

CHAPTER V

Goals and Objectives

This section presents the Goals and Objectives for the Big Sky Transportation District. Goals were reviewed and commented on by the Advisory Committee. This section presents those Goals and Objectives for review by all those concerned. These goals will be formally adopted by the Big Sky Transportation District Board. These Goals were used when analyzing and determining service enhancements and changes.

TRANSIT VISION

In developing the Transportation Development Plan (TDP), it is necessary to recognize the goals and objectives of public transportation as they determine the direction to be taken in the Transit Plan. The goals and objectives, along with corresponding performance standards, provide the specific direction for implementation.

The vision for transit service in the Big Sky area consists of a mission statement, a set of eight action goals, and objectives for each goal. The mission statement, goals, and objectives typically form a hierarchical structure with the mission statement being the most general. Goals support the achievement of the mission, and objectives support the goals.

Mission Statement

The Mission Statement establishes the overall direction of an agency and enumerates the most generalized set of actions to be achieved by that agency. The mission statement for the Big Sky Transportation District is as follows:

Mission Statement
<i>The mission of the Big Sky Transportation District is to provide quality transportation service which is both safe and efficient to community residents and visitors.</i>

Goals and Objectives

Based on meetings with the Advisory Committee and public comments, LSC formulated a set of goals and objectives for the transportation system serving the Big Sky Transportation District. For planning purposes, a goal is defined as a purpose or need that should be attained in order to address a transportation issue. An objective is a specific method or activity that is designed to achieve an identified goal. The goals and objectives will be reviewed by the Advisory Committee and Board, and changes will be made where appropriate.

Goal #1: Provide efficient, effective, environmentally-friendly, and safe mobility for the Big Sky community.

Objective 1.a: Service will operate at an average productivity of seven passengers per service-hour. Individual routes will maintain a productivity of at least five passengers per service-hour. Those routes which do not meet the minimum standard will be reviewed for service changes.

Objective 1.b: Snow Express will provide increased service to those areas with greatest propensity for transit use during the ski season.

Objective 1.c: Snow Express will operate with fewer than 2.5 preventable accidents per 100,000 vehicle-miles.

Objective 1.d: The fixed routes should be no longer than 45 minutes in travel time from the beginning of the route to the last stop of the outbound direction of the route.

Objective 1.e: A rider survey will be distributed once a year in order to obtain input from the system users on the adequacy of Snow Express services and any unmet needs.

Objective 1.f: Establish operating policies and prepare a policy manual.

Goal #2: Maintain the existing ridership base while increasing ridership levels and expanding the types of services offered under the system's current operating parameters (service area and operating times).

Objective 2.a: Maintain passenger information about weekly ridership and track the number of boardings and alightings at each stop location.

Objective 2.b: Aggressively market Snow Express to visitors on local websites, through flyers/posters posted at key locations such as the Mountain Mall.

Objective 2.c: Develop and distribute ride guides with schedule, maps, and service information to key locations such as condominiums, local hotels, the Mountain Mall, the post office, Westfork Center businesses, and others as deemed appropriate.

Objective 2.d: Develop a survey for the use by the resorts and local civic groups to determine current and future needs of visitors and residents.

Objective 2.e: Hold regular Advisory or Board meetings with drivers to brainstorm ways to improve transit service or perform operations more effectively.

Objective 2.f: Routes will operate with 95 percent never early and no later than five minutes of the scheduled time of arrival at each stop along the route.

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Goal #3: Continue to provide for the economic stability of the transit system.

Objective 3.a: Educate local citizens and the Resort Tax Board members about the benefits of local transit. Continue to take advantage of the Resort Tax contributions to sustain transit service. In addition, seek out any available grant funding which may be available.

Objective 3.b: Investigate additional sources of funding other than local taxes to fund service. One example may be bus advertisements for local restaurants.

Objective 3.c: Consider the implications for a fare system to aid in funding the system.

Objective 3.d: Examine additional funding from federal, state, local, and private resources in order to improve transit service.

