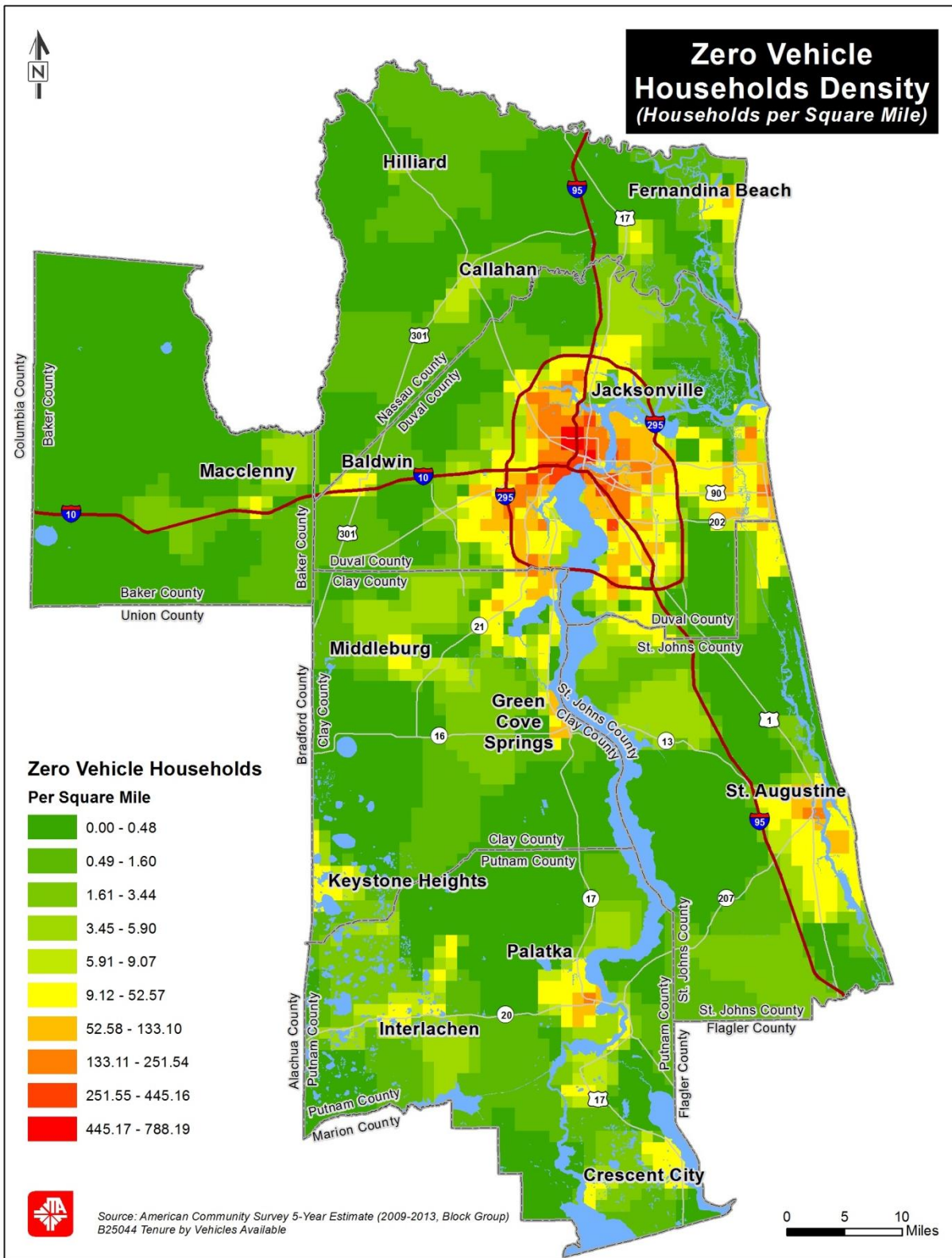
- » Veterans
- » Senior (65+)
- » Zero Vehicles
- » Person with Disabilities
- » Public Assistance
- » Below Poverty
- » Under age 18
- » Limited English Proficiency



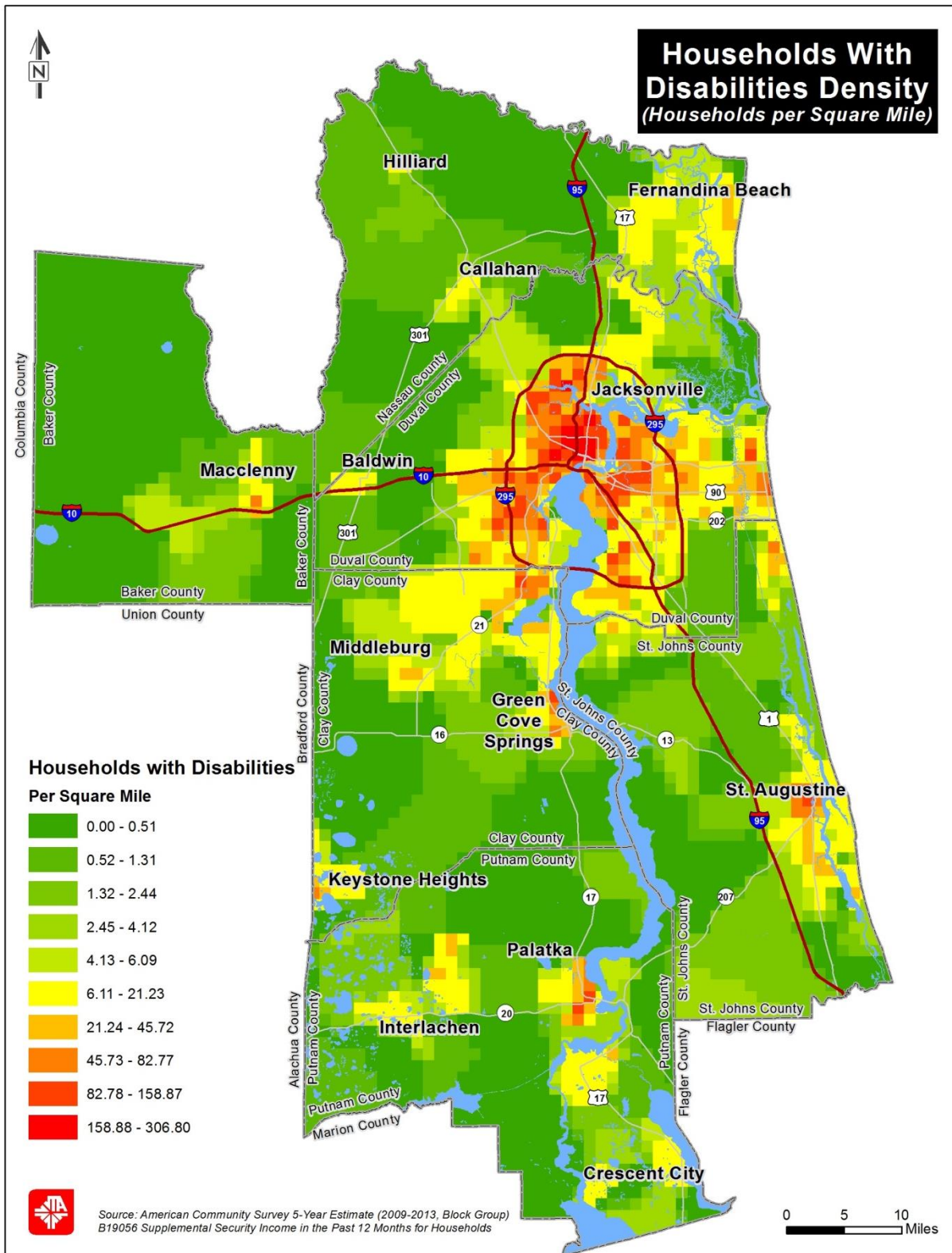




**Map 5 Zero Vehicle Households Density:** based on the US Census Bureau's American Community Survey and summarized by 1-square mile grid cells.

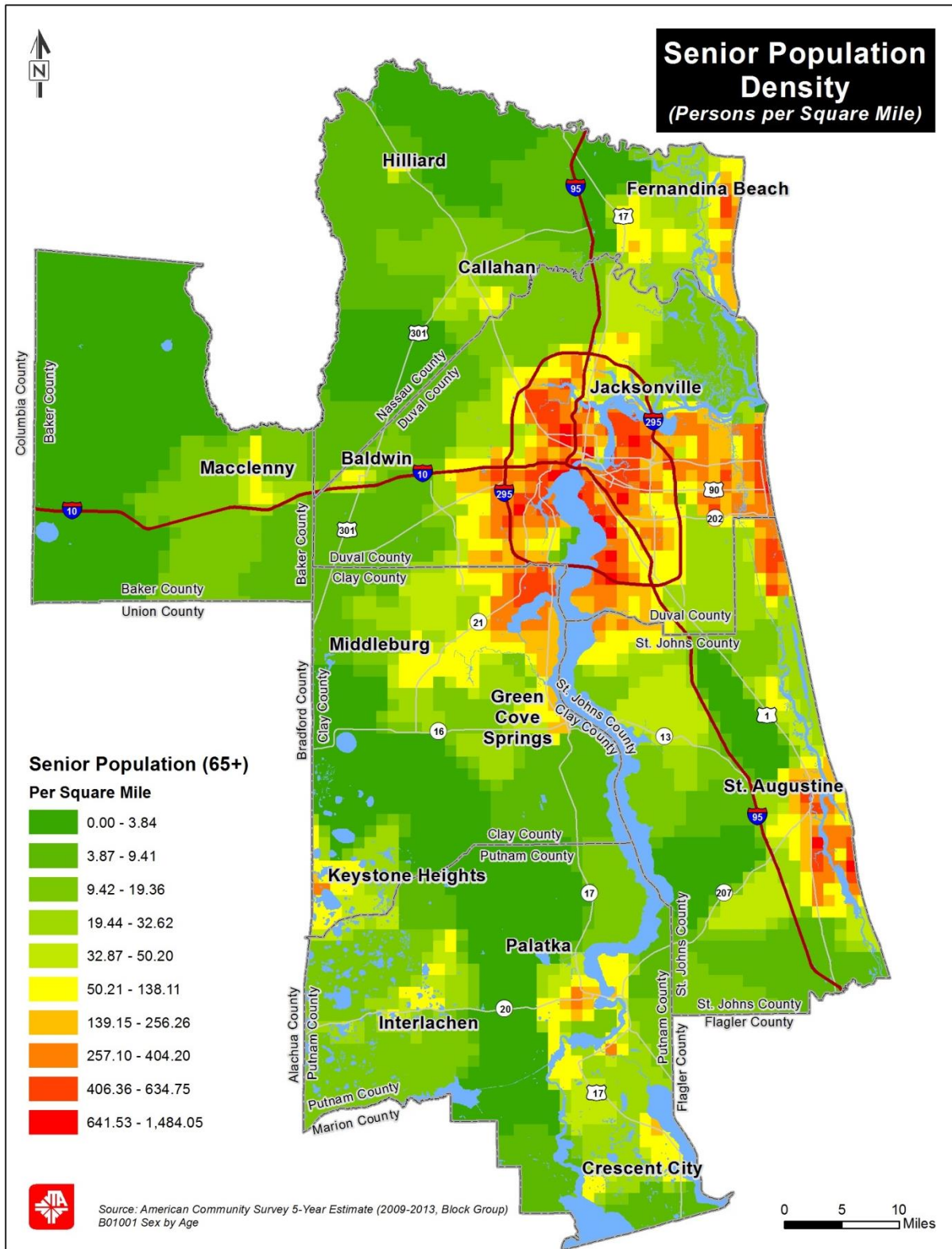


**Map 6 Density of Households with Disabilities:** based on the US Census Bureau’s American Community Survey and summarized by 1-square mile grid cells.

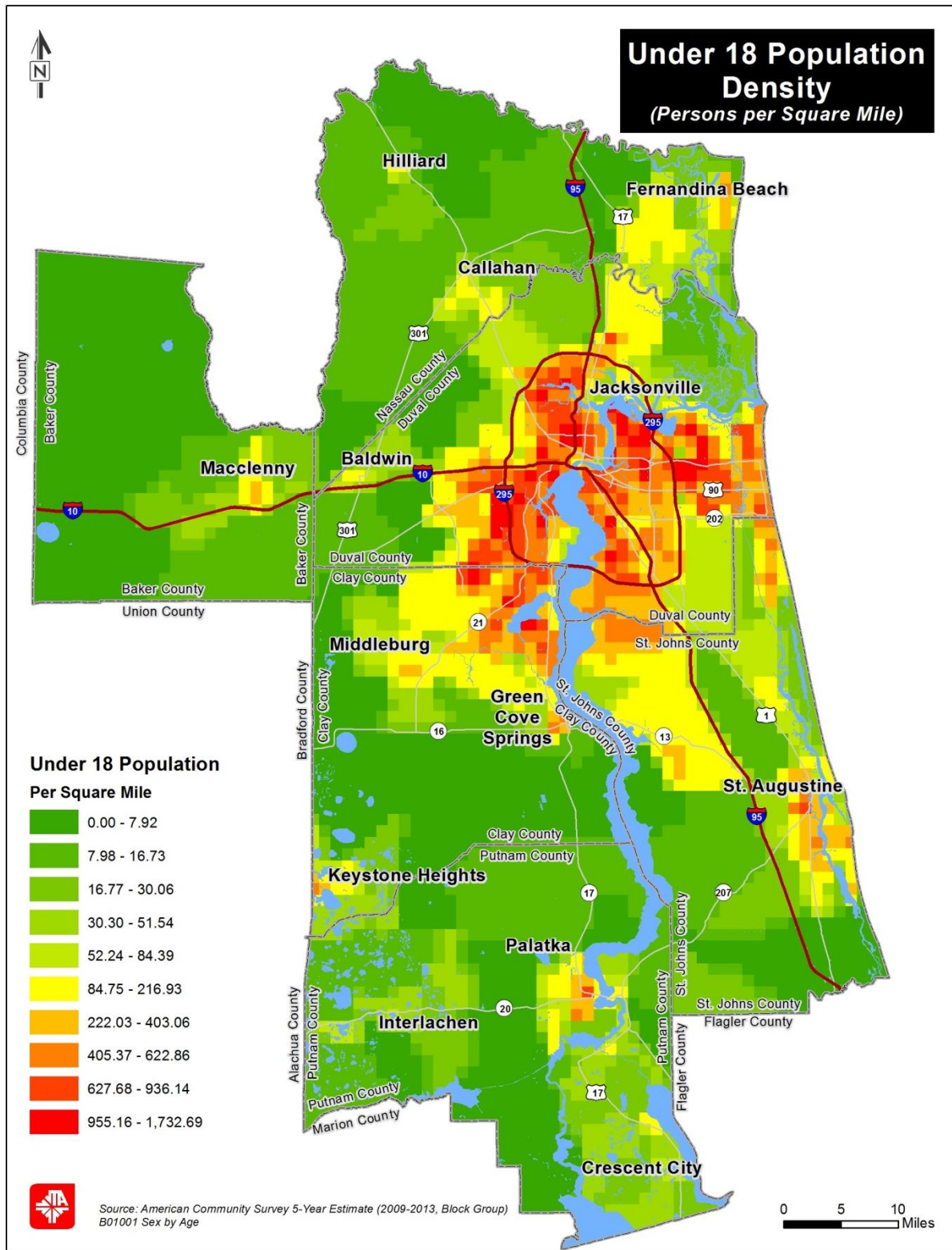


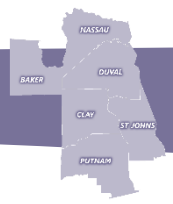


**Map 7 Senior Populations Density:** based on the US Census Bureau’s American Community Survey and summarized by 1-square mile grid cells.



