

The identification of goals and objectives for a transit agency is a fundamental but critical step in the preparation of a TDP. It is necessary for establishing the framework within which the agency will pursue its established TDP-inspired vision over time. BCT went through the goal-setting process during the agency's previous TDP major update; however, staff has indicated a desire to revisit the prior goals and modify them to better reflect the agency's current situation and vision for the future. As such, the TDP presents the updated goals and objectives that have been developed and are proposed for BCT.

It is important to note that a key input to the development of these goals and objectives is the range of comments and policy issues that have been identified during the TDP's public outreach process. As documented in the TDP's Public Involvement Plan, many discussions have been held with community leaders, key stakeholders, the Advisory Review Committee, BCT staff, and the general public, among other organizations and individuals. The issues highlighted during these discussions help form the basis for the proposed BCT goals. In addition, this list of goals has been supplemented by an examination of existing transit-related policies assembled from BCT's 2010 COA, as well as results from the 2013 on-board survey of BCT passengers systemwide and the household poll of randomly-selected Broward County residents (see Sections 5 and 4 for details on these results).

In developing original goals and objectives, or even modifying existing ones, it is beneficial to consider the definitions of these items to ensure that they are prepared in an appropriate manner. As such, following are general definitions of the terms to consider when developing when developing "goals" and "objectives":

- *Goal* – A long-term end toward which programs or activities are ultimately directed.
- *Objective* – A specific, measurable, intermediate end that is achievable and allows measurement of progress toward a goal.
- *Action* – A prescribed step for achieving a given goal.

## **BCT MISSION STATEMENT**

BCT's current Mission Statement is as follows:

*The mission of Broward County Transit is to provide clean, safe, reliable and efficient transit service to the community by being responsive to changing needs and focusing on customer service as our highest priority.*

## GOALS

BCT has established five major goals for the transit agency. Each goal is supported by objectives, actions, and performance measures. Each goal is presented with its related objectives and actions. A complete listing of each goal and its objectives, actions, performance measures, metrics, responsible parties, and targets can be found in Appendix J.

### **Goal 1: Promote and Advocate Economic Development and Livability Through Transit Investments**

Public transportation is a critical component in the support of both regional economic vitality and growth and livability principles. Transit services can help support increased economic activity by providing mobility for an expanded workforce while also working in conjunction with local area land use regulations (in the form of planning, zoning, and design standards) to encourage high density, mixed use development around transit nodes. Broward County is especially interested in this last concept and has been examining the implementation of Complete Streets enhancements and transit-supportive land use changes and development on major corridors, which can help provide economic benefit by promoting infill/redevelopment and by enhancing the value of existing land uses. This goal seeks to ensure that BCT continues to coordinate with the County and other partners in supporting the ongoing economic development and livability activities in the region.

In the case of livability, which seeks to make communities more livable and sustainable by integrating and balancing economic, social, and environmental needs, transit services can employ “green” practices in capital infrastructure design and construction, ensure energy-efficient vehicles, and employ strategies to encourage land use and transit-oriented development designed to increase ridership. BCT is also committed to creating a culture of sustainability in its administrative and operational facilities.

**Table 6-1**  
**Goal 1 with Objectives and Actions**

<b>Goal 1 Promote and Advocate Economic Development and Livability Through Transit Investments</b>	
<b>Objective 1.1</b>	Advocate regional connectivity by promoting BCT's role as a transit service provider
<b>Objective 1.2</b>	Coordinate to link multimodal transportation with land use decisions
<b>Objective 1.3</b>	Integrate BCT's service planning efforts with other local and regional plans
<b>Objective 1.4</b>	Develop long-term transportation services beneficial to the region
<b>Action 1.1</b>	Promote transit as a benefit to the business community
<b>Action 1.2</b>	Become an active participant in organizations with local and regional partners with a focus on economic development and livability
<b>Action 1.3</b>	Actively work with local communities to ensure that transit is an integral part of the comprehensive planning process
<b>Action 1.4</b>	Monitor development for new transit markets in coordination with local and regional organizations

**Goal 2: Make BCT a Transportation Provider of Choice for Current and Potential Customers**

This goal focuses on the delivery of a transit service that presents a high level of quality to all of its customers. Meeting this goal includes such aspects as clean and well-maintained vehicles, frequent and on-time service, accessible bus stops and facilities with appropriate infrastructure, and even real-time passenger information at transfer centers and/or on mobile devices, among others. The key policy objectives under this goal address these aspects using selected metrics that relate to such considerations. It is important to recognize that the various aspects of service focused on for this goal come from much the public input received during the community outreach efforts of this TDP.