Objective 3.e: Work with Montana Department of Transportation to examine the availability of additional capital and operating funding such as FTA Section 5311 funding.

Objective 3.f: Implement strategic marketing strategies that identify ways to encourage private organizations and corporations to financially support local transit.

Objective 3.g: Establish a capital and vehicle replacement fund and allocate local contributions on an annual basis to this savings account.

Goal #4: Promote the services provided by the Big Sky Transportation District.

Objective 4.a: Use every opportunity to promote the transit service, including but not limited to the following ideas:

- Develop a telephone number which can be answered by someone who is available during service hours.
- Display the telephone number for information prominently on all fleet vehicles.
- List the Snow Express telephone number in the local and regional telephone directories. Also provide this number in major condominiums and hotel rooms.
- Post flyers with the telephone number and hours of operation at various locations in the service area including the Mountain Mall, local businesses, and community establishments such as the post office.
- Place regular public service announcements with the newspaper, radio, and television.
- Develop a website for visitors and community residents which posts service information.

Objective 4.b: Develop a public education program on the benefits of transit services and the need to maintain and improve the overall transportation system in Big Sky and the Gallatin Valley area.

Objective 4.c: Improve the schedule to be more customer-friendly. Route maps and schedules will be easily understood by users. Schedules should be available in alternate languages if appropriate.

Goal #5: Develop regional service for commuters and visitors.

Objective 5.a: Develop letters of support and request funding assistance from government agencies and other interested groups. Try to obtain support from elected officials such as County Commissioners and even Senatorial or Congressional Representatives who serve this part of Montana.

Objective 5.b: Examine all resources that are available to expand regional service to the residents throughout the county, including, but not limited to, vanpool service.

Objective 5.c: Reduce Average Daily Traffic on State Highway 191.

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Goal #6: Provide and maintain an adequate fleet to meet the overall requirements of the transit system and special needs of system riders.

Objective 6.a: Work with the local contract provider to ensure proper vehicles are being used in Big Sky. Negotiate with the contract provider on the use of different vehicles designed specifically for the resort nature of the area.

Objective 6.b: Work with the Montana Department of Transportation on the steps toward the purchase of new capital equipment which may be operated in order to obtain the lower purchase prices.

Objective 6.c: Snow Express will seek out environmentally-friendly vehicles for future service.

Goal #7: Address the increasing regional traffic on State Highways 64 and 191.

Objective 7.a: Continue local transit service throughout Big Sky in an effort to reduce local traffic and relieve parking congestion.

Objective 7.b: Continue to improve local transit service in an effort to improve safety on local state highways.

Objective 7.c: Implement regional rideshare program to alleviate congestion on State Highway 191 between the Bozeman/Belgrade area and Big Sky.

Goal #8: Continue to coordinate and improve communications among the different stakeholders in the community.

Objective 8.a: Hold open house or roundtable discussions of transit issues and needs on a bi-annual basis which are open to the general public where people can express their vision and comment on issues and concerns regarding transit. These can be conducted through the Transportation Advisory Committee process.

Objective 8.b: Build local partnerships among stakeholders which may include local businesses, community representatives, the local Chamber of Commerce, the Resort Tax District, the Transportation District, and others as a basis for continued transit support.

Objective 8.c: Ensure that all areas being served are part of the Big Sky Transportation District.

Goal #9: Experiment with expanded service hours and areas.

Objective 9.a: Explore new service times and locations on a limited basis based on feedback received from riders and requests from Big Sky residents and visitors.

Objective 9.b: Obtain additional funding for expanded service in the Big Sky area as well as other areas not currently served.

Goal #10: Expand service from seasonal to year-round.

Objective 10.a: Based upon the exploration of expanded service hours and area, additional funding should be sought out to cover the costs of operating year-round bus service in Big Sky.

Objective 10.b: Performance measures for both off-peak and peak service will indicate an average of not less than eight passengers per hour for peak, and not less than five passengers per hour for the off-peak season.

Objective 10.c: Additional sources of private funding will be secured to sustain year-round operational costs.