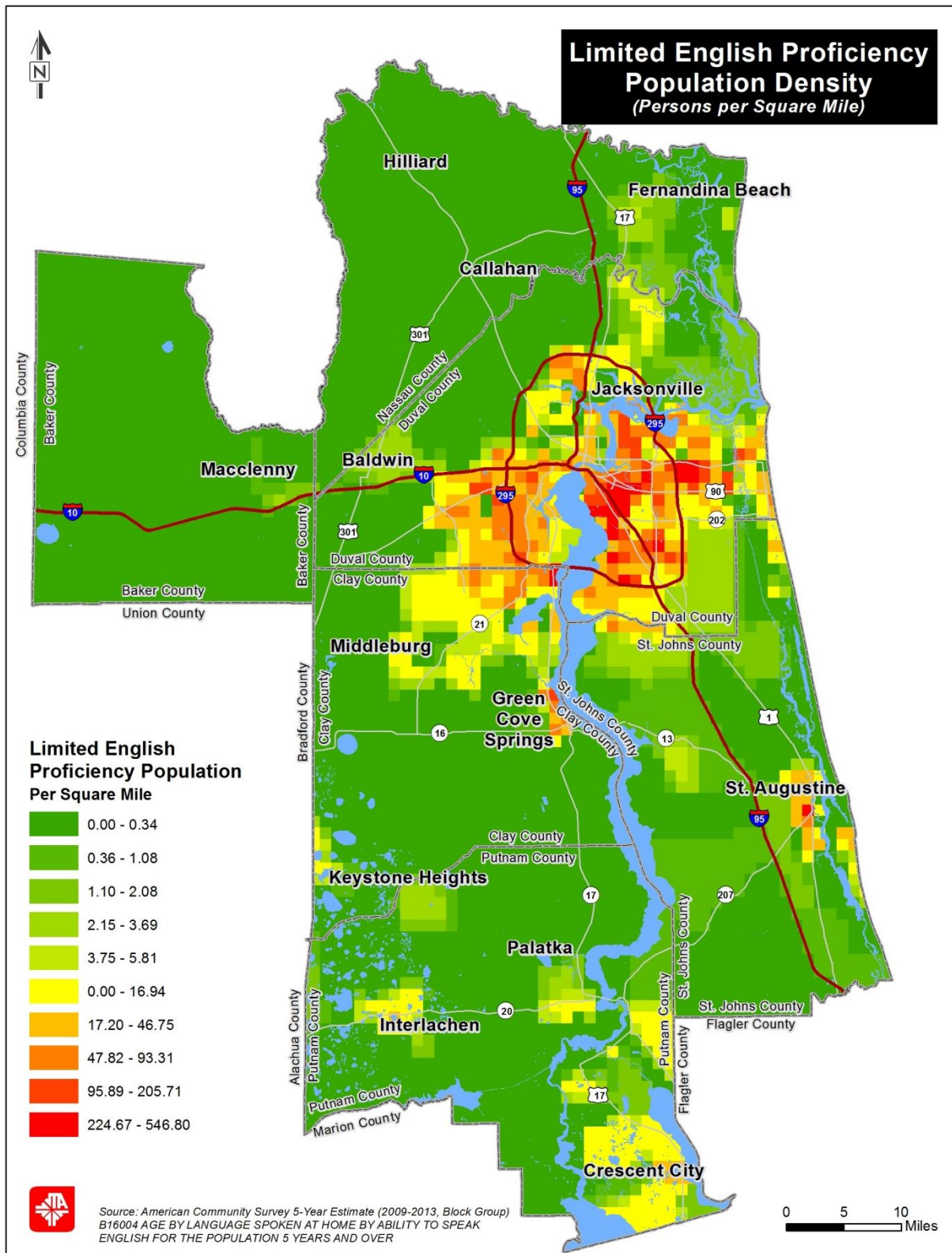
**Map 8 Under the Age of 18 Density:** based on the US Census Bureau’s American Community Survey and summarized by 1-square mile grid cells.



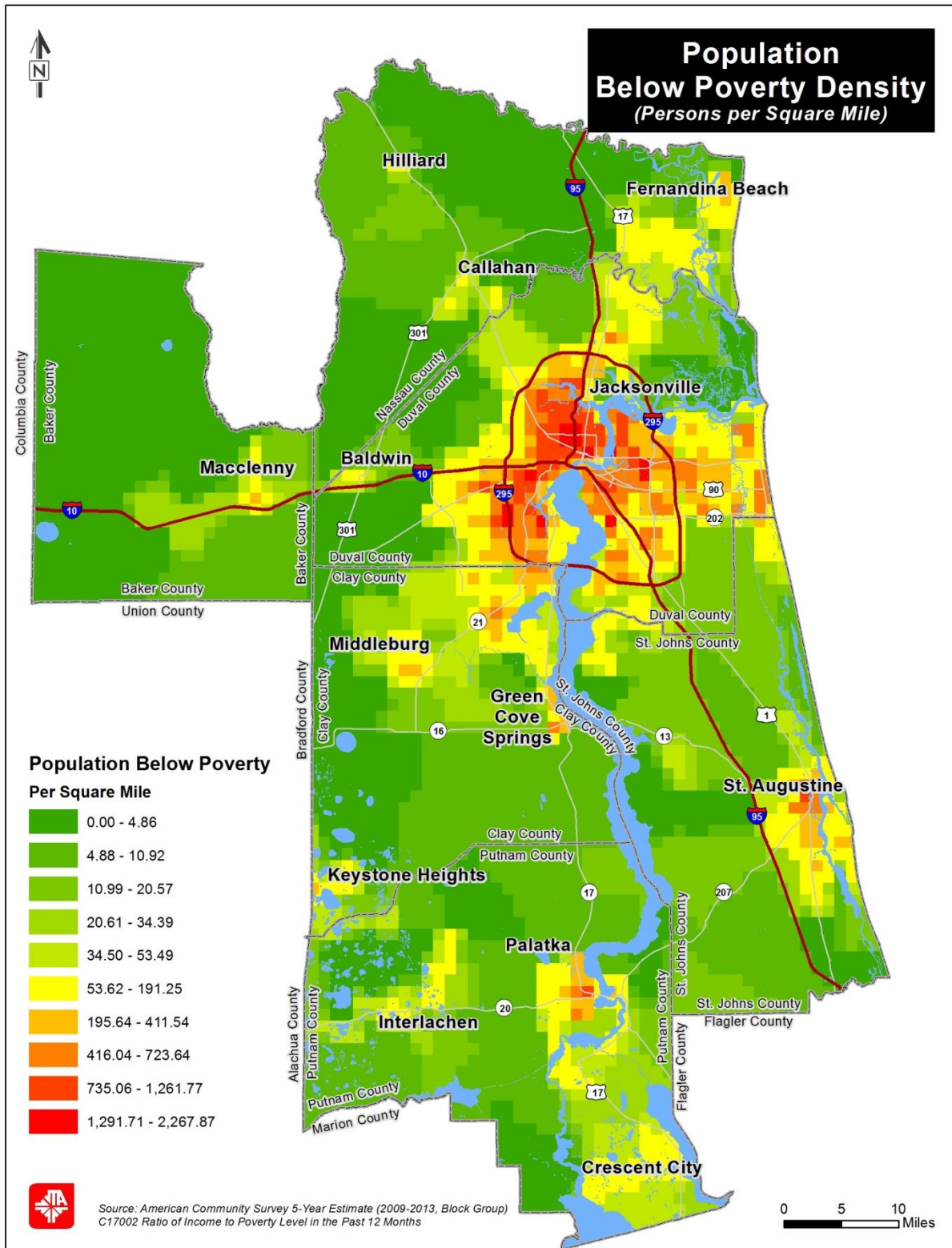


**Map 9 Limited English Proficiency Population Density:** based on the US Census Bureau's American Community Survey and summarized by 1-square mile grid cells.



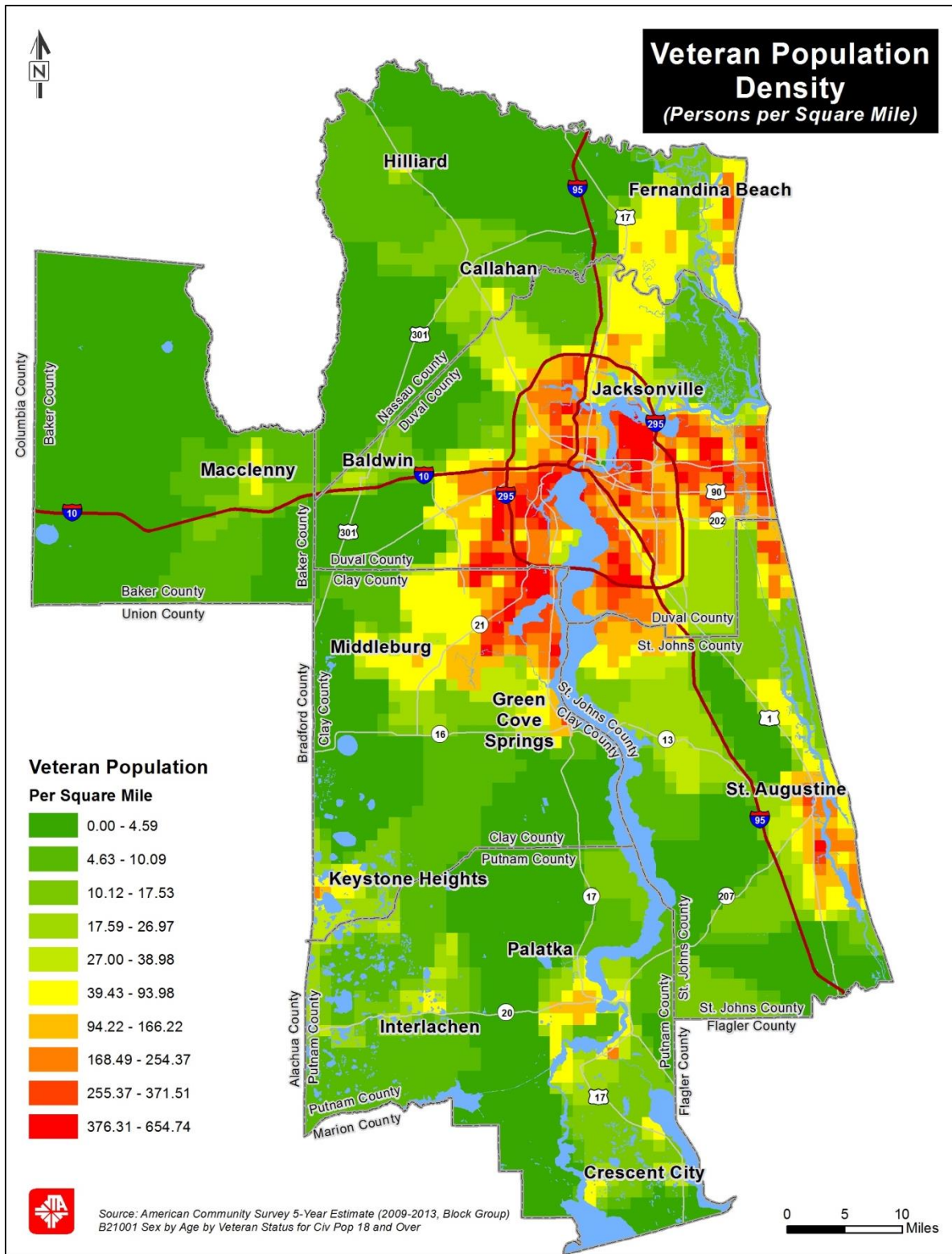


**Map 10 Population Below Poverty Level Density:** based on the US Census Bureau's American Community Survey and summarized by 1-square mile grid cells.

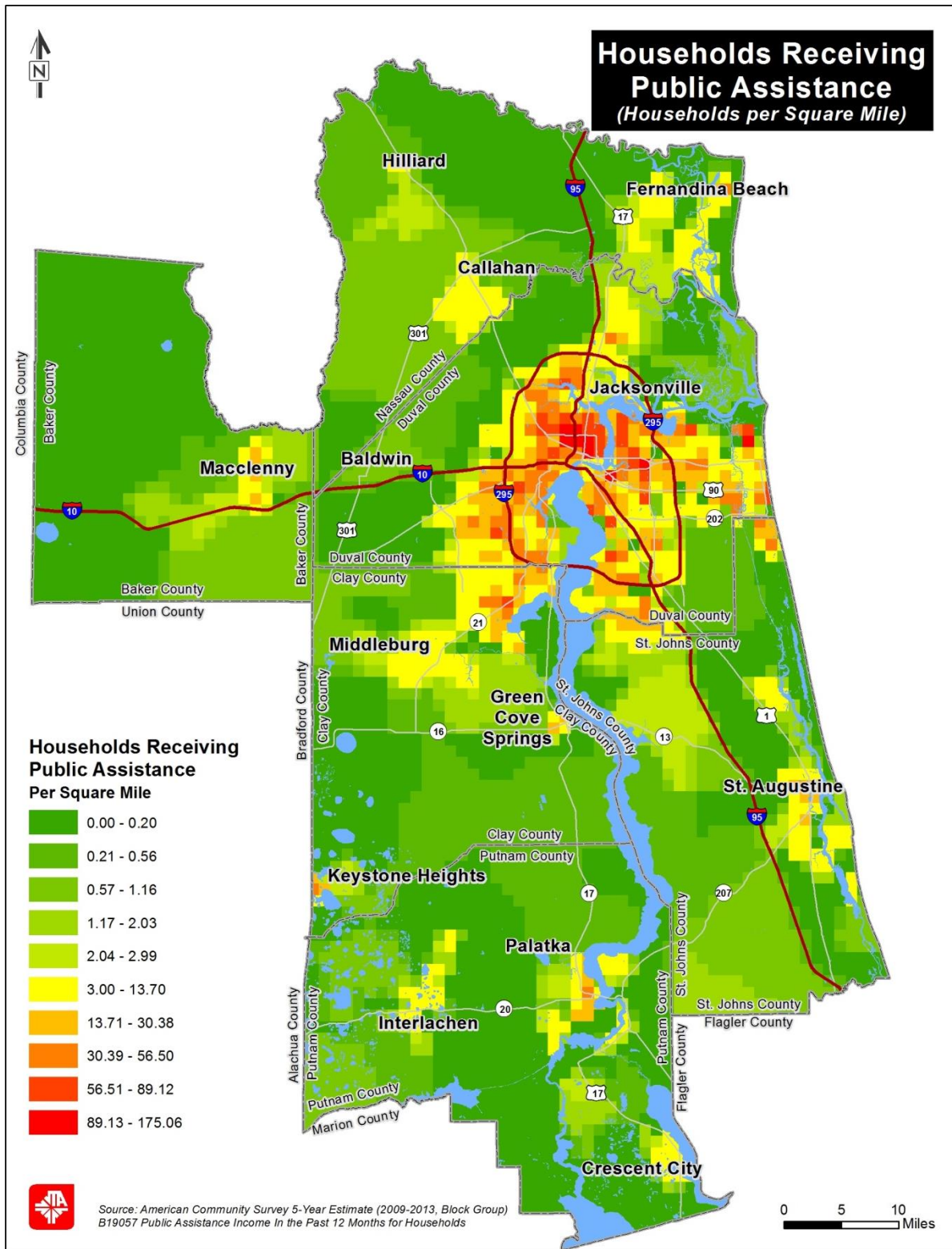




**Map 11 Veteran Population Density:** based on the US Census Bureau’s American Community Survey and summarized by 1-square mile grid cells.