**Table 6-2  
Goal 2 with Objectives and Actions**

<b>Goal 2 Make BCT a Transportation Provider of Choice for Current and Potential Customers</b>	
<b>Objective 2.1</b>	Increase frequency of service to meet customer demand
<b>Objective 2.2</b>	Expand coverage of services to meet customer demand
<b>Objective 2.3</b>	Improve productivity of services
<b>Objective 2.4</b>	Improve customer service
<b>Objective 2.5</b>	Maintain proactive communication with customers and stakeholders
<b>Objective 2.6</b>	Improve the perception of public transportation
<b>Action 2.1</b>	Monitor customer complaints on a regular basis and determine trends
<b>Action 2.2</b>	Monitor and improve on-time performance
<b>Action 2.3</b>	Enhance marketing and community involvement campaigns
<b>Action 2.4</b>	Monitor low-performing routes against performance standards
<b>Action 2.5</b>	Invest in capital projects that will improve customer satisfaction and convenience
<b>Action 2.6</b>	Coordinate with regional partners to create an interoperable fare collection system

**Goal 3: Achieve Financial Stability and Efficiency**

This goal focuses most importantly on BCT’s long-term financial stability. The pursuit and securement of a dedicated funding source has come up during some of the outreach activity discussions, and this would be an important activity in the successful achievement of this particular goal. From key stakeholder interviews that were conducted, some of the ideas for possible sources of dedicated local revenue for transit include sales tax and revenues from a managed lanes toll surcharge. Regardless of the ultimate source, the goal for the dedicated funding would be to establish an annually-occurring stream of resources that would enable BCT to meet its many needs brought on by existing and growing demand, as identified for the 10-year time period of this plan, as well as address other needs that may arise in the future.

**Table 6-3**  
**Goal 3 with Objectives and Actions**

<b>Goal 3 Achieve Financial Stability and Efficiency</b>	
<b>Objective 3.1</b>	Work with community stakeholders to establish the need to identify and implement a sustainable dedicated funding source for transit
<b>Objective 3.2</b>	Ensure business practices provide funding partners and stakeholders with the maximum benefit for their investment
<b>Objective 3.3</b>	Increase farebox recovery and ridership
<b>Action 3.1</b>	Present frequently updated reports on BCT's unfunded programs
<b>Action 3.2</b>	Work with community stakeholders to develop a coordinated approach to seeking a dedicated funding source for transit
<b>Action 3.3</b>	Actively seek additional and sustainable funding opportunities for new and expanded services

**Goal 4: Develop a BCT Workforce that is Highly Qualified, Efficient, and Motivated by Excellence**

BCT is dedicated to being an exemplary employer that continues to hold its staff to the highest standards. It is important for BCT to continue to develop a culture of accountability that is demanded at all levels of employment. BCT has committed to investing in its employees through training programs. These training programs will assist BCT in reducing potential accidents and increasing customer satisfaction.

**Table 6-4**  
**Goal 4 with Objectives and Actions**

<b>Goal 4 Develop a BCT Workforce that is Highly Qualified, Efficient, Productive, and Motivated to Customer Service Excellence</b>	
<b>Objective 4.1</b>	Attract, recruit, and retain professional, diverse, and skilled employees
<b>Objective 4.2</b>	Promote opportunities for continuous training to support workforce development
<b>Objective 4.3</b>	Promote accountability with a focus on customer service and safety as a culture
<b>Action 4.1</b>	Monitor workplace safety
<b>Action 4.2</b>	Reduce preventable operator accidents through annual operator safety training
<b>Action 4.3</b>	Implement all aspects of BCT safety and security plans
<b>Action 4.4</b>	Provide opportunities for supplemental training and employee recognition

**Goal 5: Increase and Improve Capital Assets**

BCT is dedicated to maintaining its capital assets in good operating condition in order to provide for a pleasant experience by the passenger. Capital assets include rolling stock, facilities, and information technology (IT) equipment. For rolling stock, this goal includes a commitment to maintain a younger

average fleet age. It also includes a commitment to strive for a 25-percent hybrid ratio in the vehicle fleet.

**Table 6-5  
Goal 5 with Objectives and Actions**

<b>Goal 5 Implement Capital Program Plan to Maintain State of Good Repair and Introduce New Technologies</b>	
<b>Objective 5.1</b>	Replace vehicles according to established life cycles
<b>Objective 5.2</b>	Maintain all vehicles and facilities in a state of good repair
<b>Objective 5.3</b>	Practice and promote the enhancement of environmental sustainability as a culture
<b>Objective 5.4</b>	Implement new Information Technologies to enhance provision of customer service
<b>Action 5.1</b>	Manage the average age of vehicles to be within FTA guidelines
<b>Action 5.2</b>	Improve system reliability by improving mean distance between road failures
<b>Action 5.3</b>	Develop and implement a 10-year capital improvement plan
<b>Action 5.4</b>	Create a schedule for capital asset inspections and ensure that critical inspection recommendations are completed in a timely manner
<b>Action 5.5</b>	Construct all new facilities to "green building" standards for energy efficiency and sustainable design

**SUMMARY**

The goals and policy objectives presented herein reflect the strategic focus of BCT in its transit development planning process and are purposely designed to address the broad concepts of transit system operation that were identified using public and stakeholder outreach during the initial goal-setting process. Consequently, the policy objectives and related actions range in their level of specificity. It is envisioned that these goals and objectives, and accompanying actions, will provide the framework with which BCT can continue to grow, develop, and operate its various transit services so that they will continue to benefit BCT’s stakeholders and patrons.