**Map 12 Households Receiving Public Assistance Density:** based on the US Census Bureau's American Community Survey and summarized by 1-square mile grid cells.

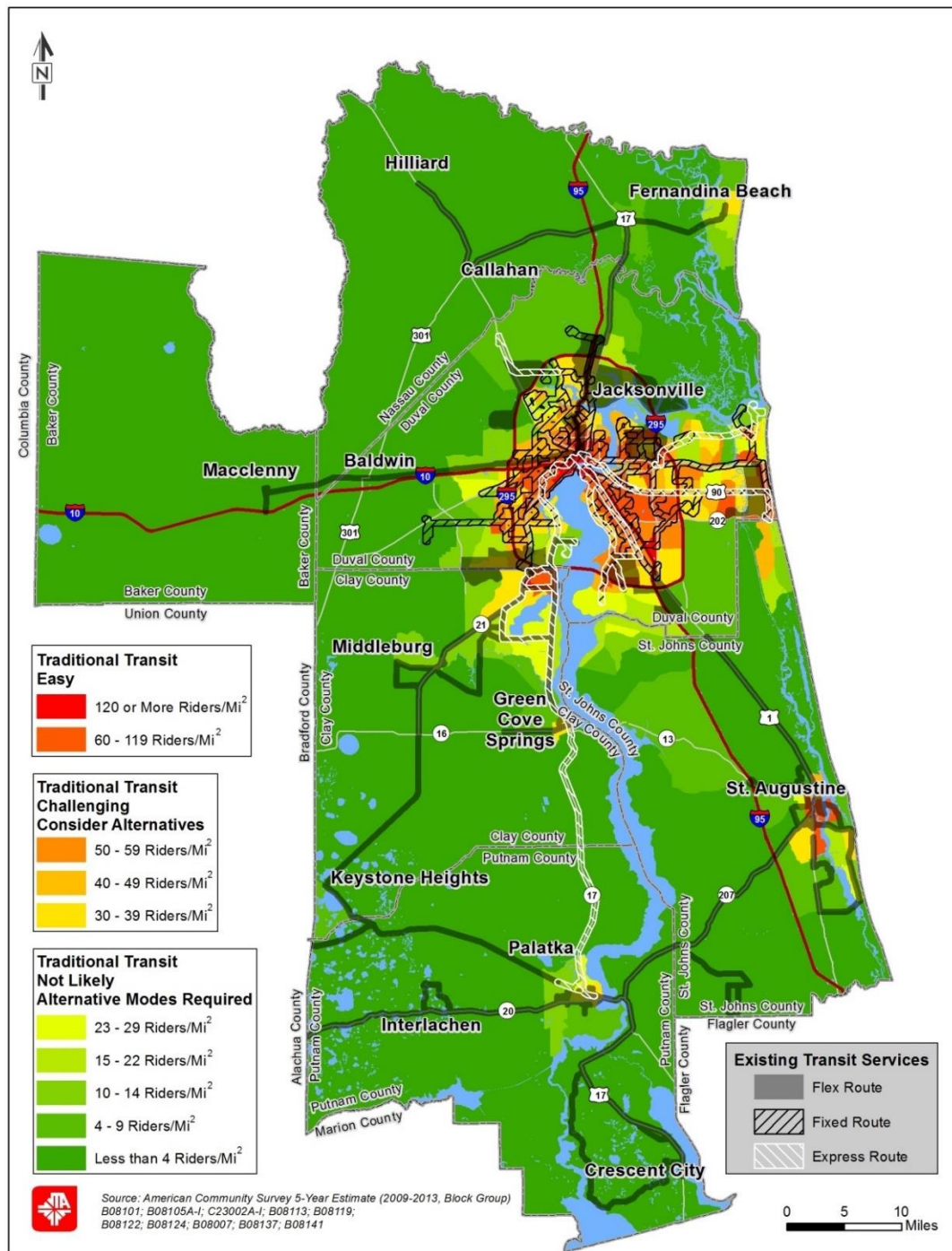


**Map 13 Traditional Transit Propensity:** Studies from peer agencies determined the likelihood of key demographic and employment groups to use transit to get to work. This principle was applied to the same demographic and employment data within the 6-county region to estimate the propensity to use transit within each census block group. The datasets that were used in this map are:

- » Age

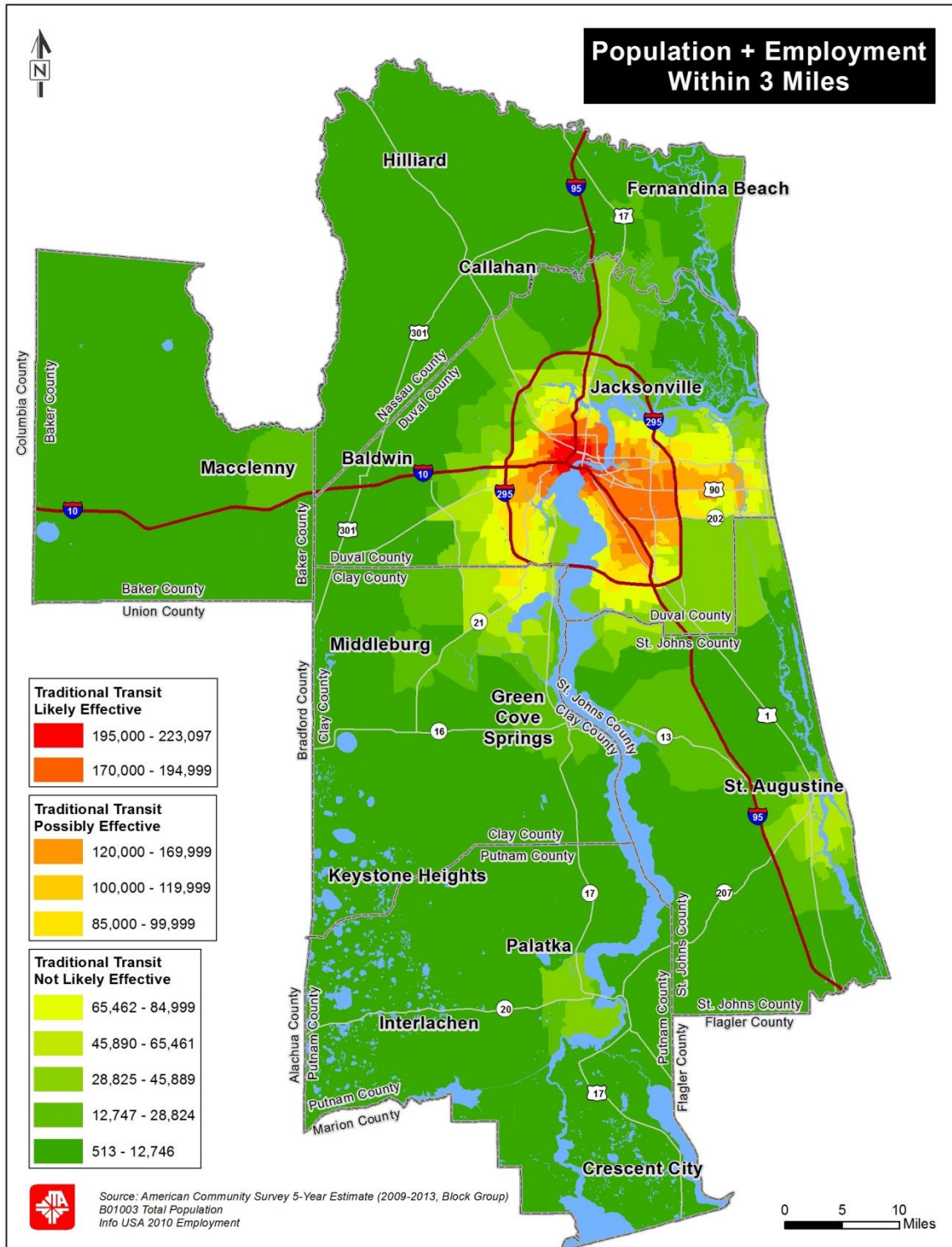


- » Race
- » Ethnicity
- » Ability to speak English at home
- » Income
- » Poverty status
- » Occupation
- » Industry
- » Location of workplace
- » Tenure (owner vs renter occupied)
- » Number of vehicles available
- » Employees by industry

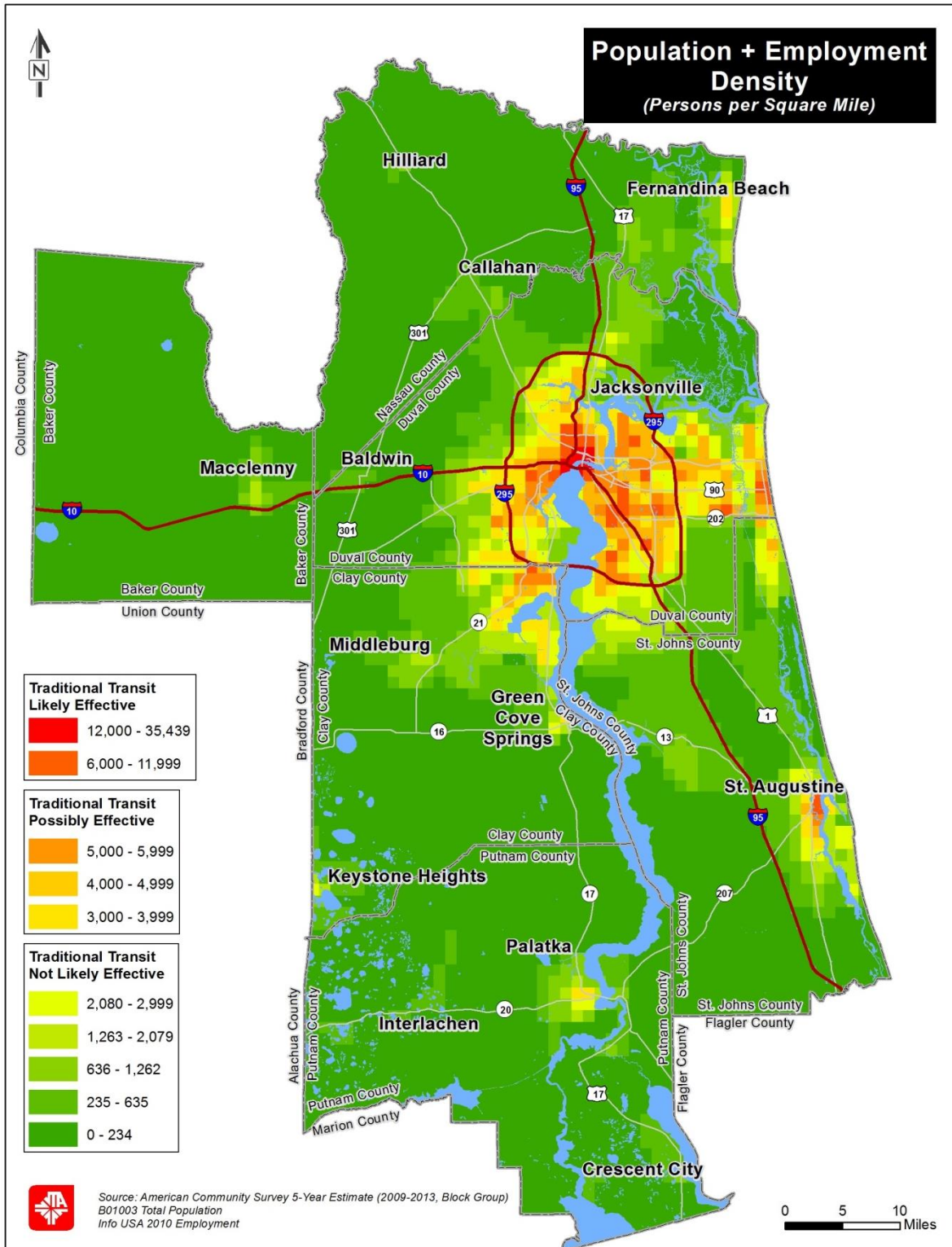




**Map 14 Population and Employment within 3 Miles:** This map shows the total population and employment within 3 miles of each block group. Areas with higher population and employment are areas where traditional transit options would likely be effective. Areas with low population and employment are areas where alternative modes may be required.



**Map 15 Population and Employment Density:** This map shows the population plus employment per square mile based on data from the American Community Survey and the Info USA employment database, which were summarized by 1-square mile grid cells.

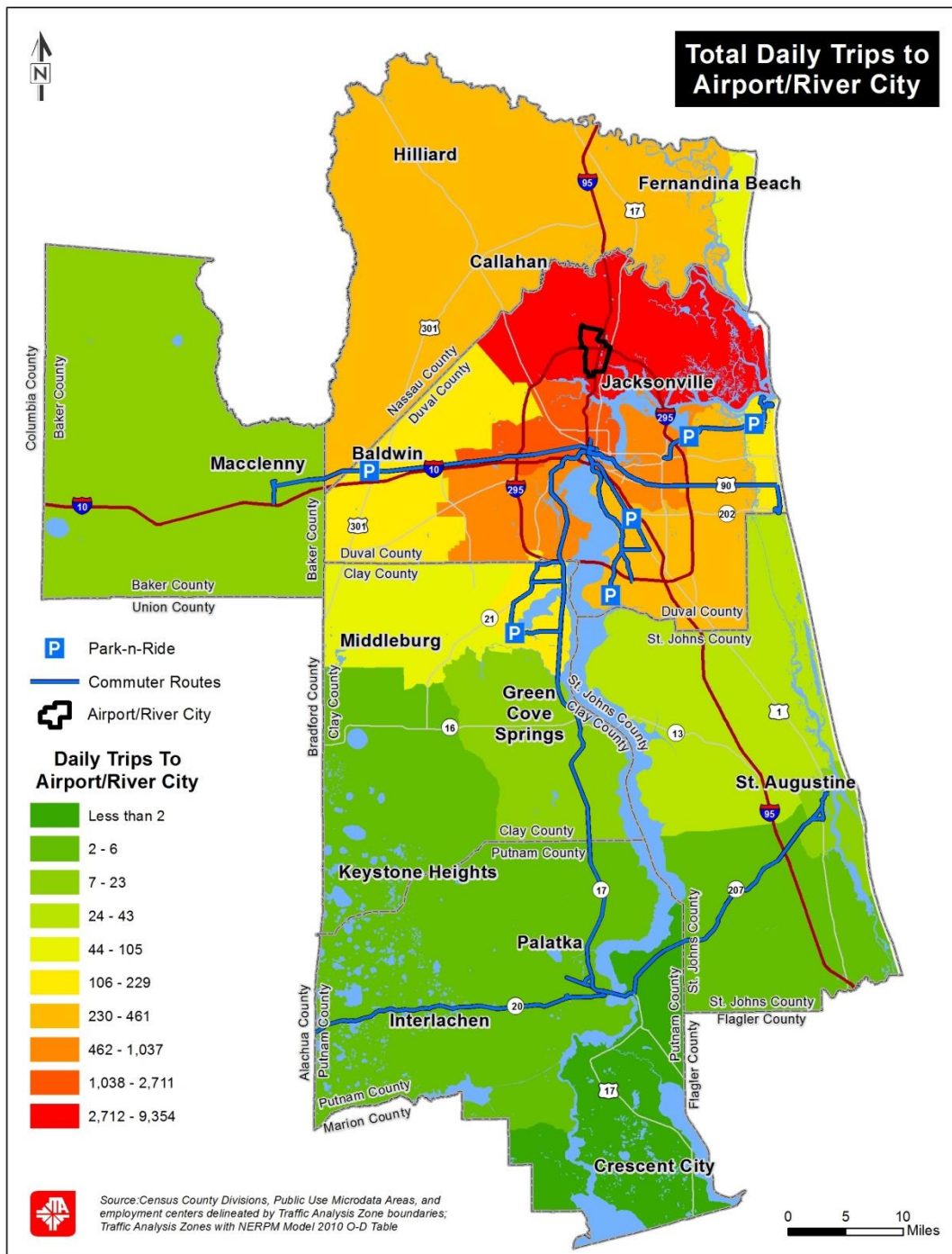




**Map 16 Potential Future Commuter Rail Corridors:** This map shows potential future commuter rail corridors within a portion of the 6-county region that were identified in the 2013 Northeast Florida Commuter Rail Feasibility Study- Phase II. These lines would allow regional commuters to efficiently travel to and from Nassau, Duval, Clay, and St. Johns Counties.

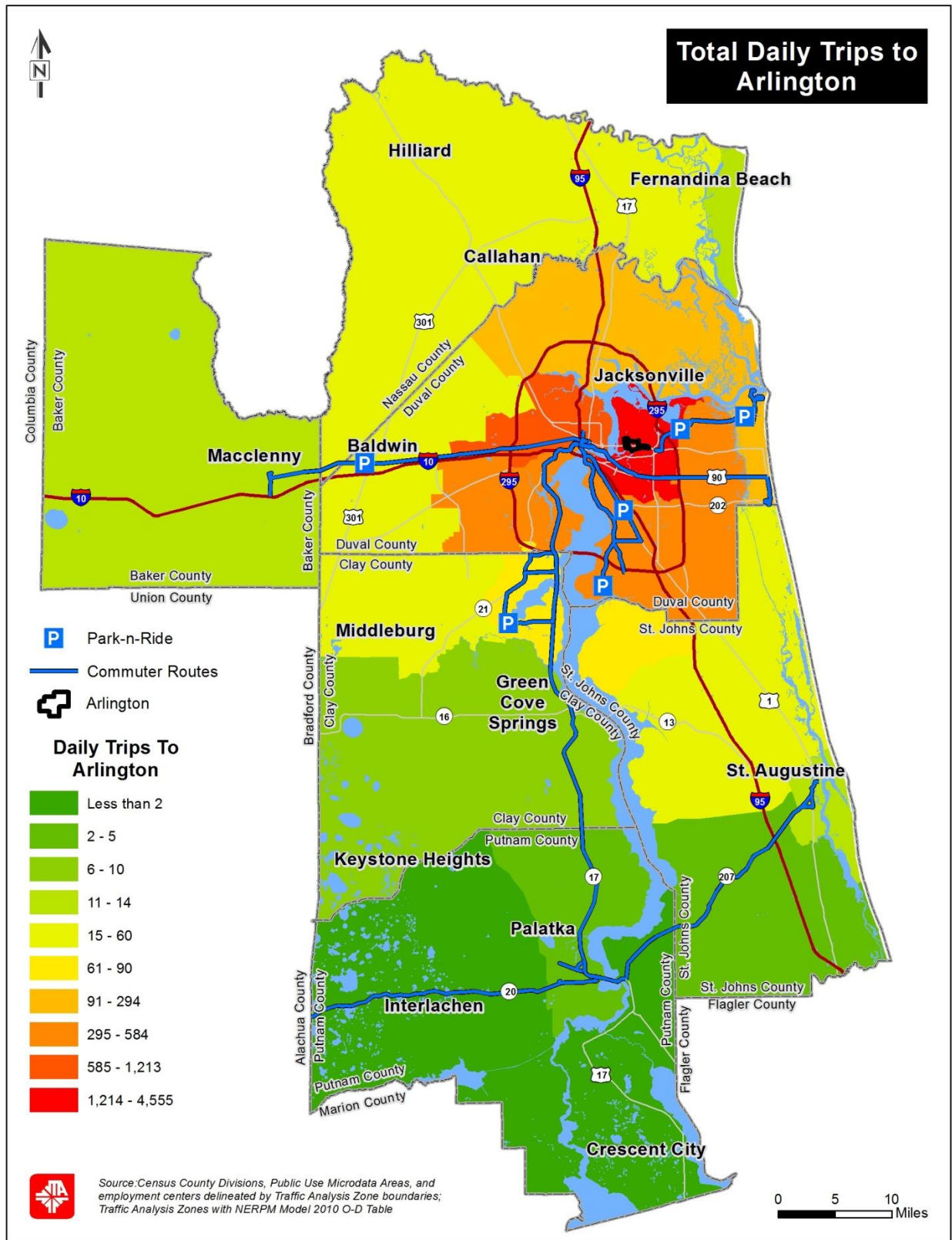


**Maps 17 - 38 City Regional Trips:** shows the number of trips from residential areas to key employment areas. The origin-destination trip data is from the Northeast Regional Planning Model (NERPM). The purpose of these maps is to identify areas where regional commuter routes could be planned that would coincide with existing non-transit trips. Key employment areas are outlined in black within each map. The green areas indicate few daily trips to the employment area, and red areas indicate a high number of trips to the employment area.

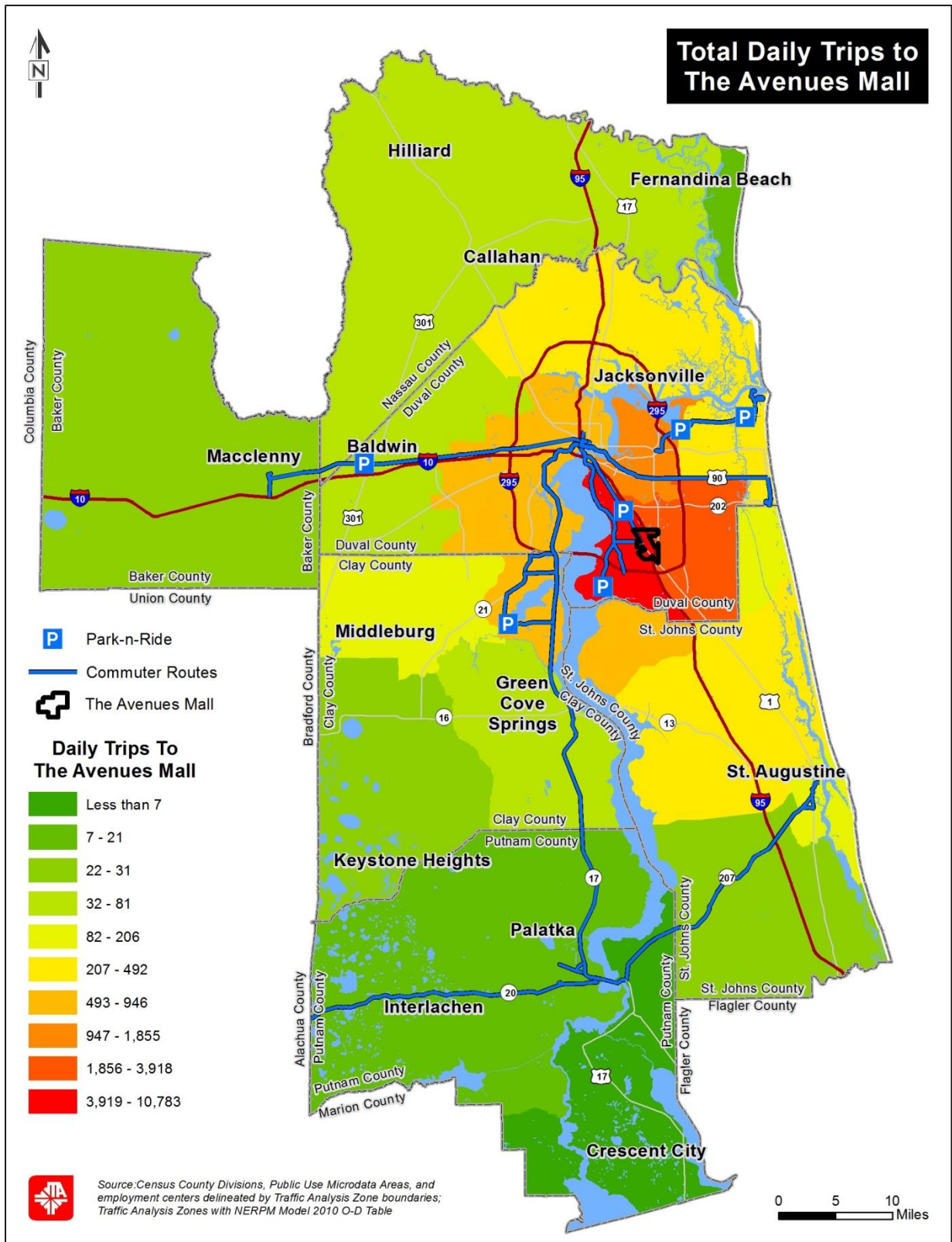




**Map 18 Arlington Regional Trips:**

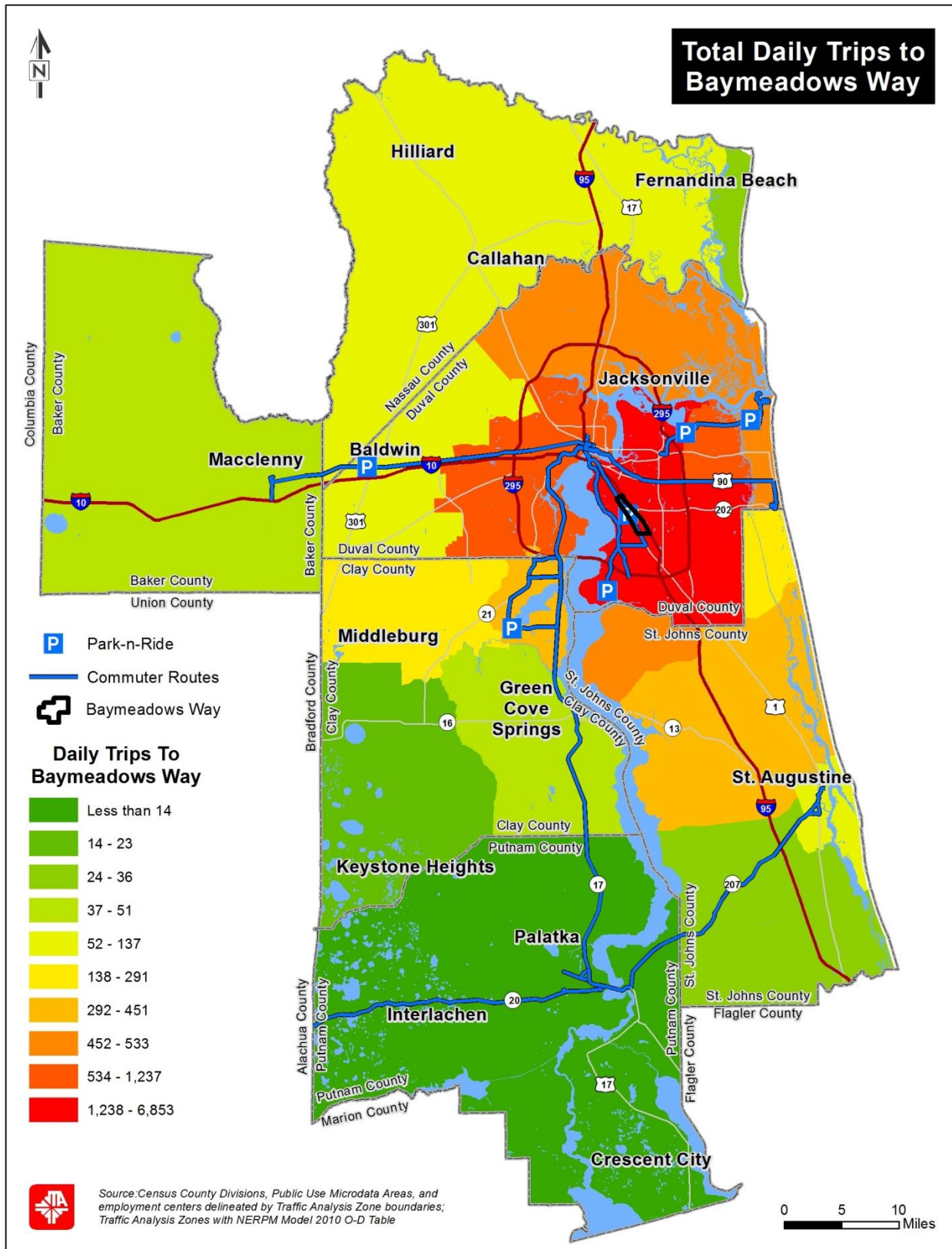


**Map 19 Avenues Mall Regional Trips:**

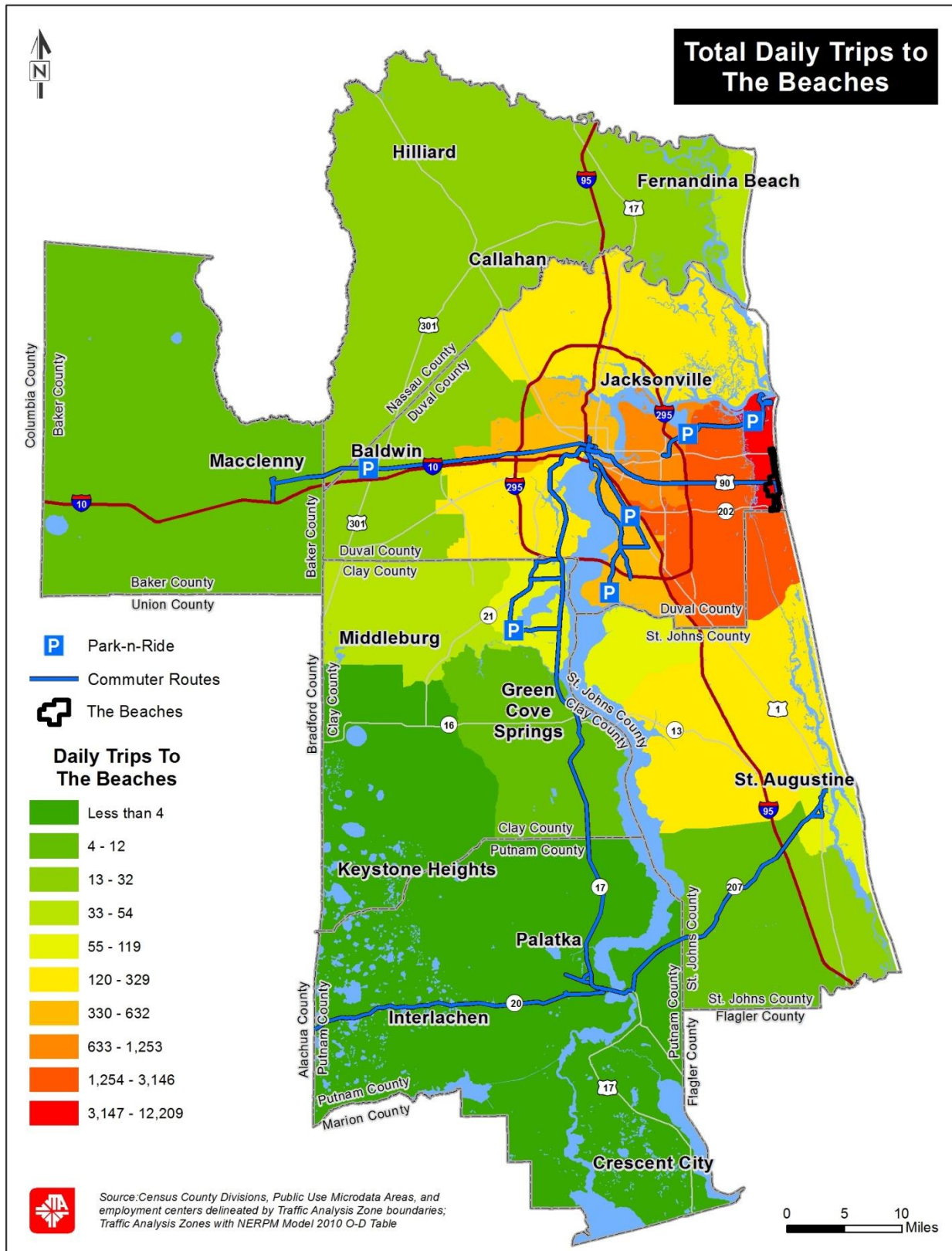


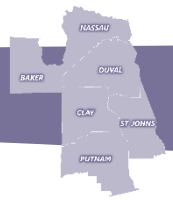


**Map 20 Baymeadows Regional Trips:**



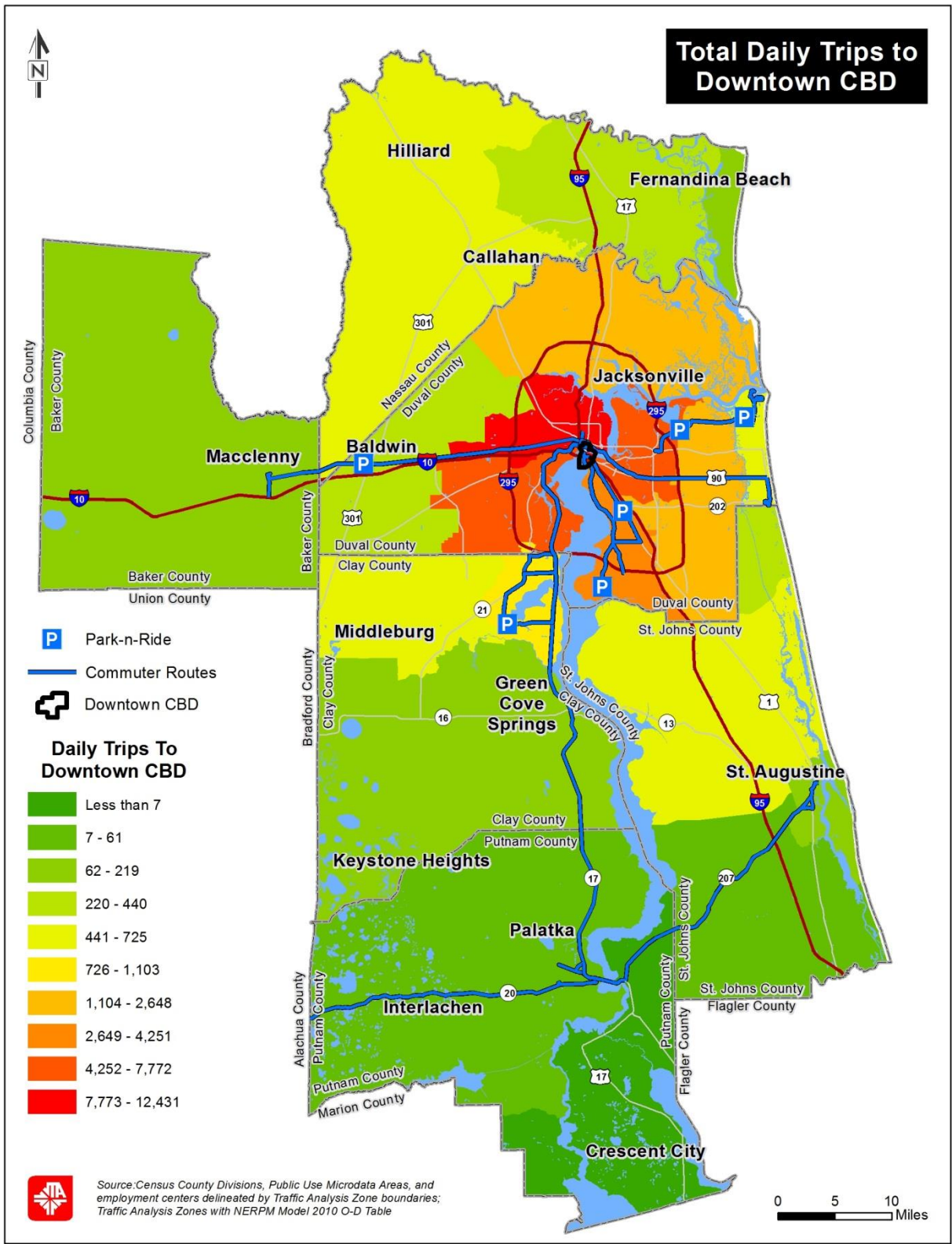
**Map 21 Beaches Regional Trips:**



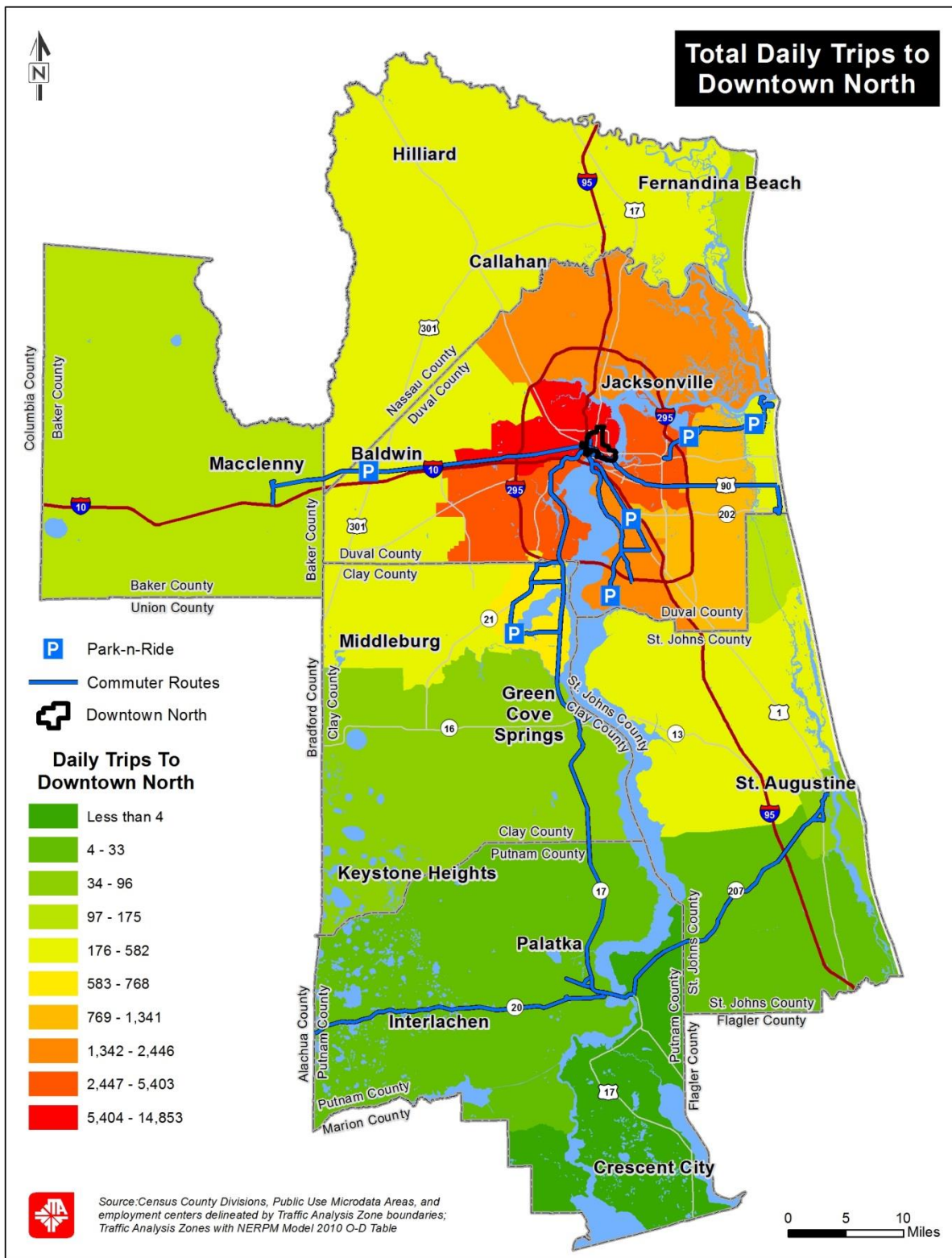


**Map 22 Downtown Jacksonville Business District Regional Trips:**



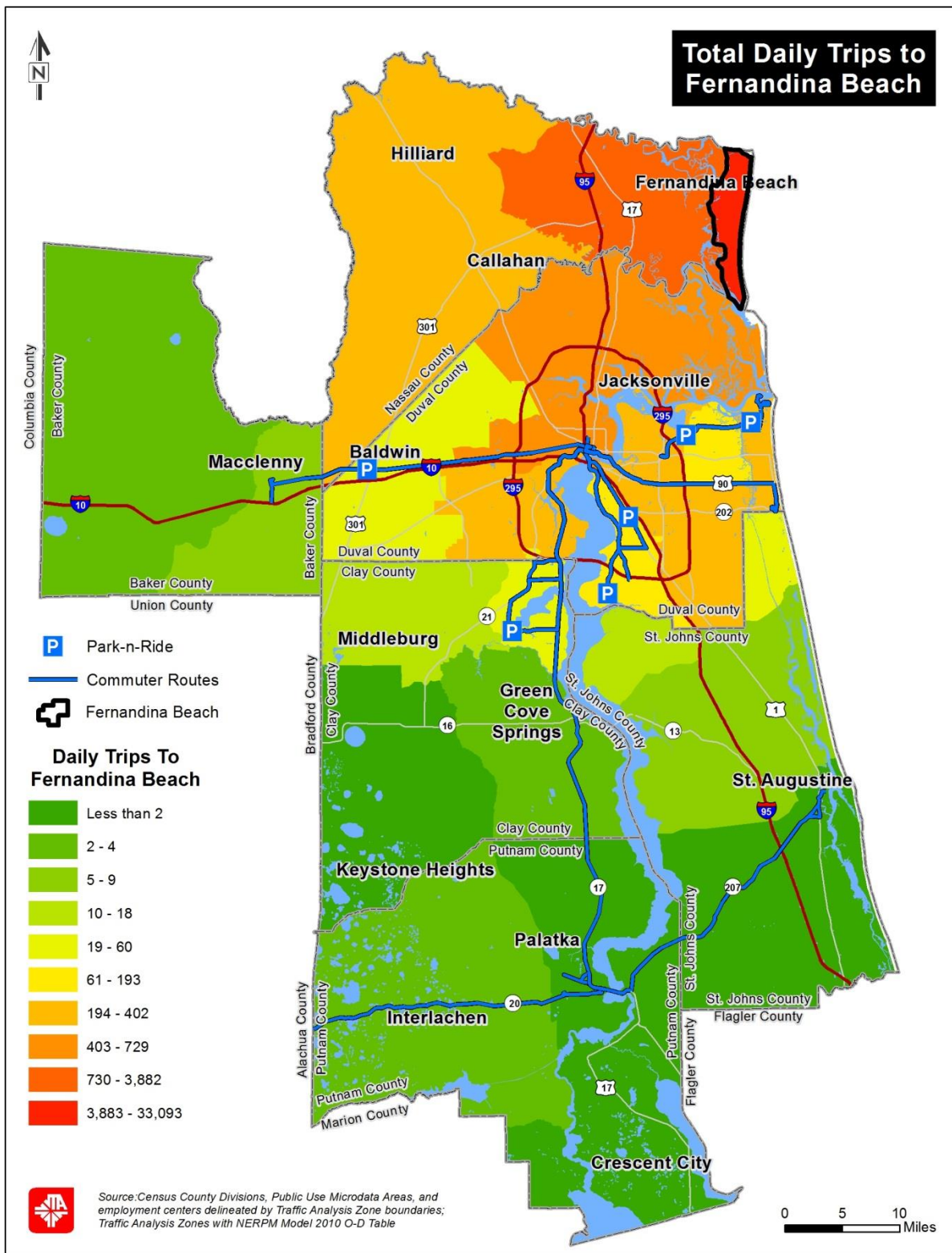


**Map 23 North Downtown Jacksonville Regional Trips:**

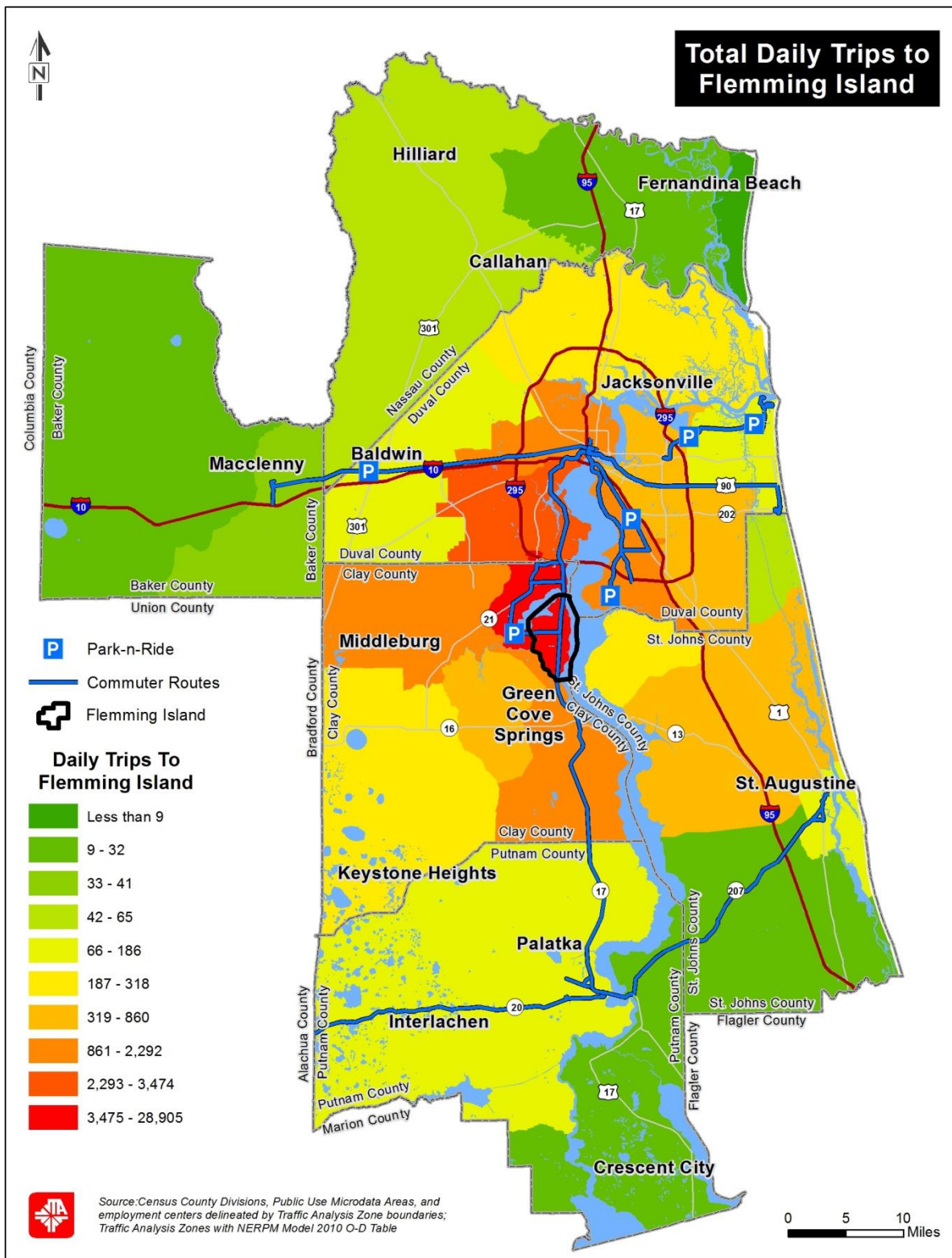


**Map 24 Fernandina Beach Regional Trips:**

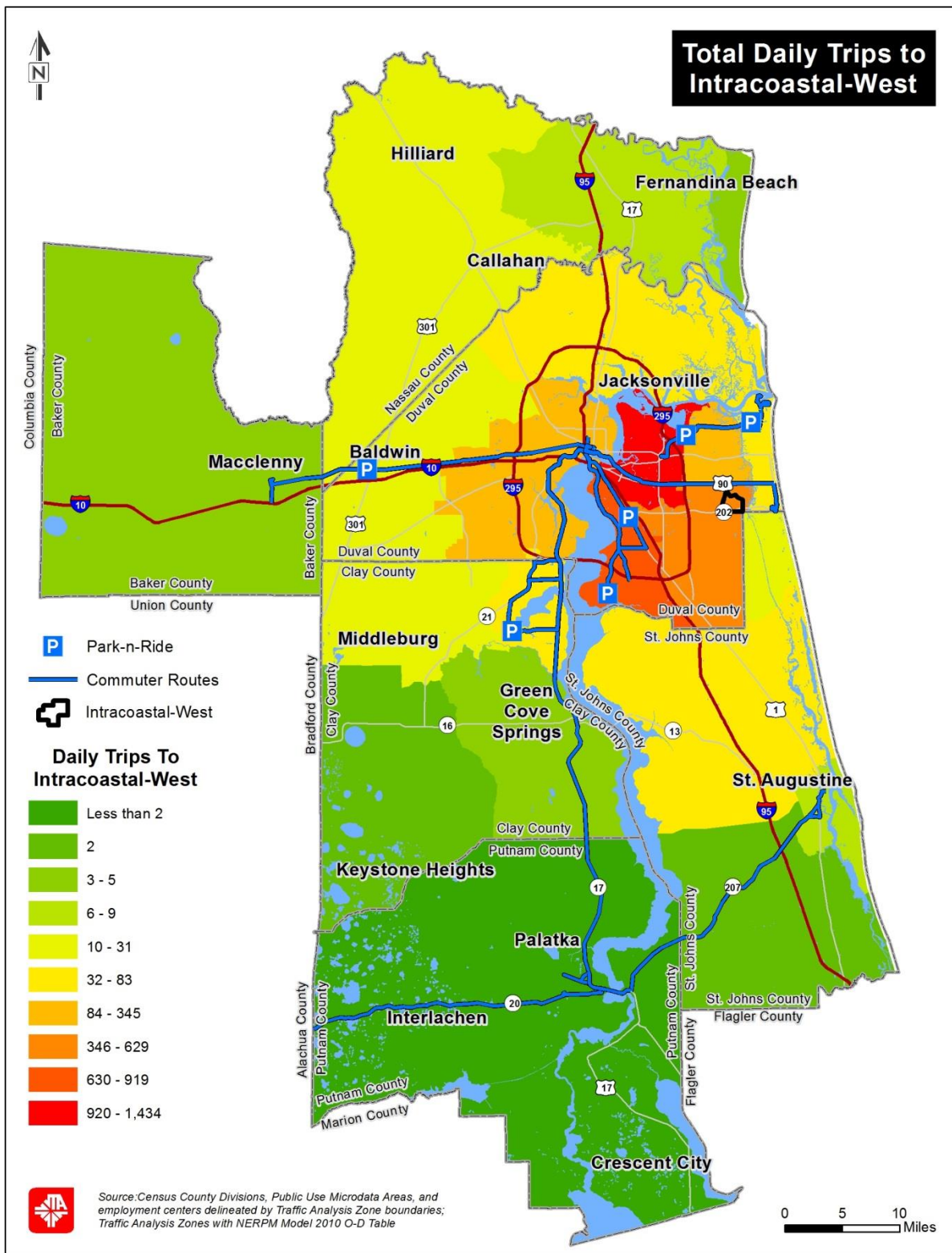




**Map 25 Flemming Island Regional Trips:**

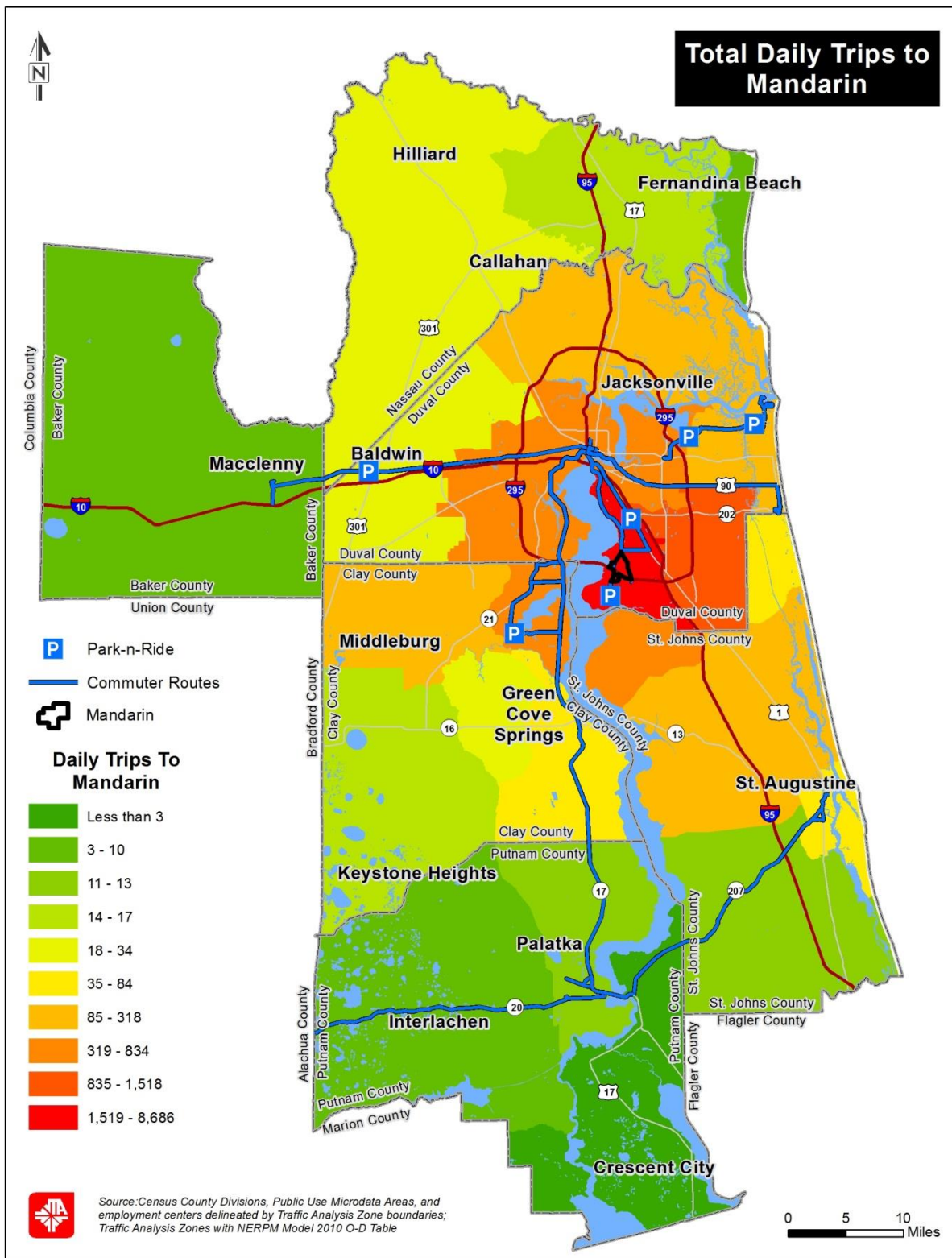


**Map 26 Intercoastal-West Regional Trips:**

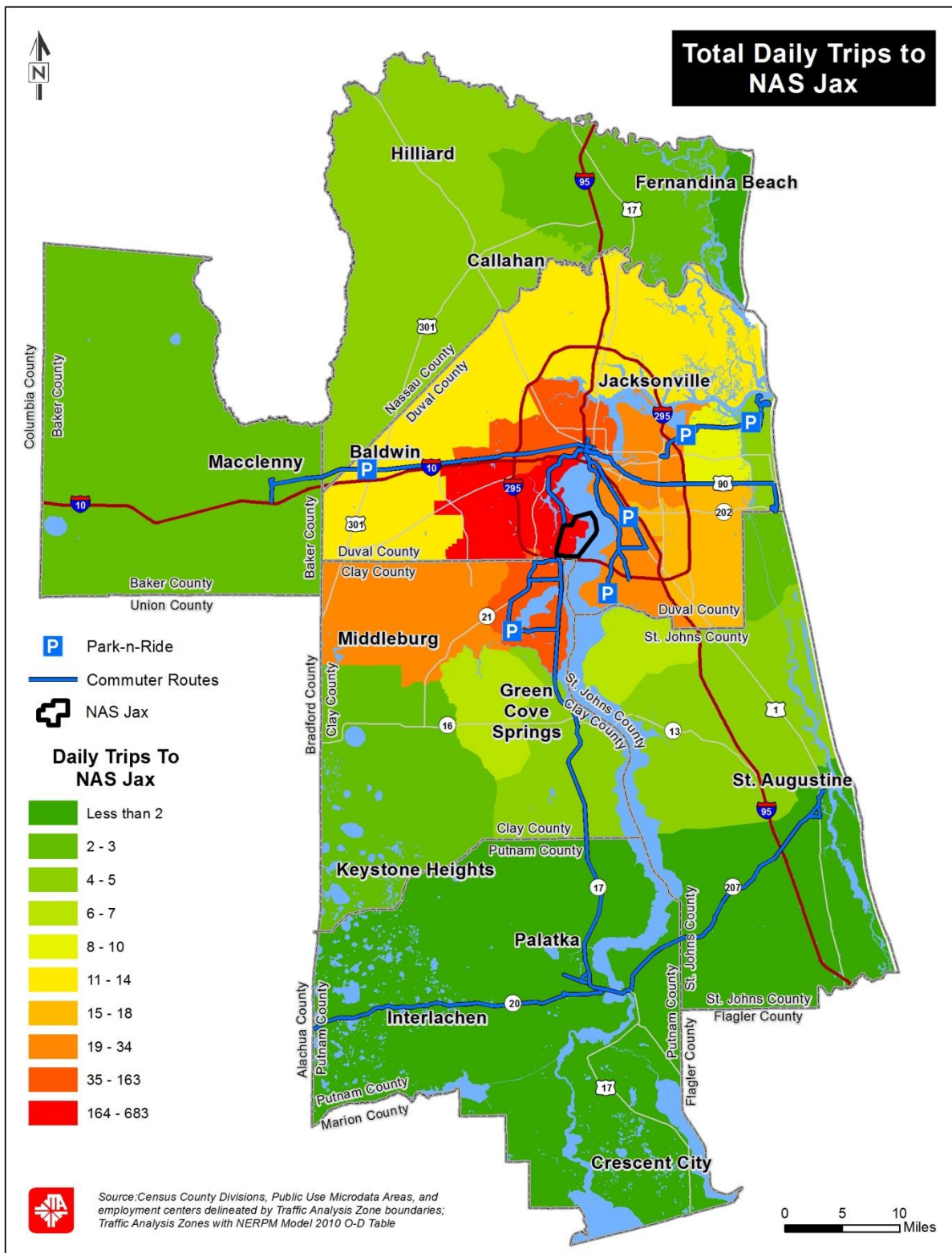


**Map 27 Mandarin Regional Trips:**



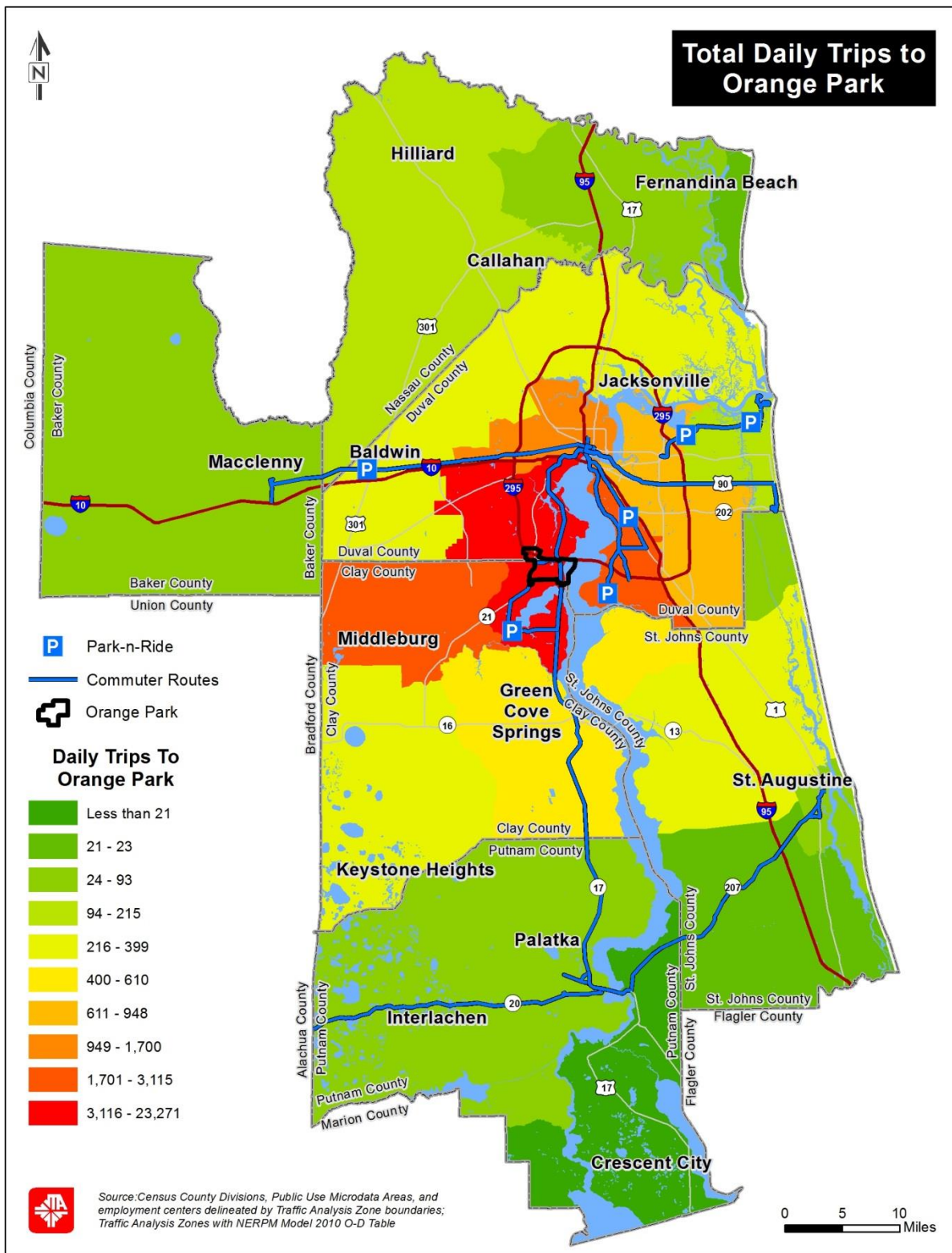


**Map 28 NAS Jax Regional Trips:**

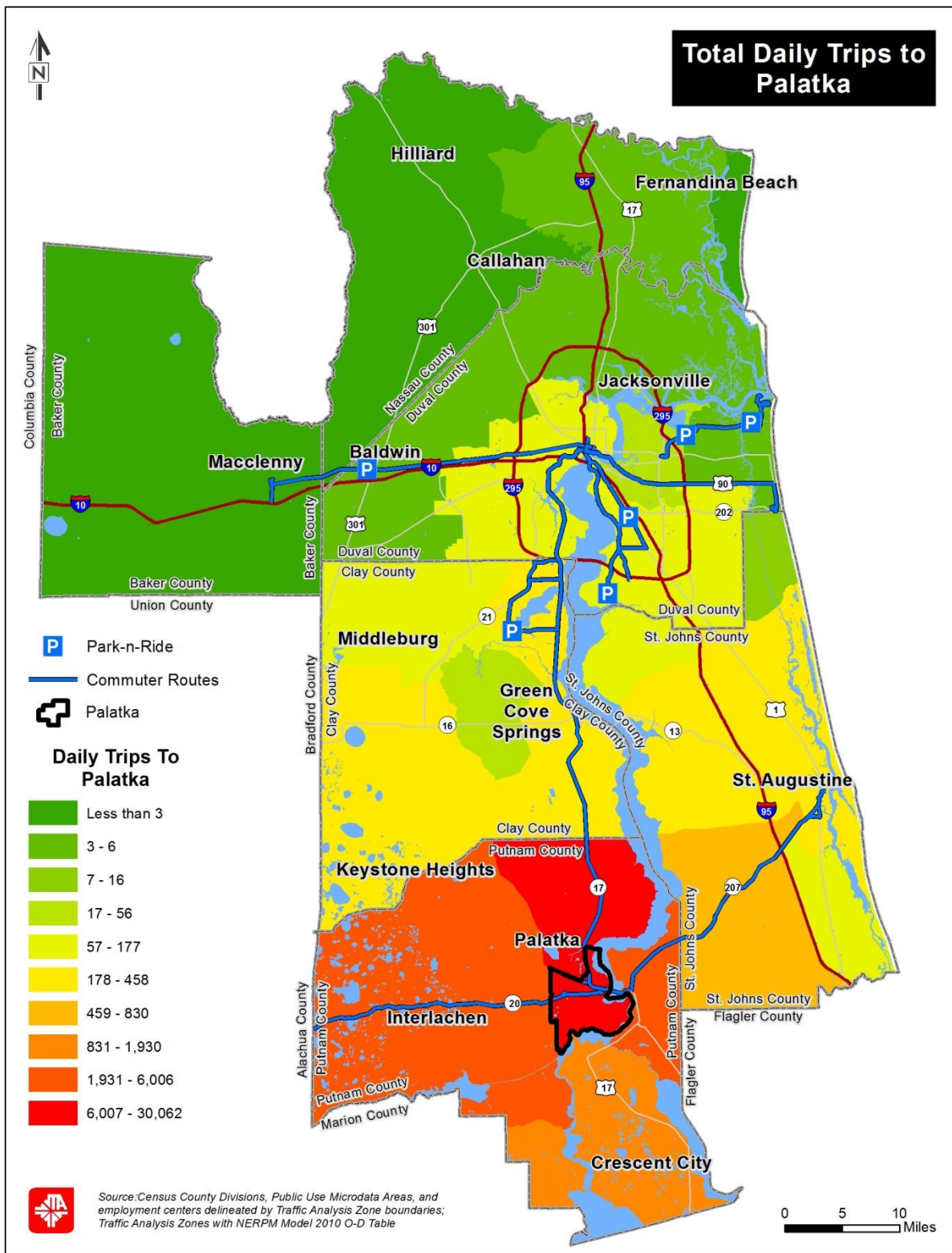


**Map 29 Orange Park Regional Trips:**

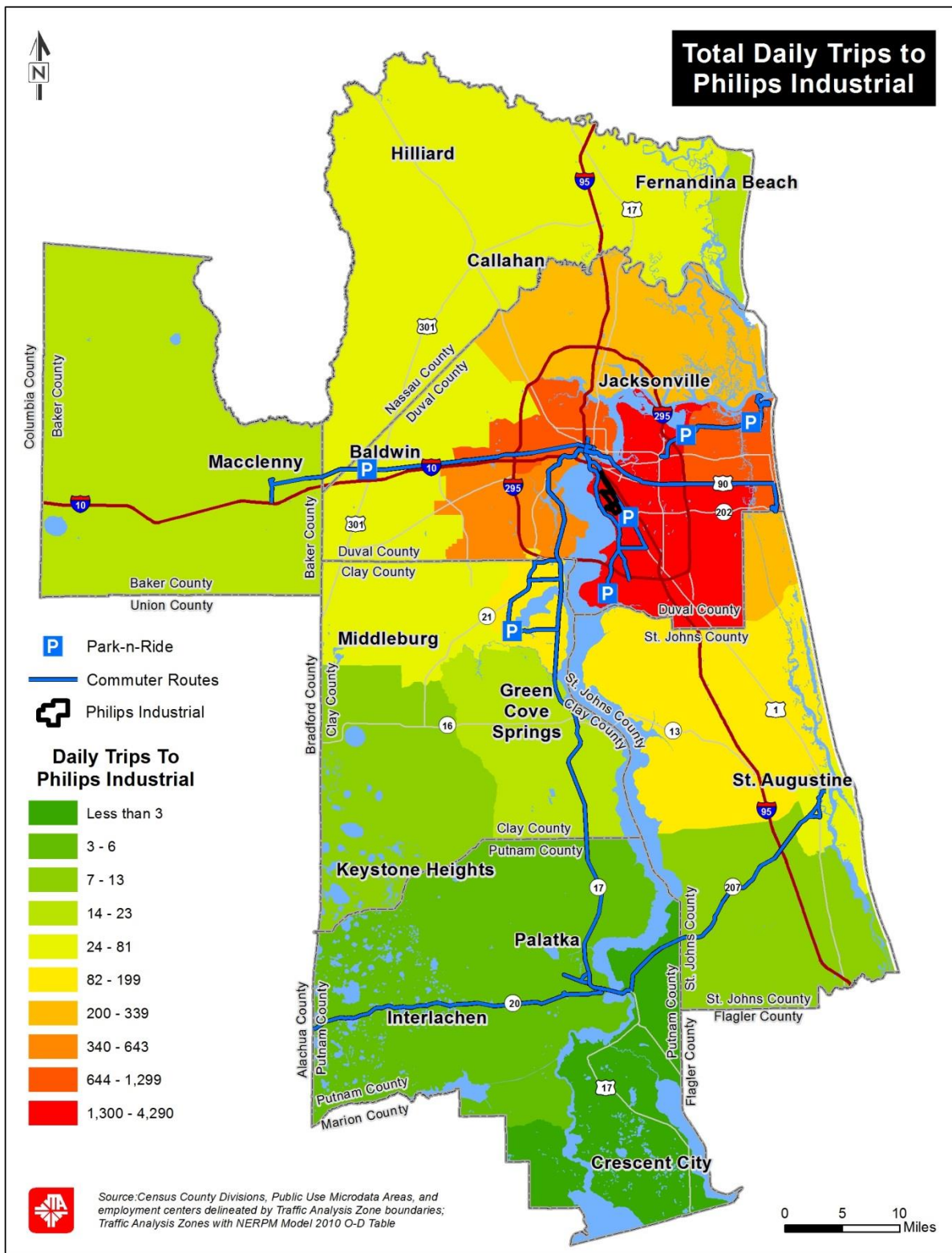




**Map 30 Palatka Regional Trips:**

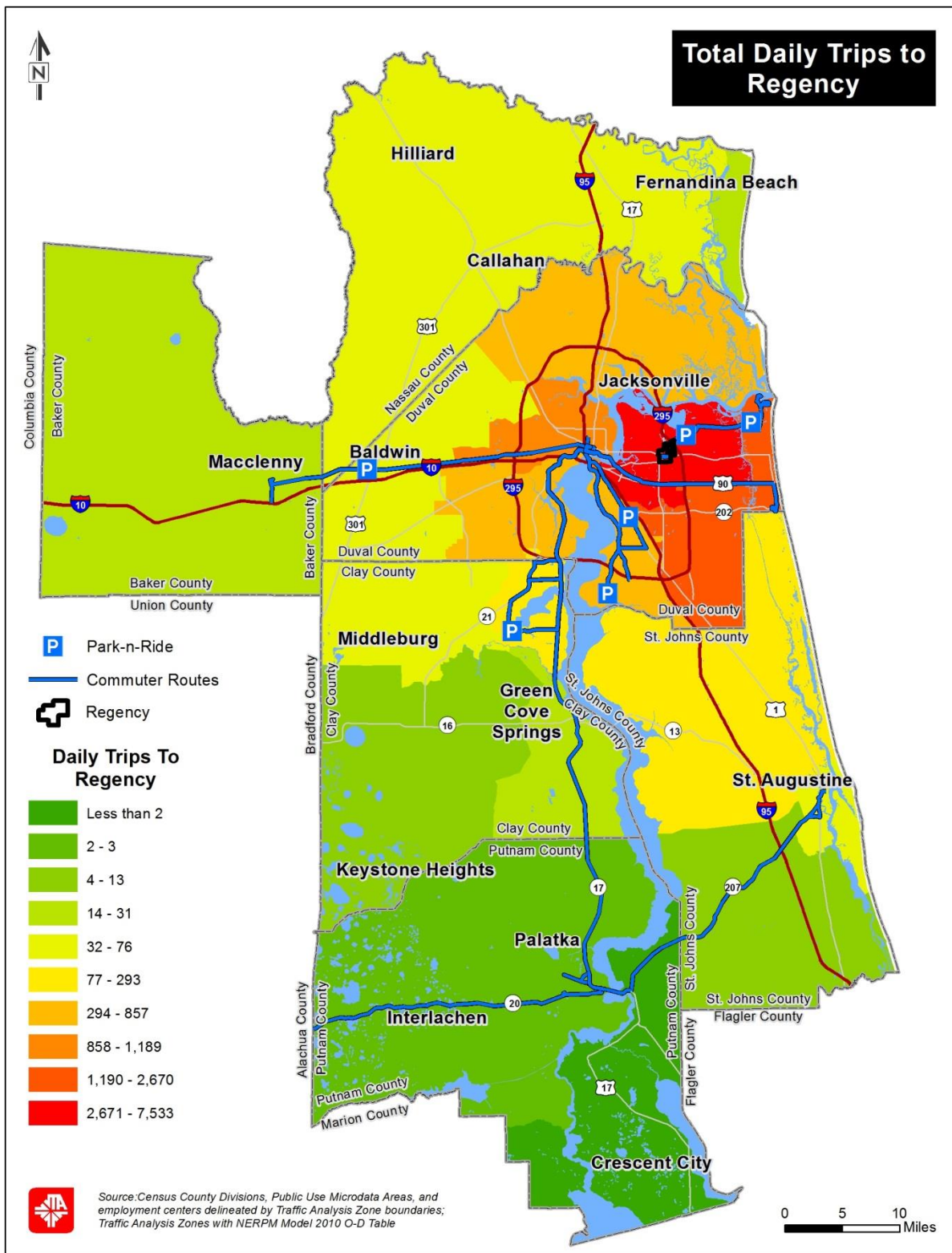


**Map 31 Philips Industrial Park Regional Trips:**

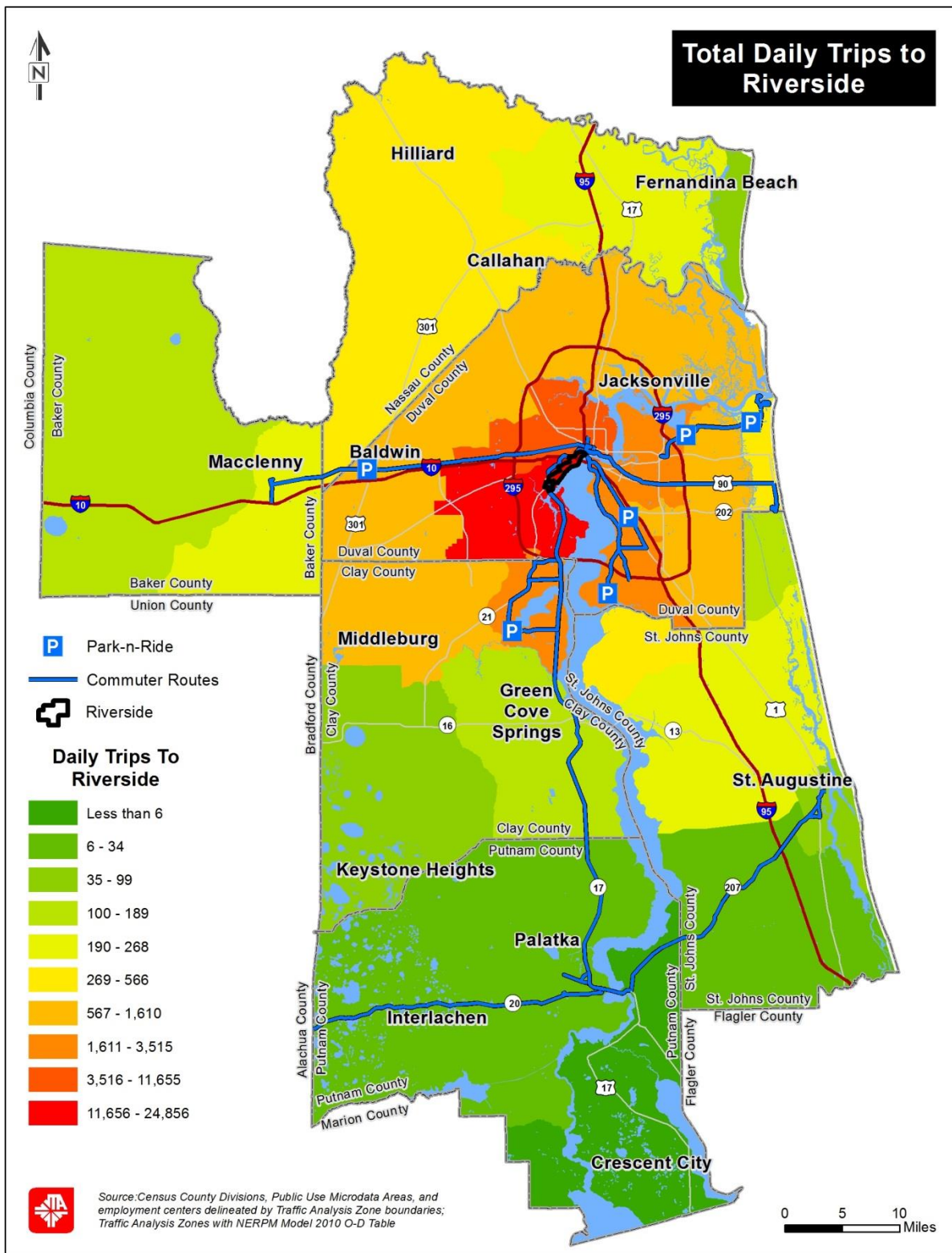


**Map 32 Regency Regional Trips:**



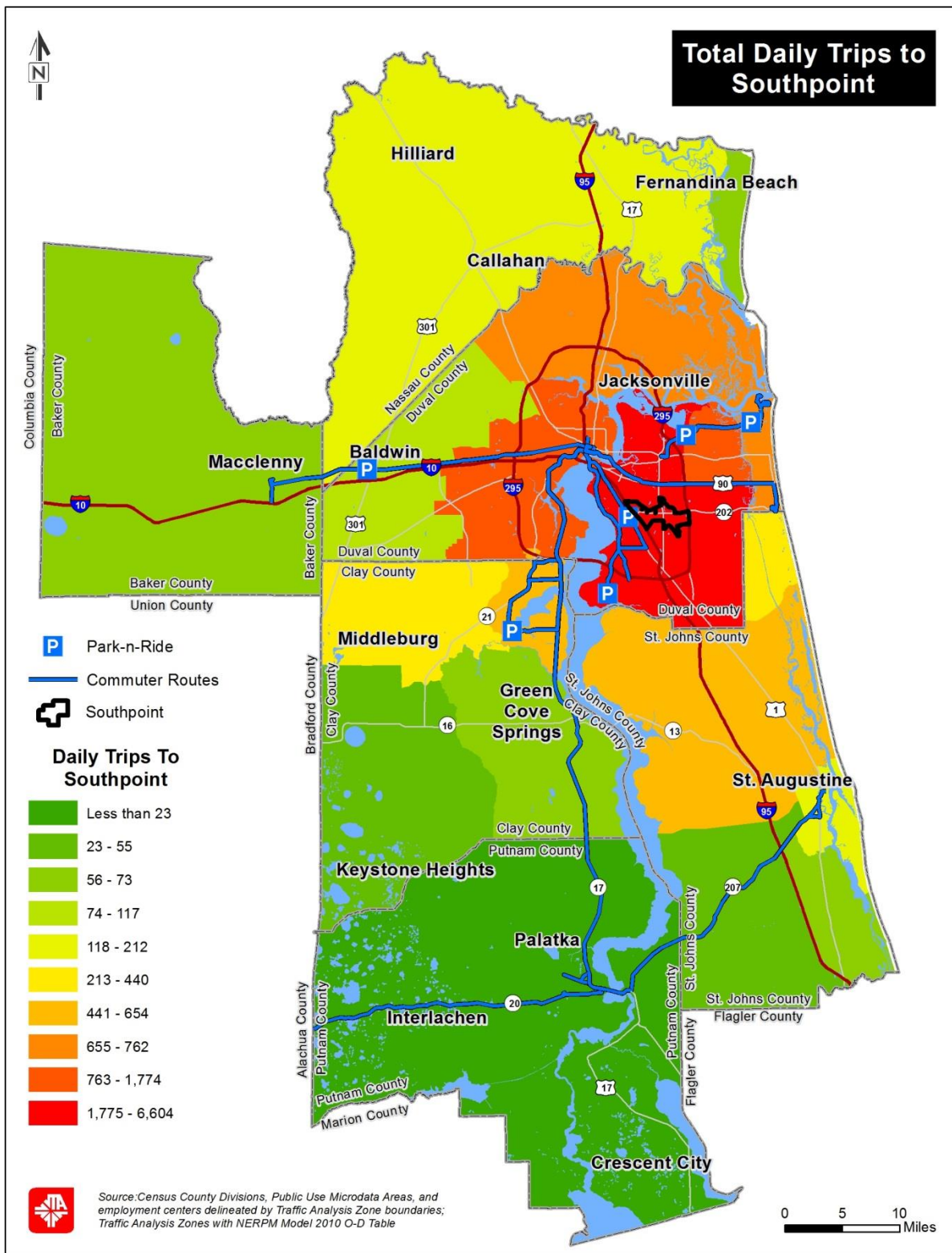


**Map 33 Riverside Regional Trips:**

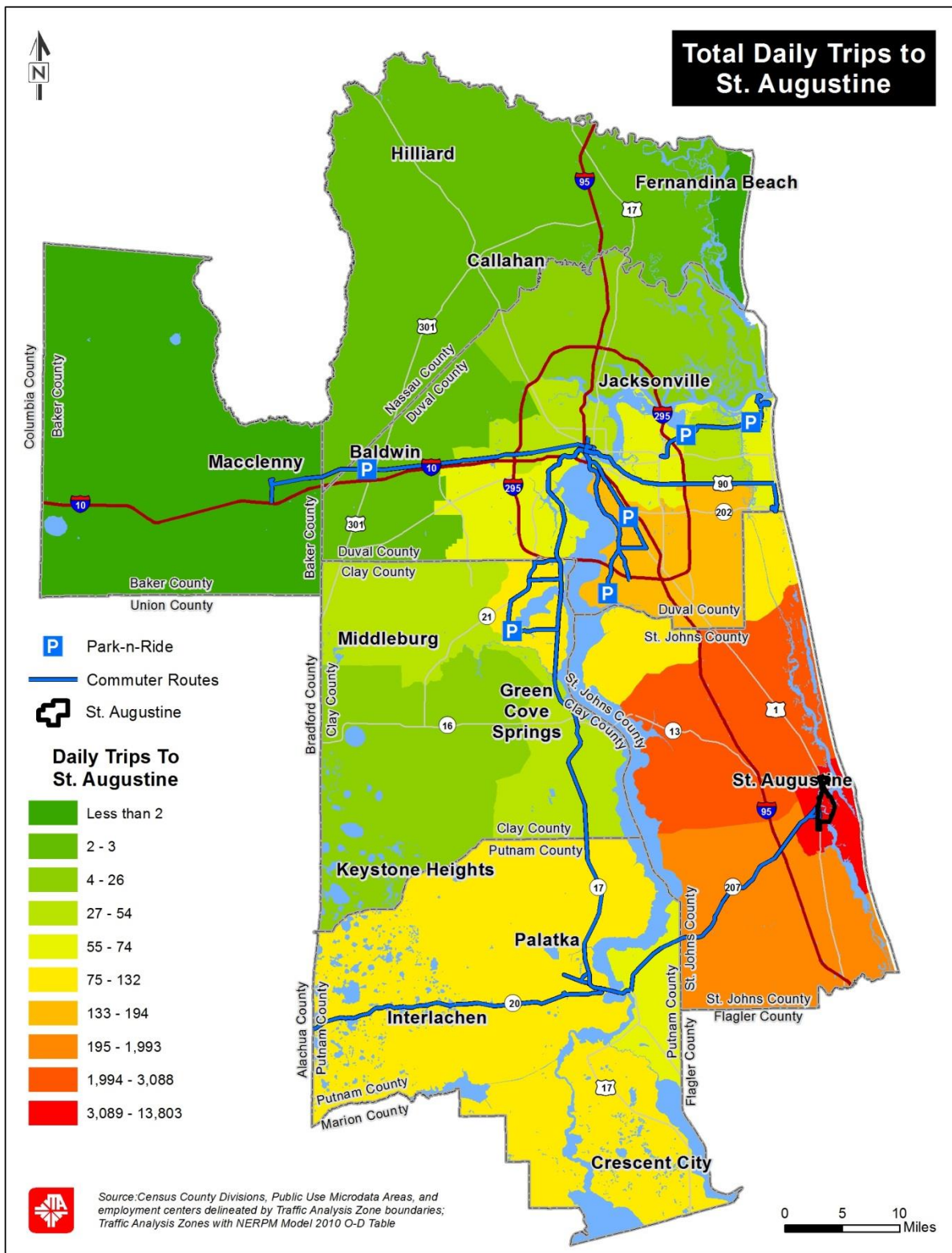


**Map 34 Southpoint Regional Trips:**

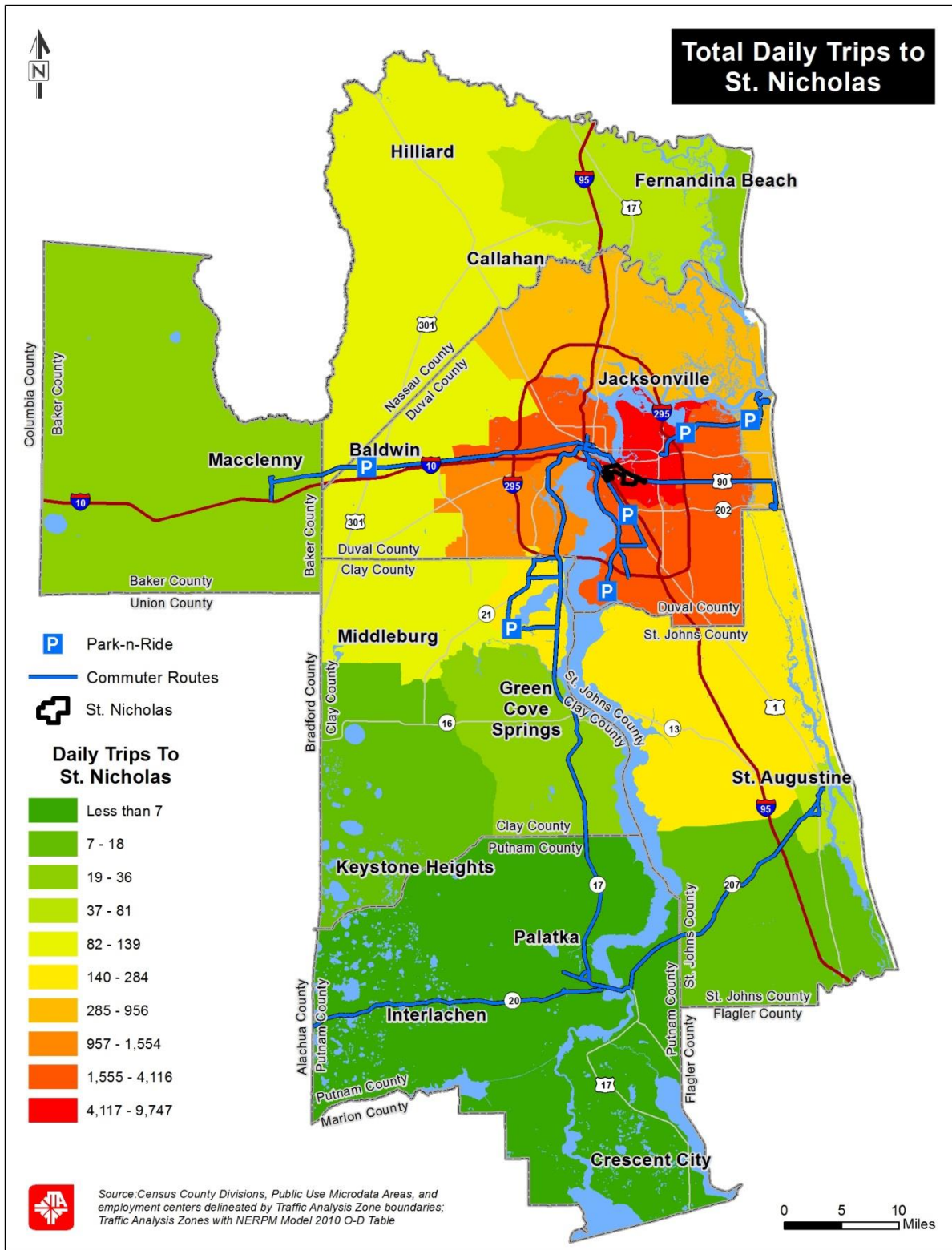




**Map 35 St Augustine Regional Trips:**

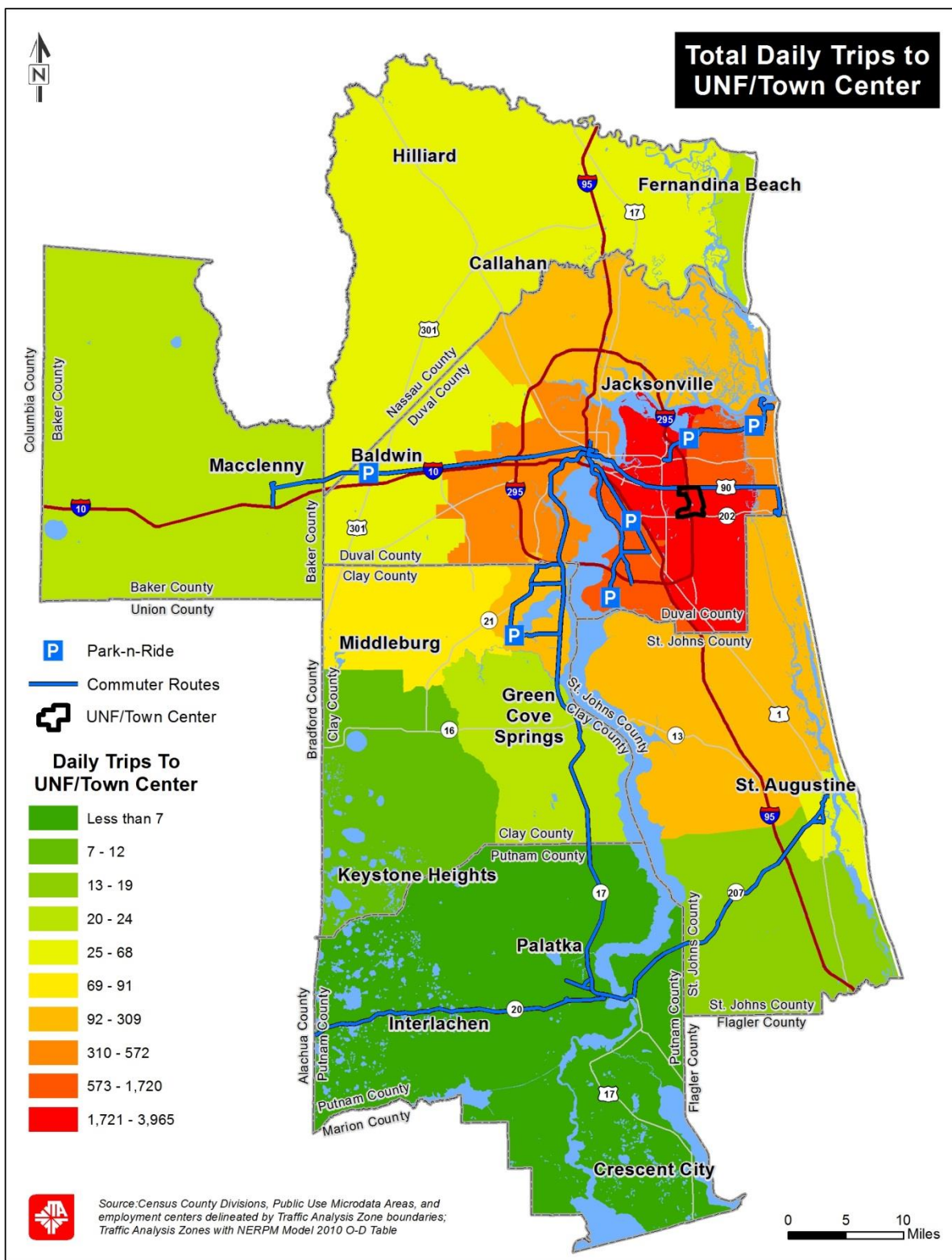


**Map 36 St. Nicholas Regional Trips:**



**Map 37 UNF / Town Center Regional Trips:**





**Map 38 Westside Industrial Park Regional Trips:**



